BRATTLEBORO **DEVELOPMENT** CREDIT CORPORATION | **REPORT** | SêVEDS
Advancing Southern Vermont

Hiring Needs Assessment
Administrative /Clerical /Bookkeeping /Accounting
February 2020

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Overview and Project Goals

Brattleboro Development Credit Corporation (BDCC) is a private, nonprofit economic development organization that serves as a catalyst for industrial and commercial growth throughout Southeastern Vermont. Our goal is to assist start-ups, growing companies, and global businesses alike, in order to support increased economic vitality in our region. Based on research, planning, and data developed by BDCC's affiliate organization, Southeastern Vermont Economic Development Strategies (SeVEDS), BDCC has increasingly played a role in regional workforce development. SeVEDS is focused on creating long-term strategies to generate regional growth and prosperity. BDCC acts on SeVEDS's findings by implementing projects and programs. BDCC & SeVEDS also play important roles in convening and leveraging regional workforce partnerships within the public and private sectors, as well as partnering with state and federal entities.

This report presents results from a survey, the first in a series of hiring needs assessments which take a look at workforce needs within a narrow set of occupations. These Hiring Needs Assessments are intended to be executed and acted upon individually to address workforce needs within each sector. However, the surveys will, taken as a whole, contribute to a deeper overall understanding of this region's "real time", granular workforce needs that frame the day-to-day challenges and opportunities for the region's employers and labor force.
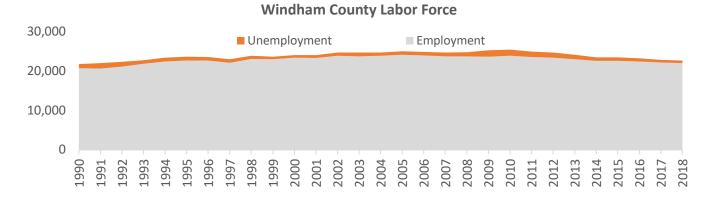
Our main objective with this series of hiring needs assessments is to understand demand - given a particular occupational sector, what is the size of that demand today and looking forward over the next one to five years? We also seek to gauge what employers need from workforce training programs and prospective employees themselves. Collecting the data deepens our understanding of regional employers, and it will allow us to find innovative solutions to workforce needs based on our locally-delivered programming, connections with regional workforce development partners, and in partnership with state and national entities. As we learn about the specific needs of our regional employers, we can better leverage training and educational opportunities. Driven by timely data and based on the specific needs of the employers here in the Windham region, BDCC's Southern Vermont Workforce Center of Excellence and the Windham Workforce Development Network will continue to improve alignment between regional demand for talent, job seekers, and the institutions and facilities that prepare job seekers for today's opportunities.

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Problem Statement

Ongoing demographic challenges have produced a consistent decline in Vermont's workforce. The Windham region mirrors these trends, with a labor force around the size it was in 1993, falling steadily since 2009. However, research and reporting affirm that employers need people. At the same time, despite today's 2.2% unemployment, people also need more opportunities.

Workforce development is a state and regional priority. The goals are to ensure employers have the people they need to thrive here, and that the people who live in the (area/region) can better access career opportunities that exist here. Connecting these goals requires data.

Windham County Labor Force

The need to fill the gap is increasingly evident. However, regional workforce development partners lack access to real-time data from local employers. Better understanding of local workforce needs is necessary to guide effective local action. To better serve the economy of Southern Vermont, BDCC & SeVEDS committed to gathering local data, specific to the regional workforce and employers.

This report also sits alongside other, essential sources of workforce demand data, chiefly Vermont Department of Labor's VTLMI and occupational projections. Workforce data initiatives already in place provide the foundation for this research, articulating a gap between employer needs and talent supply statewide, and core sectors of the Vermont economy. The Vermont Department of Labor, along with the McClure Foundation, have identified 62 occupations in Vermont that offer "promising career pathways." These include jobs that have a median wage of at least $20/hour and are projected to have at least 250 openings in Vermont over the next decade. These projections align with skills that job seekers will need to enter the economy. This initiative has been crucial in building an understanding of the need to connect more of our incumbent and emerging workforce with the right skills and education to access these jobs. This and subsequent BDCC Hiring Needs Assessments will augment the this initiative with detail that

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relates not only to specific employers within this region, but also to specific training pathways accessible to residents of southeastern Vermont.

Another initiative, The Vermont Talent Pipeline, has helped to implement the U.S. Chamber of Commerce's Talent Pipeline Management (TPM) tool which frames the conversation in terms of managing talent as a supply chain issue. The TPM framework, in which BDCC has participated to help link Windham employers to this effort, provides a step-by-step process to quantify labor demand, as well as skills and training, certification, and sourcing data.

Taken together with these other statewide efforts, this regional Hiring Needs Assessment series permits a deeper understanding of differences between statewide and local workforce demand. It will help more fully articulate the shape and size of local opportunities, both those which align with state trends, and those which are distinct. The latter is critical because it highlights areas in which special attention must be paid to align workforce development resources beyond what statewide policy might determine. For instance, