



AMERICAN SOCIETY OF  
ADMINISTRATIVE PROFESSIONALS

**CAREER  
PROGRESSION  
UNLOCKED:  
INSIGHTS INTO  
THE EVOLVING  
ROLES OF  
ADMINISTRATIVE  
PROFESSIONALS**

THE 2025 REPORT ON ADMINISTRATIVE  
PROFESSIONALS IN NORTH AMERICA

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# Executive Summary

The American Society of Administrative Professionals (ASAP) is pleased to present the sixth edition of the ASAP State of the Profession report, the leading benchmarking survey for the administrative profession. Key findings from this year's survey of administrative professionals (APs) across North America highlight the following:

- Validity of the **ASAP Career Stages Framework** as a tool to map career progression and benchmark skills.
  - This year's State of the Profession survey shows that AP responsibilities evolve from tactical to strategic, demanding more advanced skills in technology and leadership.
  - The findings also highlight a critical need for targeted training to bridge skills gaps and support APs in their evolving roles.
- How APs are elevating their **responsibilities and upskilling** – especially with the **use of AI tools**.
  - AI adoption among APs has increased significantly over the past year. While AI adoption isn't uniform across the profession, the data shows that APs in leadership roles and those supporting executives demonstrate higher AI usage, indicating its value for increasing efficiency and freeing up time for strategic work.
  - Looking ahead, AI skills have emerged as the top priority for AP training in 2025. This emphasis on AI signals a fundamental transformation in the profession, with new technology integration becoming a core requirement.
- How **compensation** is shaping up for APs across career stages and industries.
  - APs often struggle to benchmark salaries due to their unique roles within organizations. This year's State of the Profession report provides crucial insights into current compensation trends, empowering APs to understand their value and advocate for fair pay.
  - AP compensation continues to rise, though pay increases are predominantly driven by performance and professional development.
- How **professional development** is shifting for APs, with increased employer investment as well as increased certification rates and engagement in training.
  - While there are positive signs, persistent challenges remain. These issues include disparities in support within organizations for professional development, barriers to attending external training such as events or online courses, and unequal budget allocation.

**The 2025 ASAP State of the Profession Report is based on the responses from 3,710 administrative professionals.**

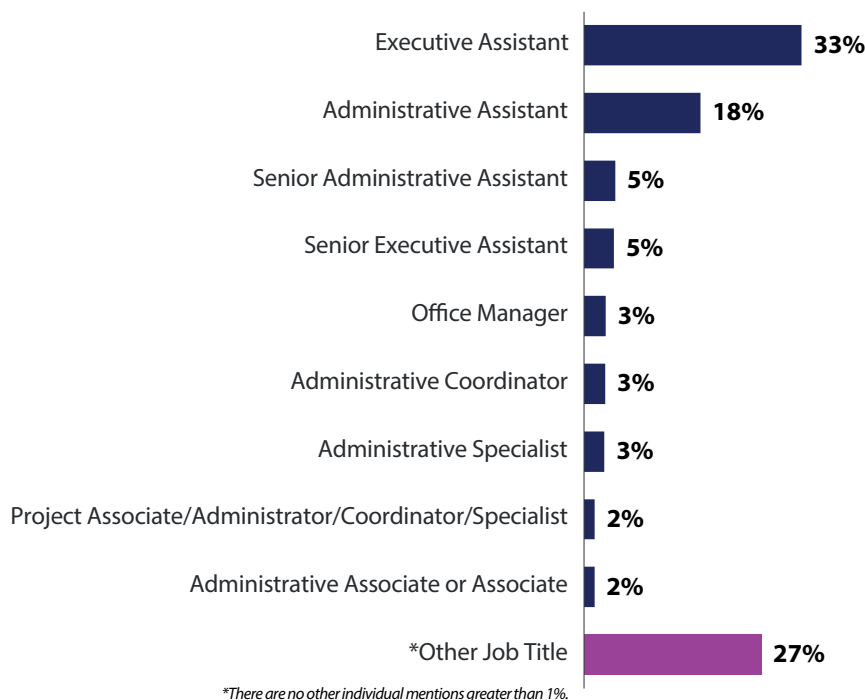
The survey was conducted online from January 6 to 28, 2025.

This is a summary report of the key findings. Please visit [www.asaporg.com/downloads](https://www.asaporg.com/downloads) for more reports and resources for administrative professionals today.

# Career Stages Framework

Inconsistencies in job titles across the profession have made it difficult for APs to map their career progression and benchmark their skills. Beyond the dominant Executive Assistant and Administrative Assistant titles, a wide variety of other titles exist within the profession. A substantial proportion (27%) of job titles fall into a broader “other” category. Within this category, a recurring theme is the inclusion of either “Assistant” (e.g., Management Assistant, Virtual Assistant, Personal Assistant, Executive Administrative Assistant, Staff Assistant) or “Administrator” (e.g., Program Administrator, Executive Administrator, Group Administrator) as part of their title. The title Chief of Staff also falls within this category.

## JOB TITLES (TOP MENTIONS)



*\*There are no other individual mentions greater than 1%.*

While most APs believe their job titles reflect their roles, a significant minority (28%) experience a disconnect. Of the APs who feel their current title is misaligned with their actual responsibilities, 50% are EAs or AAs.

We also found that some titles exist across all career stages, such as Executive Assistant. This indicates that some EAs, for example, are taking on higher-level responsibilities than others with the same title. For those with more strategic responsibilities, another title that is more aligned with their role should be considered.

The **ASAP Career Stages Framework** identifies four distinct career stages within the profession: Assisting, Supporting, Partnering, and Leading.

The 2025 State of the Profession survey validates this framework, revealing that all APs’ responsibilities evolve from tactical to strategic, and average compensation increases with each career stage—regardless of title.

Work also evolves from a focus on core competencies to more demanding and advanced skills in technology and leadership.

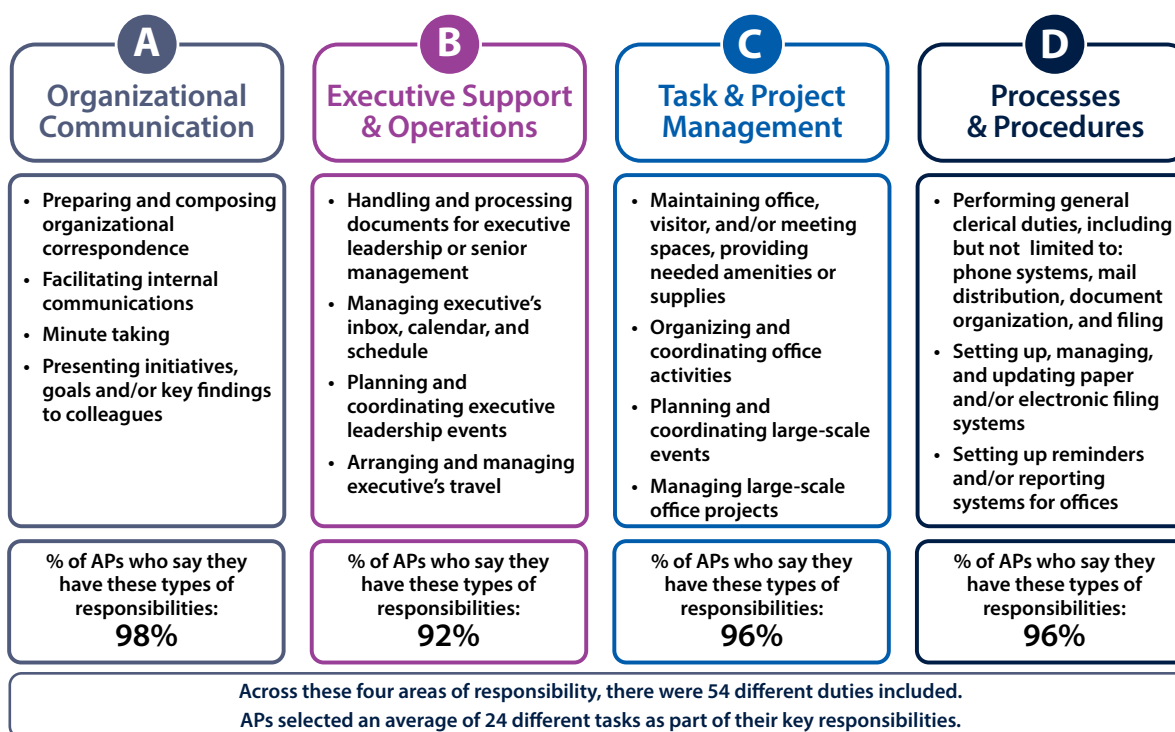
The table outlines a few key responsibilities for each stage, though the reality is that AP roles vary significantly across organizations. Still, with each career stage, the level of responsibility, autonomy, and decision-making increases.

|                                                   | Assisting                                                         | Supporting                                                               | Partnering                                                                                     | Leading                                                                                    |
|---------------------------------------------------|-------------------------------------------------------------------|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Typical years of experience within the profession | <5 years                                                          | 5+ years                                                                 | 5+ years                                                                                       | 10+ years                                                                                  |
| Key responsibilities include                      | Assisting with tasks such as scheduling and document organization | Assisting plus: supporting projects; making decisions with more autonomy | The previous stages, plus: Partnering on strategic business plans; managing projects and teams | The previous stages, plus: Leading large-scale initiatives; serving as a strategic advisor |

## How Roles Shift with Career Stage

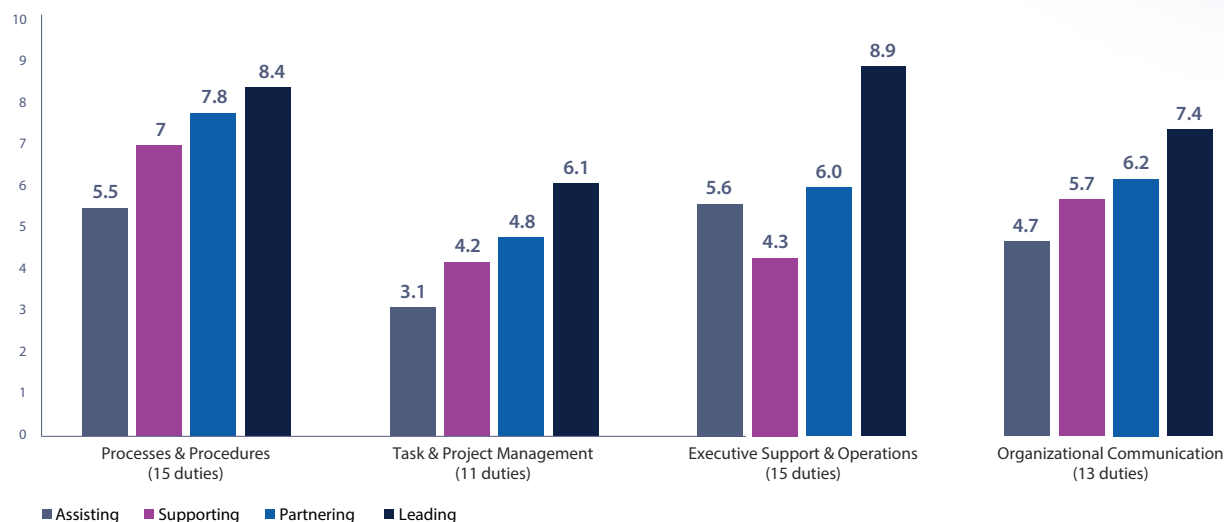
### THE PRIMARY DUTIES OF APs

Nearly all APs say they have responsibilities related to organizational communication, executive support & operations, task & project management, and processes & procedures. APs list an average of 24 different duties as part of their role.



The 2025 State of the Profession survey reveals a clear evolution of AP duties across four key areas: Organizational Communication, Executive Support & Operations, Task & Project Management, and Processes & Procedures. With 54 specific tasks analyzed, we found significant differences based on career stage. APs selected an average of 24 different tasks as part of their key responsibilities.

## AVERAGE NUMBER OF DUTIES BY RESPONSIBILITY CATEGORY AND CAREER STAGE



APs have responsibilities that span across these four areas, but complexity increases with experience, as does the number of responsibilities in most cases.

## Organizational Communication:

- Facilitating internal communications is the most common organizational communication task performed by APs. At least 80% of APs in the Partnering and Leading stages cite this as a responsibility, building on a fundamental skill they likely began developing early in their career.
- Leading APs are more likely to write executive-level thought leadership and produce reports.

## ORGANIZATIONAL COMMUNICATION: DUTIES BY CAREER STAGE

All APs handle communication, but complexity tends to increase with experience — as does the number of responsibilities.

| Primary Duties                                                                                             | Skill level of duty | % of APs who say this is part of their role |            |            |         |     |
|------------------------------------------------------------------------------------------------------------|---------------------|---------------------------------------------|------------|------------|---------|-----|
|                                                                                                            |                     | Assisting                                   | Supporting | Partnering | Leading |     |
| Preparing and composing organizational correspondence                                                      | Assisting           | 60%                                         | *          | *          | *       | *   |
| Answering organizational mail, email, correspondence, and requests for information                         | Assisting           | 74%                                         | *          | *          | *       | *   |
| Addressing customer inquiries and/or resolving customer complaints                                         | Assisting           | 52%                                         | *          | *          | *       | *   |
| Minute taking                                                                                              | Assisting           | 63%                                         | *          | *          | *       | *   |
| Facilitating internal communications (e.g., distribute information and schedule meetings or presentations) | Assisting           | 80%                                         | *          | *          | *       | *   |
| Producing and/or designing documents and reports                                                           | Supporting          | 65%                                         | *          | *          | *       | *   |
| Posting for and managing company social media accounts                                                     | Supporting          | 11%                                         | *          | *          | *       | *   |
| Writing and scheduling organizational newsletters and/or other marketing collateral                        | Supporting          | 25%                                         | *          | *          | *       | *   |
| Creating and/or conducting orientation, onboarding, or team building for colleagues                        | Supporting          | 53%                                         | *          | *          | *       | *   |
| Creating and conducting orientation or onboarding for subordinates                                         | Partnering          | 27%                                         | *          | *          | *       | *   |
| Presenting initiatives, goals, and/or key findings to colleagues                                           | Partnering          | 31%                                         | *          | *          | *       | *   |
| Negotiating contracts and/or agreements with vendors or contributors                                       | Partnering          | 25%                                         | *          | *          | *       | *   |
| Writing executive-level thought leadership and communications                                              | Leading             | 27%                                         | *          | *          | *       | *   |
| AVERAGE DUTIES MENTIONED OUT OF 13                                                                         |                     | 6.0                                         | 4.7        | 5.7        | 6.2     | 7.4 |

At least 4 in 5 say this is part of their role

Between half and 4 in 5 say this is part of their role

Up to half say this is part of their role

Fewer than 1 in 5 say this is part of their role

## Executive Support & Operations:

- Unsurprisingly, APs who directly support executives in their daily work handle a greater volume of executive support and operations tasks. On average, they perform 6.6 of 15 identified duties, while APs without direct executive support responsibilities perform only 2.4.
- Key tasks in this area include executive document processing, inbox management, travel arrangements, expense tracking, and event planning.
- Leading APs are more likely to create and present strategic plans and financial models, as well as lead and own the results of executive-level projects, averaging 8.9 tasks compared to 5.6 among Assisting APs.
- Core tasks (document processing, travel, etc.) are consistent across AP career stages, but Assisting APs are less involved in executive event planning.

## EXECUTIVE SUPPORT & OPERATIONS: DUTIES BY CAREER STAGE

Leading APs are more likely to have strategic planning and executive team alignment responsibilities, averaging 8.9 tasks compared to six or fewer tasks among the other stages.

| Primary Duties                                                                                                             | Skill level of duty | % of APs who say this is part of their role | Assisting | Supporting | Partnering | Leading |
|----------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------------------------------|-----------|------------|------------|---------|
| Handling and processing documents for executive leadership or senior management                                            | Assisting           | 67%                                         | *         | *          | *          | *       |
| Preparing written reports for executive leadership or senior management                                                    | Assisting           | 37%                                         | *         | *          | *          | *       |
| Screening, prioritizing, and responding to executive's mail, email, and/or voicemail                                       | Supporting          | 43%                                         | *         | *          | *          | *       |
| Managing executive's inbox, calendar, and schedule                                                                         | Supporting          | 66%                                         | *         | *          | *          | *       |
| Arranging and managing executive's travel                                                                                  | Supporting          | 66%                                         | *         | *          | *          | *       |
| Tracking and managing executive's expenses                                                                                 | Supporting          | 64%                                         | *         | *          | *          | *       |
| Automating processes for executive time management                                                                         | Supporting          | 39%                                         | *         | *          | *          | *       |
| Collecting and analyzing data for executive leadership                                                                     | Partnering          | 43%                                         | *         | *          | *          | *       |
| Planning and coordinating executive leadership events (e.g., board meetings, company meetings, retreats, etc.)             | Partnering          | 64%                                         | *         | *          | *          | *       |
| Acting as a board liaison with executive(s)' guidance                                                                      | Partnering          | 22%                                         | *         | *          | *          | *       |
| Acting as a proxy for executive(s) in meetings, including in the executive(s)' absence                                     | Leading             | 21%                                         | *         | *          | *          | *       |
| Creating and presenting strategic plans to executive leadership teams and/or board of directors                            | Leading             | 12%                                         | *         | *          | *          | *       |
| Creating and presenting statistical or financial models or reports to executive leadership teams and/or board of directors | Leading             | 16%                                         | *         | *          | *          | *       |
| Aligning the executive leadership team and/or board of directors on large-scale initiatives and goals                      | Leading             | 16%                                         | *         | *          | *          | *       |
| Leading executive-level projects that impact the business and owning the results                                           | Leading             | 18%                                         | *         | *          | *          | *       |
| AVERAGE DUTIES MENTIONED OUT OF 15                                                                                         |                     | 6.1                                         | 5.6       | 4.3        | 6.0        | 8.9     |

■ At least 4 in 5 say this is part of their role  
■ Between half and 4 in 5 say this is part of their role  
■ Up to half say this is part of their role  
■ Fewer than 1 in 5 say this is part of their role

## Task & Project Management:

- On average, APs perform 4.6 of 11 identified task and project management duties. The most frequent tasks include maintaining office/meeting spaces and supplies, as well as organizing and coordinating office activities. Planning and coordinating large-scale events that are not exclusive to the executive leadership team is also a common responsibility, particularly for APs who support executives.
- Leading APs lead in this area (6.1 tasks reported on average), with greater involvement in large-scale events and projects.
- Assisting APs handle the least amount of task and project management duties (3.1 out of 11).

## TASK &amp; PROJECT MANAGEMENT: DUTIES BY CAREER STAGE

On average, APs perform 4.6 of 11 identified task and project management duties, with Leading APs reporting the most tasks (6.1).

| Primary Duties                                                                                                                                                                                       | Skill level of duty | % of APs who say this is part of their role | Assisting | Supporting | Partnering | Leading |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------------------------------|-----------|------------|------------|---------|
| Maintaining office, visitor, and/or meeting spaces, providing needed amenities or supplies                                                                                                           | Assisting           | 74%                                         | *         | *          | *          | *       |
| Organizing and coordinating office activities (e.g., recycling, social events)                                                                                                                       | Supporting          | 74%                                         | *         | *          | *          | *       |
| Identifying and securing approval for project scope and resources                                                                                                                                    | Partnering          | 28%                                         | *         | *          | *          | *       |
| Managing large-scale office projects (e.g., renovations, office moves)                                                                                                                               | Partnering          | 35%                                         | *         | *          | *          | *       |
| Leading a group or committee of colleagues (e.g., Employee Resource Group, DEI Committee)                                                                                                            | Partnering          | 29%                                         | *         | *          | *          | *       |
| Breaking down strategic goals into actionable tasks and timelines that involve business partners                                                                                                     | Partnering          | 23%                                         | *         | *          | *          | *       |
| Managing outside vendors and/or project-related business partners                                                                                                                                    | Partnering          | 43%                                         | *         | *          | *          | *       |
| Tracking and managing group or department-level projects (e.g., implementation of a new system with tracking and reporting on results)                                                               | Partnering          | 45%                                         | *         | *          | *          | *       |
| Planning and coordinating large-scale events (e.g., company offsites or conferences)                                                                                                                 | Partnering          | 60%                                         | *         | *          | *          | *       |
| Using tools like KPIs, OKRs, and dashboards to visualize project goals and progress for senior management or executive leadership                                                                    | Partnering          | 17%                                         | *         | *          | *          | *       |
| Creating, managing, and leading large-scale projects with high business impact, owning the process from initiation (with key data and options presented) to closing (reporting to senior leadership) | Leading             | 19%                                         | *         | *          | *          | *       |
| AVERAGE DUTIES MENTIONED OUT OF 11                                                                                                                                                                   |                     | 4.6                                         | 3.1       | 4.2        | 4.8        | 6.1     |

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■ Up to half say this is part of their role  
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## Processes &amp; Procedures:

- APs report an average of 7.3 out of 15 duties within this category. General clerical duties are most common, particularly among non-managing APs and those at the Supporting and Partnering stages.
- Consistent with other categories, progression of responsibility is evident, with Assisting APs reporting an average of 5.5 duties, compared to 8.4 for Leading APs.
- As expected, duties involving training colleagues or direct reports are more often performed by managing APs and those at the Partnering and Leading stages.

## PROCESSES &amp; PROCEDURES: DUTIES BY CAREER STAGE

General clerical duties are most common. Duties involving training colleagues or direct reports are more often performed by managing APs and those at the Partnering and Leading stages.

| Primary Duties                                                                                                                                              | Skill level of duty | % of APs who say this is part of their role | Assisting | Supporting | Partnering | Leading |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------------------------------|-----------|------------|------------|---------|
| Performing general clerical duties, including but not limited to: phone systems, mail distribution, document organization, and filing                       | Assisting           | 79%                                         | *         | *          | *          | *       |
| Maintaining systems for physical and digital employee records                                                                                               | Assisting           | 34%                                         | *         | *          | *          | *       |
| Updating organizational charts                                                                                                                              | Assisting           | 53%                                         | *         | *          | *          | *       |
| Setting up, managing, and updating paper and/or electronic filing systems                                                                                   | Assisting           | 70%                                         | *         | *          | *          | *       |
| Coordinating and maintaining records for office space, phones, company credit cards, and keys                                                               | Assisting           | 57%                                         | *         | *          | *          | *       |
| Maintaining and improving storage and retrieval systems for the office                                                                                      | Assisting           | 44%                                         | *         | *          | *          | *       |
| Evaluating and making recommendations for office products, services, equipment, and software                                                                | Supporting          | 52%                                         | *         | *          | *          | *       |
| Setting up reminders and/or reporting systems for offices                                                                                                   | Supporting          | 59%                                         | *         | *          | *          | *       |
| Updating and revising office systems and procedures                                                                                                         | Supporting          | 60%                                         | *         | *          | *          | *       |
| Creating Standard Operating Procedures (SOPs) to support process improvements                                                                               | Supporting          | 48%                                         | *         | *          | *          | *       |
| Training or instructing colleagues in job duties and/or arranging such training                                                                             | Supporting          | 52%                                         | *         | *          | *          | *       |
| Training direct reports in job duties and/or arranging such training as their manager                                                                       | Partnering          | 29%                                         | *         | *          | *          | *       |
| Overseeing the maintenance and/or repair of facility, equipment, and/or electrical or mechanical systems, partnering and negotiating with vendors as needed | Partnering          | 35%                                         | *         | *          | *          | *       |
| Analyzing data and leading the implementation of new technology or resources for process improvements and/or cost reductions                                | Leading             | 28%                                         | *         | *          | *          | *       |
| Leading executive-level processes and procedures (e.g., corporate governance or board governance)                                                           | Leading             | 18%                                         | *         | *          | *          | *       |
| AVERAGE DUTIES MENTIONED OUT OF 15                                                                                                                          |                     | 7.3                                         | 5.5       | 7.0        | 7.8        | 8.4     |

■ At least 4 in 5 say this is part of their role  
■ Between half and 4 in 5 say this is part of their role  
■ Up to half say this is part of their role  
■ Fewer than 1 in 5 say this is part of their role

## Navigating the Skills at Every Career Stage

There is a range of skills that APs must have to be proficient in their duties. The 2025 ASAP State of the Profession survey highlights current (core) and new (emerging) skills in the categories of Communication, Technology, Efficiency, and Leadership.

|                      | <u>Core skills</u>                                                                                                         | <u>Emerging skills</u>                                                                                                    |
|----------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| <b>Communication</b> | Strong foundation in standard communication and power skills such as prioritization, problem solving, and active listening | Public speaking and negotiation are new skills (i.e., skills they don't know well enough to teach others) for most APs    |
| <b>Technology</b>    | Proficiency in standard office tools (email, documents, etc.)                                                              | AI tools, data visualization, and automation are often mentioned                                                          |
| <b>Efficiency</b>    | Limited widespread proficiency, especially in project management                                                           | Project management processes and systems, as well as budget analysis and reporting, are most mentioned as emerging skills |
| <b>Leadership</b>    | Limited widespread proficiency in leadership skills among APs in the Assisting, Supporting, and Partnering stages          | Leadership skills are all generally considered emerging skills                                                            |

The report reveals key differences based on career stage and role.

### Communication skills

- Leading APs are most proficient at negotiation, though still list this as an emerging skill they would like to improve. Assisting APs report several new skills they are developing, including active listening, problem solving, relationship building, team building, and critical thinking.

### Technology skills

- Collaboration tools are established for APs at the Partnering and Leading stages, and new for Assisting and Supporting APs. Assisting APs seek to improve the most technology skills.
- APs who support executives and non-executive supporting APs share similar technology skills, though non-executive supporting APs are more likely to say collaboration tools are a new skill area for them.

### Efficiency skills

- Analysis of efficiency skills by career stage shows that Assisting APs typically do not see project management tools as a key part of their role. Supporting and Partnering APs are most likely to list efficiency skills as emerging skills they are looking to develop. Meanwhile, Leading APs tend to be the most proficient when it comes to budget tracking and expensing, as well as project management processes and systems.

## Leadership skills

- Leading APs profess the highest proficiency when it comes to people management, systems thinking at the executive level, executive-level presentation skills, strategic planning, and executive project management. The only area identified as an emerging skill among Leading APs is financial modeling. For other career stages, leadership skills are more likely to be classified as new skills that they don't know well. In particular, Supporting APs list all leadership skills as new skills they are developing.

## COMMUNICATION SKILLS BY CAREER STAGE

Core skills within the profession: Strong foundation in standard communication and power skills such as prioritization, problem solving, and active listening.

|             |                                  | Core existing skills<br>(Mentioned by at least 80% of those whose role requires the skill) |            |            |         | New skills<br>(Top mentions) |            |            |         |
|-------------|----------------------------------|--------------------------------------------------------------------------------------------|------------|------------|---------|------------------------------|------------|------------|---------|
| Skill level | Skill                            | Assisting                                                                                  | Supporting | Partnering | Leading | Assisting                    | Supporting | Partnering | Leading |
| Assisting   | Written and verbal communication | ✓                                                                                          | ✓          | ✓          | ✓       |                              |            |            |         |
| Assisting   | Time management                  | ✓                                                                                          | ✓          | ✓          | ✓       |                              |            |            |         |
| Assisting   | Active listening                 | ✓                                                                                          | ✓          | ✓          | ✓       | ✓                            |            |            |         |
| Assisting   | Problem solving                  | ✓                                                                                          | ✓          | ✓          | ✓       | ✓                            |            |            |         |
| Supporting  | Relationship building            | ✓                                                                                          | ✓          | ✓          | ✓       | ✓                            |            |            |         |
| Supporting  | Team building                    |                                                                                            | ✓          | ✓          | ✓       | ✓                            | ✓          |            |         |
| Supporting  | Critical thinking                | ✓                                                                                          | ✓          | ✓          | ✓       | ✓                            |            |            |         |
| Supporting  | Prioritization                   | ✓                                                                                          | ✓          | ✓          | ✓       |                              |            |            |         |
| Supporting  | Public speaking                  |                                                                                            |            |            |         | ✓                            | ✓          | ✓          | ✓       |
| Partnering  | Negotiation                      | *                                                                                          |            |            | ✓       |                              | ✓          | ✓          | ✓       |

• Emerging skills: Public speaking and negotiation are new skills (that they don't know well enough to teach others) for most APs.  
 • Leading APs are most proficient in negotiation though still list this as an emerging skill they would like to improve. Assisting APs report several new skills they are developing, including active listening, problem solving, relationship building, team building, and critical thinking.

\* Over 30% say this is not applicable to their role

## TECHNOLOGY SKILLS BY CAREER STAGE

Core skills within the profession: Proficiency in standard office tools (email, documents, etc.).

|             |                                                                      | Core existing skills<br>(Mentioned by at least 80% of those whose role requires the skill) |            |            |         | New skills<br>(Top mentions) |            |            |         |
|-------------|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------|------------|---------|------------------------------|------------|------------|---------|
| Skill level | Skill                                                                | Assisting                                                                                  | Supporting | Partnering | Leading | Assisting                    | Supporting | Partnering | Leading |
| Assisting   | Email and inbox management                                           | ✓                                                                                          | ✓          | ✓          | ✓       |                              |            |            |         |
| Assisting   | Data entry                                                           | ✓                                                                                          | ✓          | ✓          | ✓       |                              |            |            |         |
| Assisting   | Collaboration tools (e.g., SharePoint, Teams, Slack)                 |                                                                                            |            | ✓          | ✓       | ✓                            | ✓          |            |         |
| Assisting   | Document tools (e.g., Word, Google Docs, Adobe Acrobat)              | ✓                                                                                          | ✓          | ✓          | ✓       |                              |            |            |         |
| Assisting   | Calendar and scheduling tools (e.g., Outlook, Gmail, Calendly)       | ✓                                                                                          | ✓          | ✓          | ✓       |                              |            |            |         |
| Assisting   | Remote meeting tools (e.g., Zoom, Teams, Google Meet)                | ✓                                                                                          | ✓          | ✓          | ✓       |                              |            |            |         |
| Assisting   | AI tools for writing and research (e.g., ChatGPT, Grammarly)         |                                                                                            |            |            |         | ✓                            | ✓          | ✓          | ✓       |
| Assisting   | Spreadsheet tools (e.g., Excel, Google Sheets)                       | ✓                                                                                          | ✓          | ✓          | ✓       |                              |            |            |         |
| Assisting   | Presentation tools (e.g., PowerPoint, Google Slides)                 | ✓                                                                                          | ✓          | ✓          | ✓       |                              |            |            |         |
| Assisting   | Social media for business purposes (e.g., LinkedIn, Instagram)       |                                                                                            |            |            |         | ✓                            | ✓          | ✓          |         |
| Supporting  | Design and picture editing tools (e.g., Canva, Adobe Creative Cloud) |                                                                                            |            |            |         | ✓                            | ✓          | ✓          | ✓       |
| Supporting  | Travel tools (e.g., Concur, TripIt)                                  |                                                                                            |            |            |         | ✓                            | ✓          |            |         |
| Supporting  | AI tools for optimizing workflows (e.g., Microsoft Copilot)          |                                                                                            |            |            |         | ✓                            | ✓          | ✓          | ✓       |
| Supporting  | Automation tools (e.g., Power Automate, Scribe)                      | *                                                                                          |            |            |         |                              | ✓          | ✓          | ✓       |
| Partnering  | Data visualization tools (e.g., PowerBI, Tableau)                    | *                                                                                          |            |            |         |                              | ✓          | ✓          | ✓       |
| Partnering  | Data analytics tools (e.g., Google Analytics)                        |                                                                                            |            |            |         | ✓                            | ✓          | ✓          | ✓       |

• Emerging: AI tools, data visualization, and automation are often mentioned.  
 • Collaboration tools are established for Partnering and Leading APs, new for Assisting and Supporting APs.

\* Over 30% say this is not applicable to their role

## EFFICIENCY SKILLS BY CAREER STAGE

Limited widespread proficiency, especially in project management.

|             |                                                         | Core existing skills<br>(Mentioned by at least 80% of those whose role requires the skill) |            |            |         | New skills<br>(Top mentions) |            |            |         |
|-------------|---------------------------------------------------------|--------------------------------------------------------------------------------------------|------------|------------|---------|------------------------------|------------|------------|---------|
| Skill level | Skill                                                   | Assisting                                                                                  | Supporting | Partnering | Leading | Assisting                    | Supporting | Partnering | Leading |
| Supporting  | Project management tools (e.g., Trello, Asana, ClickUp) | *                                                                                          |            |            |         |                              | ✓          | ✓          | ✓       |
| Supporting  | Budget tracking and expensing                           |                                                                                            |            | ✓          | ✓       |                              | ✓          |            |         |
| Partnering  | Project management processes and systems                |                                                                                            |            |            | ✓       | ✓                            | ✓          | ✓          |         |
| Leading     | Budget analysis and reporting                           |                                                                                            |            |            |         | ✓                            | ✓          | ✓          |         |

• Assisting APs typically do not see project management tools as a key part of their role. Supporting and Partnering APs are most likely to list the efficiency skills as emerging skills. Meanwhile, Leading APs tend to be the most proficient when it comes to budget tracking and expensing as well as project management processes and systems.

\* Over 30% say this is not applicable to their role

## LEADERSHIP SKILLS BY CAREER STAGE

There is also limited widespread proficiency in leadership skills among APs in the Assisting, Supporting, and Partnering stages.

|             |                                        | Core existing skills<br>(Mentioned by at least 80% of those whose role requires the skill) |            |            |         | New skills<br>(Top mentions) |            |            |         |
|-------------|----------------------------------------|--------------------------------------------------------------------------------------------|------------|------------|---------|------------------------------|------------|------------|---------|
| Skill level | Skill                                  | Assisting                                                                                  | Supporting | Partnering | Leading | Assisting                    | Supporting | Partnering | Leading |
| Leading     | Corporate governance processes         | *                                                                                          |            |            |         |                              | ✓          | ✓          |         |
| Leading     | Rhythm of business planning            | *                                                                                          |            |            |         |                              | ✓          | ✓          |         |
| Leading     | Board governance processes and support |                                                                                            |            |            |         | ✓                            | ✓          | ✓          |         |
| Leading     | People management                      |                                                                                            |            |            | ✓       | ✓                            | ✓          |            |         |
| Leading     | Systems thinking at executive level    |                                                                                            |            |            | ✓       | ✓                            | ✓          | ✓          |         |
| Leading     | Executive-level presentation skills    |                                                                                            |            |            | ✓       | ✓                            | ✓          |            |         |
| Leading     | Change management                      |                                                                                            |            |            |         | ✓                            | ✓          |            |         |
| Leading     | Financial modeling                     | *                                                                                          |            |            |         |                              | ✓          | ✓          | ✓       |
| Leading     | Strategic planning                     |                                                                                            |            |            | ✓       | ✓                            | ✓          |            |         |
| Leading     | Executive project management           |                                                                                            |            |            | ✓       | ✓                            | ✓          | ✓          |         |
| Leading     | Risk mitigation and problem prevention | *                                                                                          |            |            |         |                              | ✓          | ✓          |         |

• Leading APs profess the highest proficiency when it comes to people management, systems thinking at the executive level, executive-level presentation skills, strategic planning, and executive project management. The only area identified as an emerging skill among Leading APs is financial modeling. For other career stages, leadership skills are more likely to be classified as new skills. In particular, Supporting APs list all leadership skills as new skills they are developing.

\* Over 30% say this is not applicable to their role

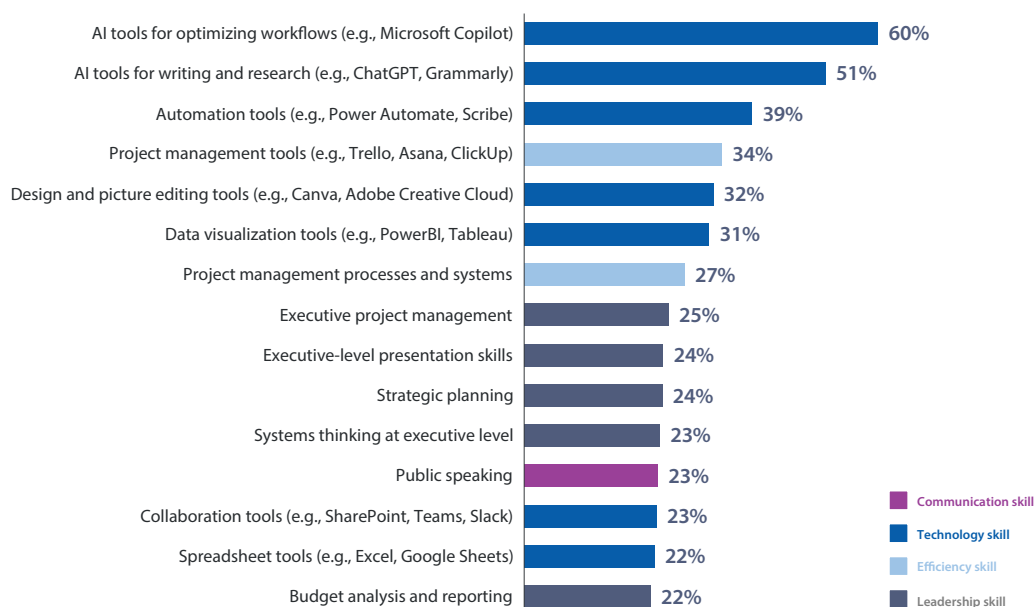
# Skills Focus in 2025

Of the top 15 skill development priorities for 2025, seven are related to technology skills, while the others mostly fall into the categories of leadership and efficiency. This distribution highlights the strong demand by all APs for technology-focused training.

A progression in skill development priorities emerges across career stages. Assisting APs are primarily focused on building foundational technology skills, with about 30% also prioritizing efficiency in project management (processes/systems and tools). As APs progress to other stages, technology skills (especially AI tools) remain crucial, but leadership skills become increasingly important. These include skills such as executive-level systems thinking, strategic planning, and presentation skills.

## AREAS OF FOCUS FOR 2025

*The top areas that APs would most like to focus on in 2025 tend to relate to improving technology skills (particularly using AI), as well as efficiency and leadership skills.*



Base: 2025 All APs (3710)

## TOP SKILL AREAS OF FOCUS FOR 2025 BY CAREER STAGE

Assisting APs are primarily focused on building foundational technology skills. As APs progress to other stages, technology skills (especially AI tools) remain crucial, but leadership skills become increasingly important.

| TOP 10 MENTIONS | Assisting                                       | Supporting                                      | Partnering                                      | Leading                                         |
|-----------------|-------------------------------------------------|-------------------------------------------------|-------------------------------------------------|-------------------------------------------------|
| 1               | AI tools for optimizing workflows<br>58%        | AI tools for optimizing workflows<br>54%        | AI tools for optimizing workflows<br>61%        | AI tools for optimizing workflows<br>65%        |
| 2               | AI tools for optimizing workflows<br>58%        | AI tools for writing and research<br>45%        | AI tools for writing and research<br>52%        | AI tools for writing and research<br>53%        |
| 3               | Design and picture editing tools<br>34%         | Automation tools<br>38%                         | Automation tools<br>41%                         | Automation tools<br>45%                         |
| 4               | Automation tools<br>31%                         | Data visualization tools<br>35%                 | Project management tools<br>34%                 | Project management tools<br>37%                 |
| 5               | Spreadsheet tools<br>30%                        | Project management tools<br>33%                 | Design and picture editing tools<br>32%         | Data visualization tools<br>33%                 |
| 6               | Project management processes and systems<br>30% | Design and picture editing tools<br>30%         | Data visualization tools<br>32%                 | Design and picture editing tools<br>31%         |
| 7               | Project management tools<br>30%                 | Systems thinking at executive level<br>29%      | Project management processes and systems<br>27% | Project management processes and systems<br>25% |
| 8               | Collaboration tools<br>28%                      | Executive project management<br>28%             | Executive-level presentation skills<br>25%      | Systems thinking at executive level<br>24%      |
| 9               | Data visualization tools<br>26%                 | Strategic planning<br>27%                       | Executive project management<br>25%             | Strategic planning<br>23%                       |
| 10              | Critical thinking<br>26%                        | Project management processes and systems<br>27% | Systems thinking at executive level<br>24%      | Executive project management<br>22%             |

■ Communication skill
 ■ Technology skill
 ■ Efficiency skill
 ■ Leadership skill

Base: 2025 All APs, 1: Assisting 502, 2: Supporting 835, 3: Partnering 1,748, 4: Leading 626

## How AI Technology Is Reshaping the Administrative Profession

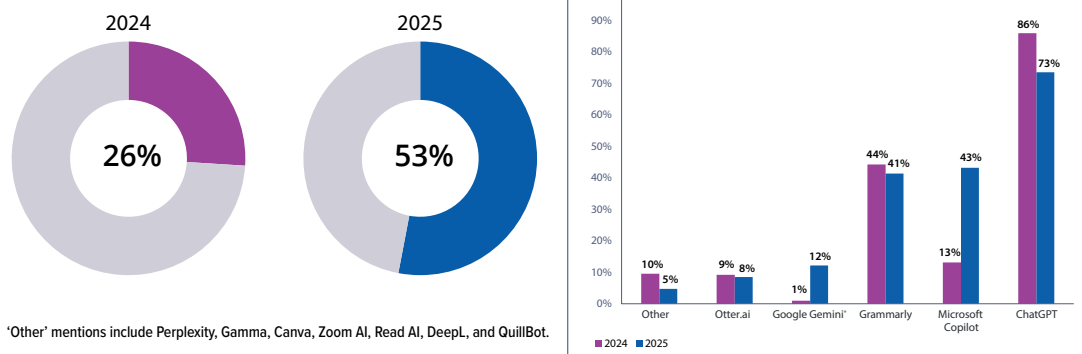
AI adoption among APs has more than doubled in a single year, reaching 53%. This surge, revealed in the 2025 ASAP State of the Profession survey, marks a significant shift. Just one year prior, only 26% of APs reported using AI tools at work. With the rapid evolution of AI technology, further increases are anticipated over the next few years.

Among APs who use AI tools at work, tools that aid writing and research are the most popular. Around three-in-four APs who use AI tools report using ChatGPT, and two-in-five say they use Grammarly.

Notably, the most substantial growth has occurred in AI tools for workflow optimization. Microsoft Copilot adoption has skyrocketed, from 13% in 2024 to 43% in 2025. Google Gemini (formerly Bard) has seen a similar surge, rising from 1% to 12%.

## USE OF AI TOOLS AT WORK

AI tool usage among APs has risen sharply since 2024, with just over half now reporting using AI tools in their daily work. While ChatGPT remains the most popular, adoption of tools such as Google Gemini and Microsoft Copilot is growing.

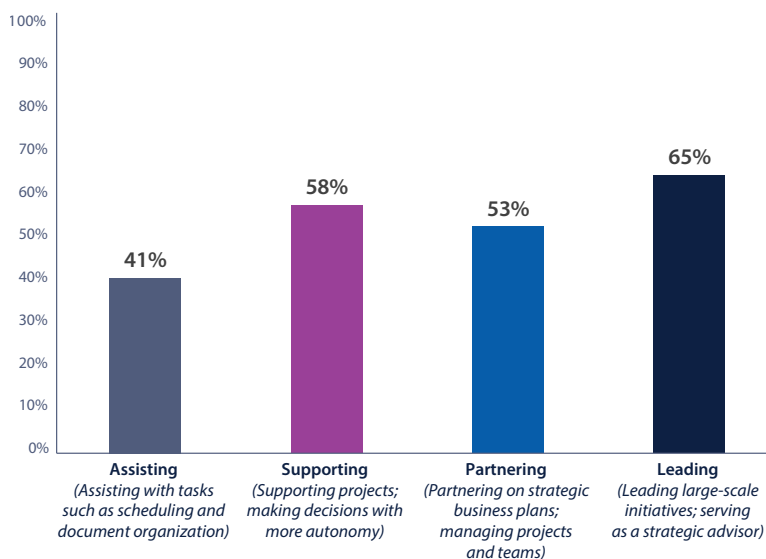


AI adoption is on the rise, but significant variations exist across industries and roles.

- **Role-based differences:** APs who support executives are more likely to use AI (54%) than those who do not (45%). Similarly, 60% of APs with line reports use AI, compared to 50% of those without.
- **Leadership and AI:** Variations are also apparent based on career stage. Assisting APs have the lowest AI adoption (41%). In contrast, Leading APs exhibit the highest adoption (65%) and are most likely to say they use Microsoft Copilot (50% versus 40% among Assisting APs). This suggests AI tools are freeing up time for more strategic tasks by streamlining routine work.
- **Industry differences:** APs in government and nonprofit organizations are the least likely group to adopt AI at 46%, compared to 59% of APs working in education and academia. APs in small businesses are more likely to use AI (58%) than those in large companies (52%). Of the APs who said they use AI at work, 81% in education and academia and 76% in government and nonprofits say they use ChatGPT. Microsoft Copilot is most commonly used by APs in large companies (57%).

## AI USE BY CAREER STAGE

Leading APs report they are most likely to use AI tools at work, indicating these tools are helping to free up time for strategic tasks by streamlining more foundational work.



# AP Compensation

The 2025 ASAP State of the Profession survey shows that the average annual compensation for APs continues to climb. The average now approaches \$70,000 per year, and 44% of APs report annual incomes exceeding \$70,000 – a significant increase from 25% in 2020. However, the 3.7% increase from 2024 to 2025 represents a slower rate of growth compared to the previous year (5.9% from 2023 to 2024).

National data supports this upward trend. According to the latest full-year data (2023) from the U.S. Bureau of Labor Statistics (BLS), the average annual salary across all occupations is \$65,470 (\$31.48 per hour). This suggests that APs generally command the same level of pay of the average American worker, and often more.

## ANNUAL COMPENSATION IN USD FOR ADMINISTRATIVE PROFESSIONALS

*The annual average compensation continues to increase year on year, now averaging at \$69,643, a 3.7% increase compared to 2024. 44% of APs completing the survey say they earn over \$70k per year.*

|                      | 2020     | 2021     | 2022     | 2023     | 2024     | 2025     |
|----------------------|----------|----------|----------|----------|----------|----------|
| Under \$30,000       | 7%       | 7%       | 5%       | 5%       | 4%       | 3%       |
| \$30,000 - \$49,999  | 33%      | 30%      | 27%      | 25%      | 18%      | 17%      |
| \$50,000 - \$69,999  | 35%      | 35%      | 36%      | 36%      | 32%      | 36%      |
| \$70,000 - \$100,000 | 21%      | 24%      | 25%      | 26%      | 28%      | 34%      |
| Over \$100,000       | 4%       | 5%       | 6%       | 7%       | 8%       | 10%      |
| AVERAGE              | \$52,924 | \$59,524 | \$62,398 | \$63,435 | \$67,167 | \$69,643 |

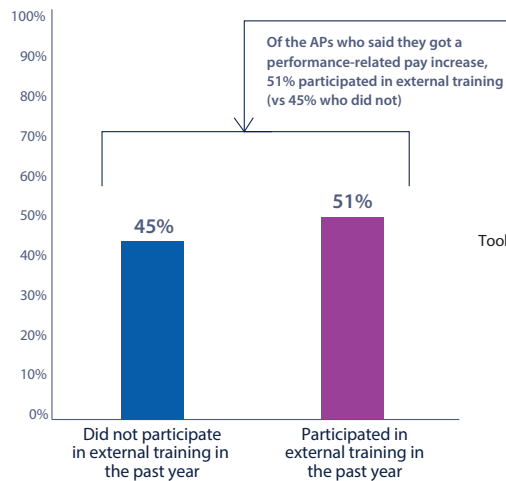
## Enhanced AP Performance and Professional Development Drive Salary Growth

Overall, 70% of APs received a pay increase in the past year. By career stage, Assisting APs were the least likely to receive an increase at 66%, while 70% of Supporting APs, 71% of Partnering APs, and 74% of Leading APs reported an increase.

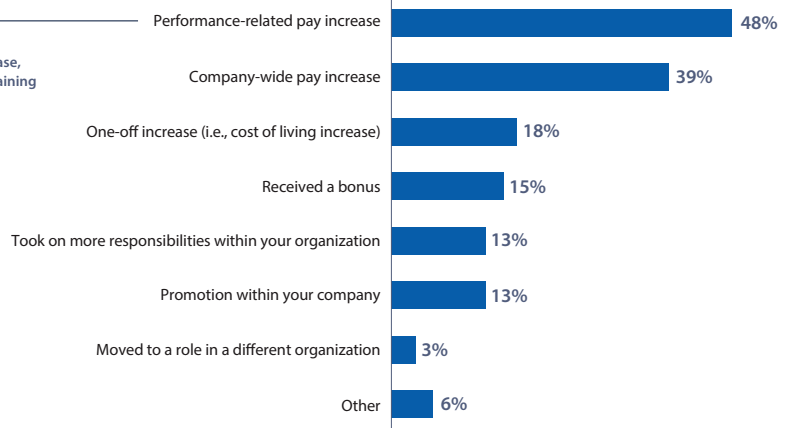
## REASONS FOR INCREASE IN COMPENSATION

Performance-related pay increases are the leading factor for salary growth, outperforming company-wide adjustments. Of the APs who say their pay increase was performance-related, over half participated in external training outside of their organizations in the past year.

**External Training Rate of APs Who Received a Performance-Related Pay Increase**



**Reasons for Pay Increase**

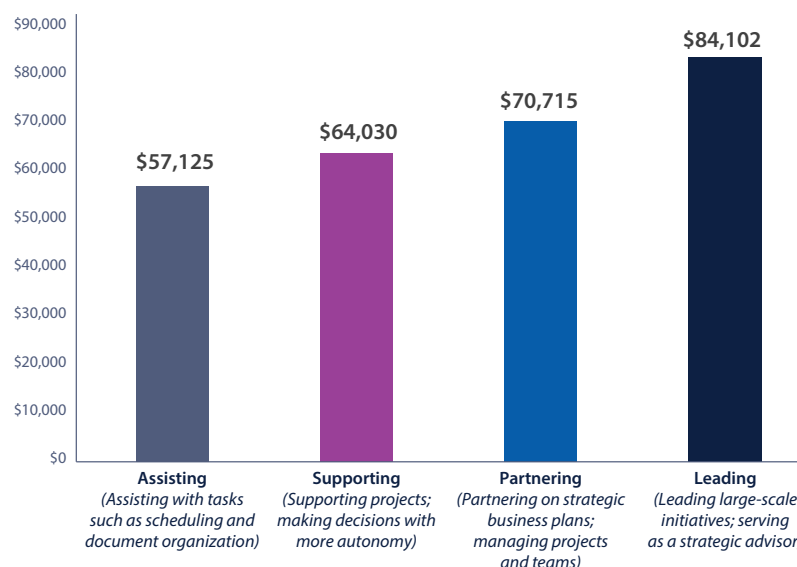


**Compensation by years in the profession:** Compensation for APs shows a strong correlation with years of experience. Entry-level APs (up to five years) earn an average of approximately \$57,000 annually, with earnings potential increasing to over \$75,000 for those with more than 20 years of experience.

**Compensation aligns with career stage:** A clear correlation is evident between career stage and annual earnings. Assisting APs typically earn around \$57,000 per year, while Leading APs exceed \$84,000 per year.

## AVERAGE ANNUAL SALARY BY CAREER STAGE

Experience is just one piece of the puzzle. Career stage of AP also impacts compensation. Regardless of title, Assisting APs typically earn around \$57,000, while Leading APs, on average, earn over \$84,000.



**Salary differences by role:** APs who directly support an executive or executive team earn an average of \$71,000 per year—22% more than their non-executive support peers.

**Salary differences by industry:** Industry type significantly influences an AP's salary. On average, APs in corporate small businesses earn over \$71,500 per year, while APs in large companies earn over \$79,200. Public sector salaries are lower, at an average of \$68,420 for government and nonprofit APs and \$59,393 for APs working in education and academia.

Leading APs in large companies report the highest salaries of all, at a reported average of \$92,291. APs in other career stages also earn more in large companies, at an average of \$65,605 at Assisting, \$72,961 at Supporting, and \$79,052 at Partnering.

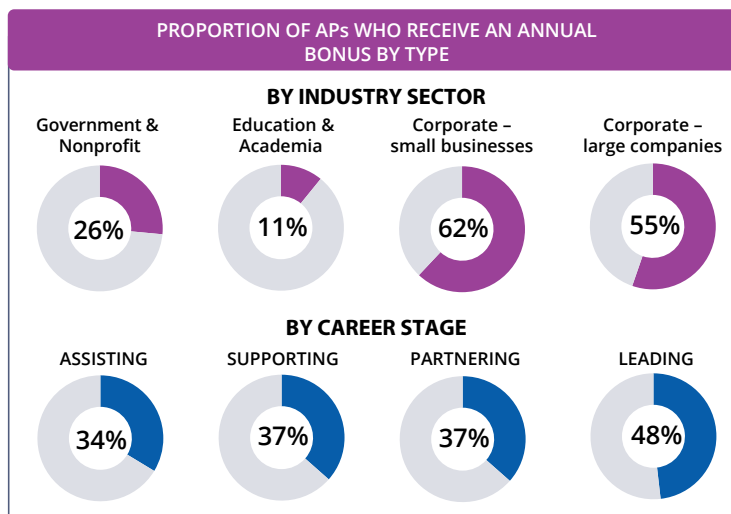
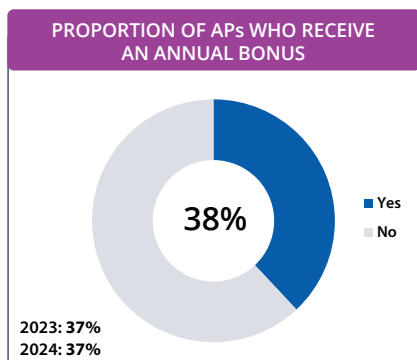
**Annual bonuses:** Consistent with findings from previous surveys, 38% of APs overall receive an annual bonus.

Certain types of APs are more likely to receive annual bonuses. Specifically, 40% of executive-supporting APs say they received a bonus in the last year, compared to 27% of non-executive-supporting APs. Also, 40% of managing APs with direct reports say they received a bonus in the past year, compared to 33% of non-managing APs.

Almost half of Leading APs report receiving an annual bonus, compared to a third of Assisting APs.

### ANNUAL BONUS BY DIFFERENT TYPES OF APs

*As might be expected, APs who work for corporate organizations are far more likely to receive an annual bonus compared to APs who work in the public sector.*



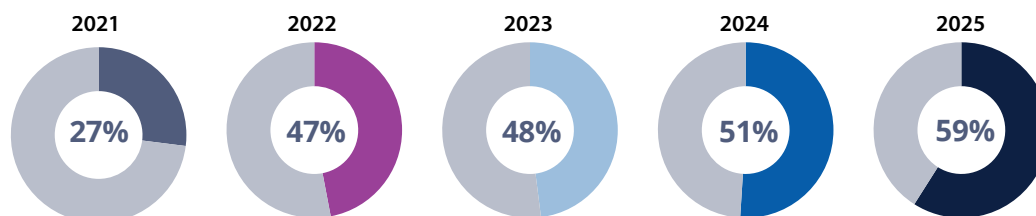
# Professional Development for APs

The diverse skills and responsibilities of today's APs, coupled with macro-level changes in work practices, highlight the importance of continued professional development training.

**Certification Growth:** The 2025 ASAP State of the Profession survey reveals a significant increase in the proportion of APs holding professional certifications. From 27% in 2021, the rate has now risen to 59%. While certification rates vary across career stages, most groups report rates of at least 50%. Notably, Leading APs boast a 72% certification rate, compared to 47% of Assisting APs. The most common certification overall remains Notary/Notary Public (52%), followed by the Professional Administrative Certification of Excellence (PACE) at 25%, consistent with 2024 data. A surge in certification holders overall underscores a growing commitment to professional excellence within the AP community.

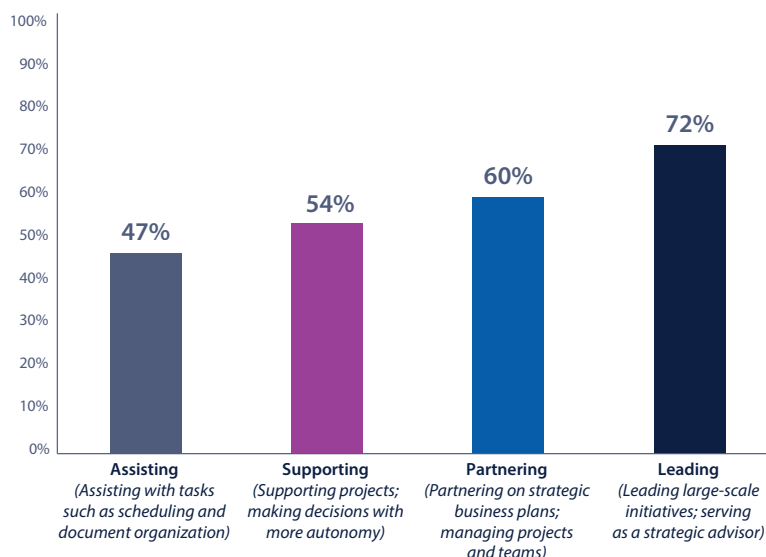
## PROFESSIONAL CERTIFICATION IS ON THE RISE

Three in five APs report holding at least one certification, a notable increase compared to previous years.



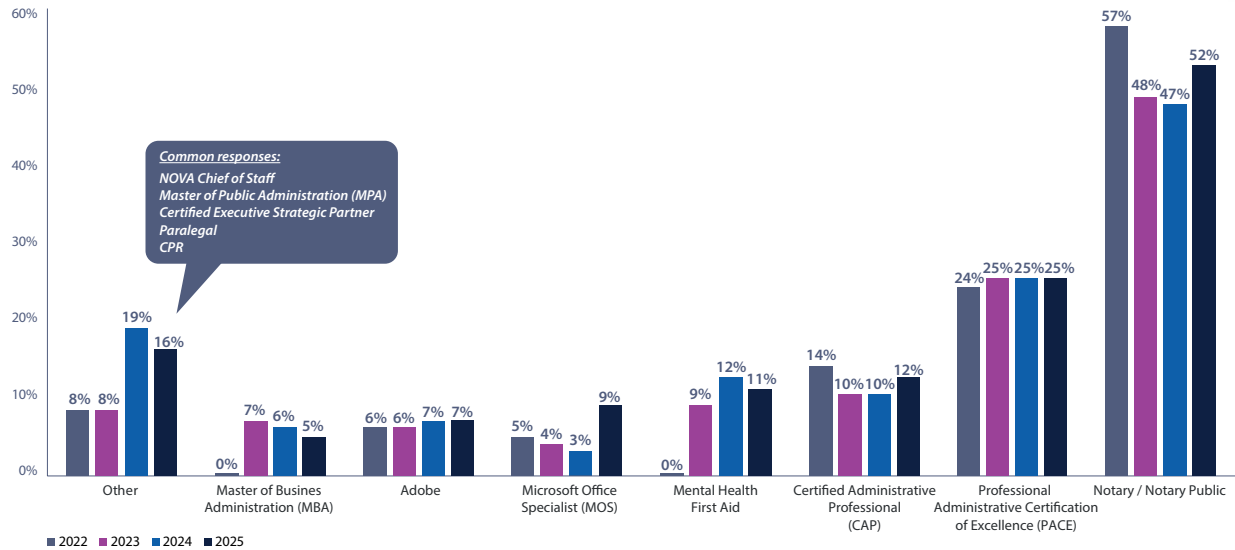
## PROFESSIONAL CERTIFICATION BY CAREER STAGE

Leading APs boast a 72% certification rate, compared to 47% among Assisting APs.



## CERTIFICATIONS HELD

Of those who hold any professional certifications, around half continue to hold a Notary/Notary Public certification. A quarter of APs remain PACE certified.



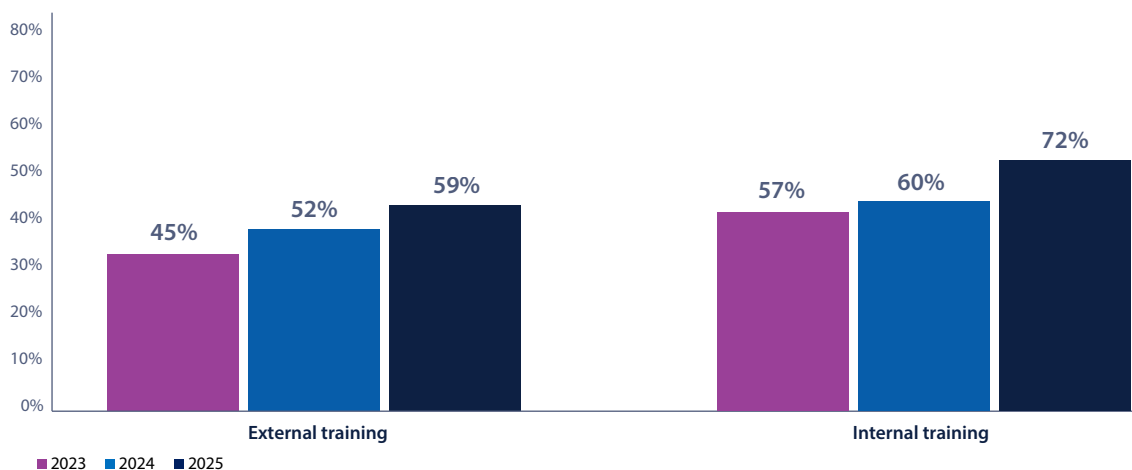
**Training Trends:** The 2025 survey also reveals a substantial increase in training completion. Internal training completion within organizations has risen to over 70%, up from 60% in 2024. Meanwhile, external training — e.g., training events and courses outside of APs' organizations, such as APC, EA Ignite, or ASAP Courses — has increased to 59%, up from 52% in 2024.

### Training Analysis by Different Types of APs:

- Executive-supporting APs show higher participation in external training (59%) compared to non-executive-supporting APs (56%).
- Assisting APs demonstrate the lowest rates of both internal and external training completion. In contrast, Leading APs report the highest rates, with 75% completing internal training and 68% completing external training.
- APs working in education and academic institutions are the most likely to have completed internal training, while APs working in government and nonprofits have the highest external training completion rate.
- APs working for small businesses report the lowest rate of internal training completion, but a higher rate of external training completion compared to APs in large companies.

## TRAINING RECEIVED

The past year saw a significant rise in APs receiving both external (59%) and internal (72%) training compared to the levels in 2024 and 2023.



## RECEIVED TRAINING IN THE LAST 12 MONTHS

Across industry sectors, Assisting APs are generally less likely to have attended internal or external training in the last 12 months, while Leading APs are generally the most likely to have attended training.

### Received Internal Training

|                              | All APs | Assisting | Supporting | Partnering | Leading |
|------------------------------|---------|-----------|------------|------------|---------|
| All APs                      | 72%     | 67%       | 70%        | 74%        | 75%     |
| Government & Nonprofit       | 74%     | 63%       | 74%        | 77%        | 77%     |
| Education & Academia         | 80%     | 74%       | 78%        | 81%        | 86%     |
| Corporate – Small Businesses | 61%     | 55%       | 55%        | 63%        | 68%     |
| Corporate – Large Companies  | 71%     | 72%       | 75%        | 69%        | 75%     |

### Received External Training

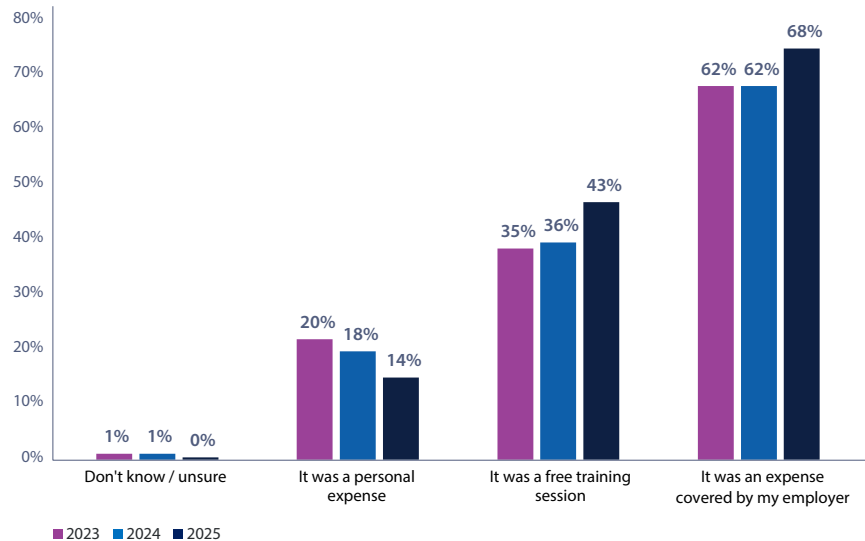
|                              | All APs | Assisting | Supporting | Partnering | Leading |
|------------------------------|---------|-----------|------------|------------|---------|
| All APs                      | 59%     | 54%       | 57%        | 58%        | 68%     |
| Government & Nonprofit       | 65%     | 60%       | 63%        | 63%        | 78%     |
| Education & Academia         | 58%     | 50%       | 56%        | 59%        | 71%     |
| Corporate – Small Businesses | 62%     | 64%       | 58%        | 61%        | 66%     |
| Corporate – Large Companies  | 53%     | 49%       | 49%        | 53%        | 61%     |

## Increase in AP Training Investment

**Increased Employer Funding:** Employer investment in external training for APs has notably increased, with 68% reporting employer-paid training, up from 62% in 2024. This positive trend coincides with a rise in free training opportunities and a decline in self-funded training, which now accounts for only 14% of external training, down from 18% last year. This demonstrates a clear shift towards employers recognizing the value of investing in their APs' professional development.

## PAYING FOR EXTERNAL TRAINING

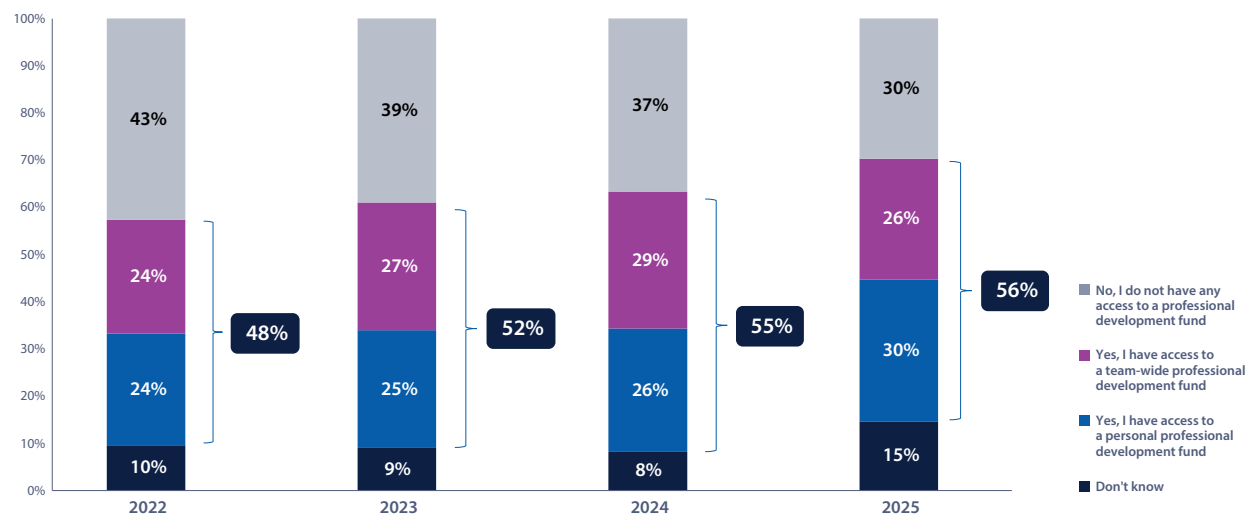
Employer investment in external training for APs has notably increased, with 68% reporting employer-paid training, up from 62% in 2024. APs supporting an executive team are generally more likely to receive employer-paid training.



**Professional Development Funds:** The 2025 ASAP State of the Profession survey results also reveal encouraging progress in AP access to professional development funds. Over half (56%) of APs now report having access, with 30% having access to a personal professional development fund, compared to 24% in 2022. While APs with supervisory responsibilities or those supporting executives are more likely to have access, disparities also exist by industry and career stage. For example, Supporting APs are least likely to report access to either personal or team-wide professional development funds, and APs working in education receive less funding than their peers in other sectors.

## ACCESS TO PROFESSIONAL DEVELOPMENT FUNDS

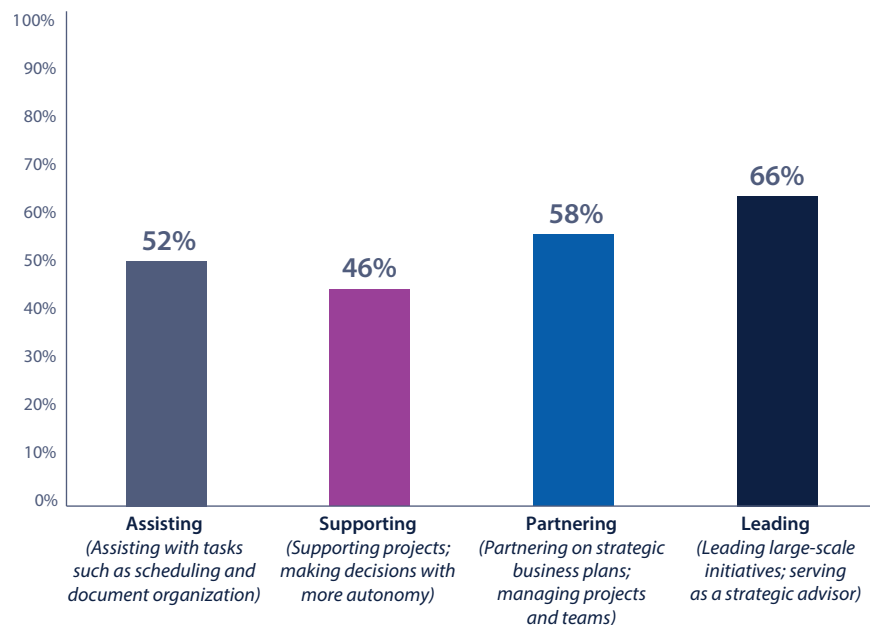
As with 2023 and 2024, over half (56%) of all APs surveyed report having access to a professional development budget, with a higher proportion (30%) this year having access to a personal allowance.



**Budget Allocation Disparities:** Among APs with access to a personal professional development fund, the reported average amount is slightly over \$2,000. Similar to compensation levels, professional development budget allocations vary by industry and role. Executive-supporting APs, those with supervisory responsibilities, and those at the Partnering and Leading career stages typically report professional development budgets exceeding \$2,000. APs working in the education and academic sector, who also report the lowest average annual compensation, tend to have the smallest average professional development budgets. This highlights the need for more equitable distribution of professional development resources across all sectors and for all career stages. For example, those who are more tenured in the Supporting career stage should not have less access to funding than newer or less experienced employees.

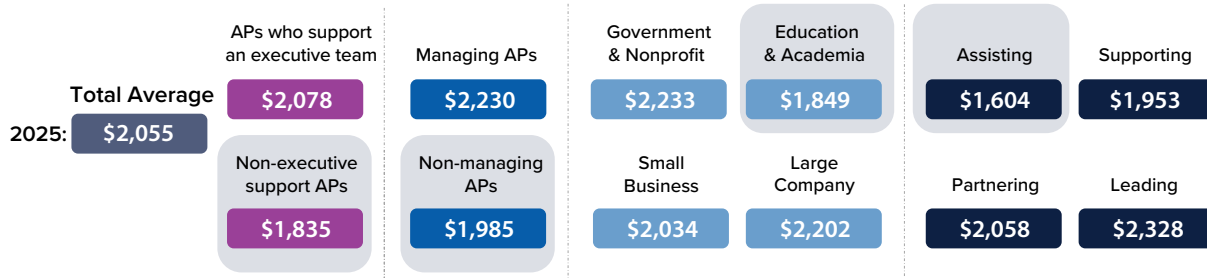
### ACCESS TO PROFESSIONAL DEVELOPMENT FUNDS BY CAREER STAGE

*APs in the Supporting career stage are least likely to report access to either personal or team-wide professional development funds. This suggests that access to funding may dip for admins with more time in their role but with less responsibility than those in other stages.*



## Roadblocks Still Exist for APs Pursuing Professional Development

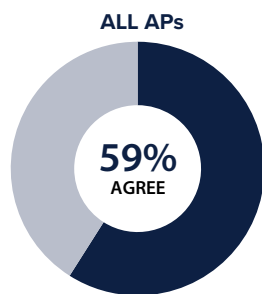
### AVERAGE ANNUAL PROFESSIONAL DEVELOPMENT ALLOWANCE



**Perceived organizational support for professional development:** While increased investment and participation in training are encouraging signs for APs, significant barriers to professional development persist, hindering APs' full potential. Despite overall positive trends, only 59% of APs feel their organization supports their professional development. Notably, only 53% of Assisting APs feel supported in this way, compared to 65% of Leading APs. Additionally, Assisting APs are less likely to feel they can make their own decisions about beneficial career development training (67%, compared to 79% of Leading APs). This disparity highlights a crucial need for organizations to prioritize and demonstrate their commitment to AP development across all experience and career stages.

### HOW APs FEEL ABOUT PROFESSIONAL DEVELOPMENT

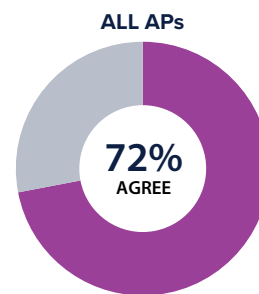
*"Professional development for administrative professionals like me is supported by my organization."*



BY CAREER STAGE

| ASSISTING | SUPPORTING | PARTNERING | LEADING |
|-----------|------------|------------|---------|
| 53%       | 63%        | 58%        | 65%     |

*"I am able to make decisions about the training that would be beneficial for my career development."*



BY CAREER STAGE

| ASSISTING | SUPPORTING | PARTNERING | LEADING |
|-----------|------------|------------|---------|
| 67%       | 73%        | 72%        | 79%     |

Overall, APs cite the following as key barriers to participating in external training:

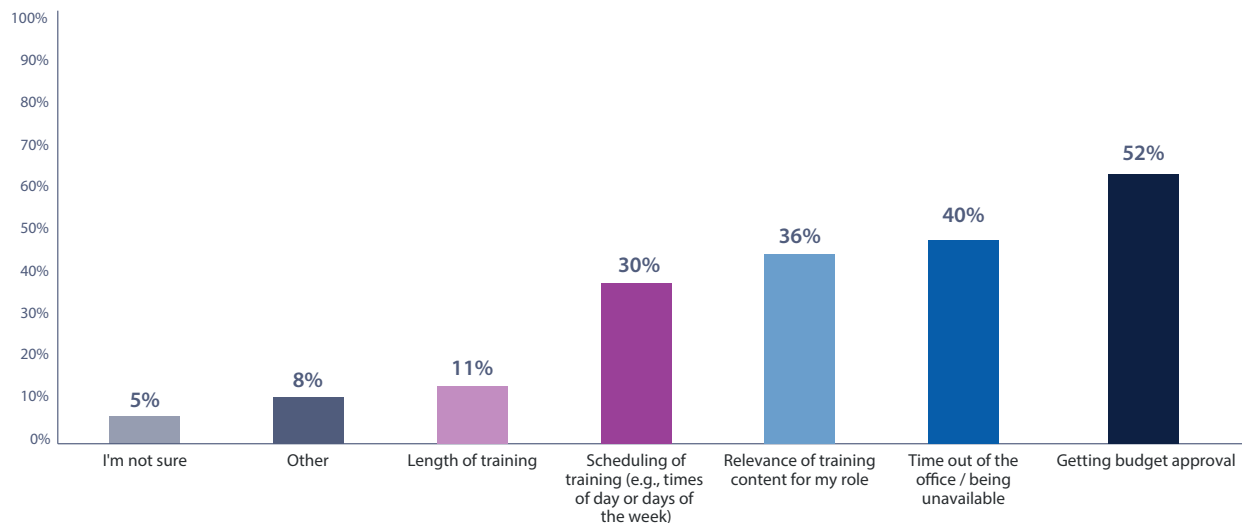
- **Getting budget approval** (reflects potential lack of perceived value or limited resources)
- **Time constraints** (indicates heavy workloads and difficulty in scheduling training)
- **Relevance of training content** (suggests a need for more tailored and role-specific training programs)
- **Scheduling conflicts** (highlights the need for flexible training options)

Among APs who support executives or executive teams, time constraints are a particularly significant barrier, with 41% citing this as a major challenge, compared to 33% of non-executive supporting APs.

This year's study finds no significant change in the process for approving professional development spending. 81% of APs report that their manager or a director must approve such expenditures. Overall, only 11% of APs have the authority to approve spending for both internal and external training. However, notable differences exist among different types of APs. Executive-supporting APs, those with direct reports, and those in the Leading career stage are more likely to have budget approval authority for their own training.

### BARRIERS TO PARTICIPATING IN EXTERNAL TRAINING

*The top barrier APs mention is the ability to get budget approval for external training, followed by time out of the office (an issue which is more commonly mentioned among APs who support an executive/executive team).*

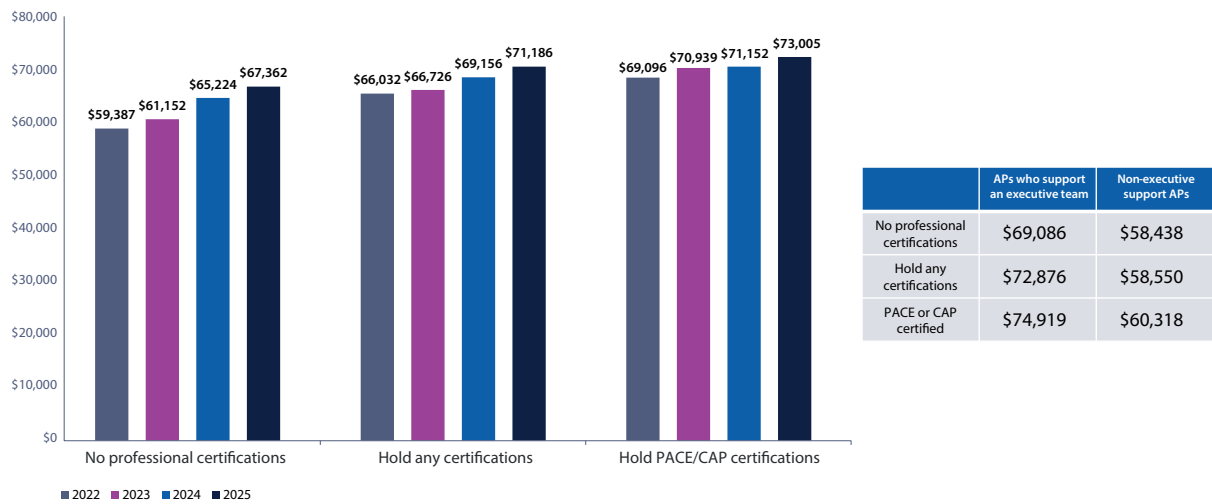


## Impact of Professional Certifications

Consistent with previous ASAP State of the Profession surveys, certified administrative professionals (APs) earn higher salaries than those without certifications. The 2025 survey shows a roughly \$4,000 average annual salary difference. APs holding the PACE (offered by ASAP) or CAP (offered by IAAP) certifications see an even greater advantage, earning \$5,000 to \$6,000 more annually on average. This advantage is also most evident among APs who support an executive team compared to non-executive supporting APs.

### IMPACT OF PROFESSIONAL CERTIFICATIONS ON SALARY

APs who are PACE/CAP certified continue to earn \$5k to \$6k more per year compared to non-certified APs.



## Investing in AP Professional Development: A Mutually Beneficial Strategy

Data from the 2025 ASAP State of the Profession survey affirms the critical importance of APs within organizations. Competent and experienced APs play a vital role in enhancing organizational effectiveness by streamlining operations and enabling executives and teams to align and achieve strategic goals.

While most APs say they feel valued by their organizations in general, the proportion who disagree with the statement “Administrative professionals like me are valued within my organization” remains largely consistent at 15%.

Further analysis reveals that APs supporting executive teams or managing direct reports continue to report higher levels of perceived value compared to those without such responsibilities.

While this suggests a potential link between responsibility and perceived value, the data across career stages paints a more complex picture. Supporting and Leading APs report the highest levels of feeling valued, indicating that the relationship is not strictly linear and other factors beyond responsibility are at play, such as organizational type. For example, this year’s data shows that APs in corporate small businesses are most likely to feel valued (73%).

## FEEL VALUED WITHIN ORGANIZATION

Just over two thirds of APs responding to the survey feel valued within their organizations in 2025. Those who support an executive or executive team, managing APs, and Leading APs are most likely to feel valued.



### FEEL VALUED WITHIN ORGANIZATION (% AGREE)

APs who support an executive/executive team vs. non-executive support APs

| APs who support an executive team | Non-executive support APs |
|-----------------------------------|---------------------------|
| 69%                               | 60%                       |

Managing vs. non-managing APs

| Managing APs | Non-managing APs |
|--------------|------------------|
| 70%          | 67%              |

APs by different industry sectors

| Government & nonprofit | Education & academia | Corporate – small business | Corporate – large business |
|------------------------|----------------------|----------------------------|----------------------------|
| 69%                    | 66%                  | 73%                        | 66%                        |

APs by different career stages

| Assisting | Supporting | Partnering | Leading |
|-----------|------------|------------|---------|
| 62%       | 73%        | 67%        | 73%     |

Detailed analysis of APs who feel valued versus those who feel undervalued reveals several key distinctions. The data indicates an average annual salary difference of approximately \$5,000 between these two groups. While valued APs are more likely to receive an annual bonus (41%, compared to 27% of undervalued APs), other factors appear to be more influential.

Valued APs are significantly more likely to report:

- **Strong organizational support for professional development:** A 58 percentage-point difference exists between valued and undervalued APs.
- **Autonomy in training decisions:** Valued APs are 38 percentage points more likely to feel they can make decisions about beneficial training.
- **Access to professional development budgets:** A 20 percentage-point difference exists in access to budgets for professional development.
- **Recent engagement in training:** Valued APs are more likely to have completed internal and/or external training in the past year.

These findings underscore that while financial compensation plays a role, organizational investment in professional development is crucial for fostering a sense of value and motivation among APs. Prioritizing professional growth opportunities is essential for retaining this valuable talent pool.

## WHAT'S DIFFERENT BETWEEN APs WHO FEEL VALUED OR UNDERVALUED BY THEIR ORGANIZATIONS?

APs who feel valued by their organizations are more likely to report strong organizational support for professional development, greater autonomy in training decisions, and access to learning budgets, as well as recent engagement in training.



# The Profession Is Evolving: Are You Ready to Advance?

The 2025 ASAP State of the Profession survey results show how the administrative landscape is shifting and how opportunities are emerging for those who are ready to adapt and grow. Skill building is key to staying ahead of the curve, especially with how rapidly AI is changing the way we work.

This data-driven report provides a starting point for APs to map their career progression, identify skills gaps, and advance in the administrative profession, regardless of current title. In particular, it highlights:

- **Career Advancement:** Understand the progression of career responsibilities and transition, if desired, to a more strategic role.
- **Skill Development:** Discover how to prioritize essential skills and leverage AI to enhance your contributions.
- **Compensation and Value:** Gain clarity on current salary trends and empower yourself to advocate for fair compensation and professional development opportunities.

We encourage you to:

- **Explore AI:** Familiarize yourself with AI tools and explore training opportunities, such as through ASAP online training and in-person events, to integrate AI and automation into your workflow.
- **Invest in Your Growth:** Seek out professional development opportunities—whether through certification like PACE or events like APC or EA Ignite—to expand your skillset.
- **Engage with the Data:** Use the report's findings to understand the value you bring and initiate conversations about your desired career progression.

The administrative profession is quickly evolving. By taking proactive steps, APs can confidently navigate these changes and build a fulfilling career that also drives business success.

**Learn more about the tailored,  
role-specific training ASAP has to offer at:**

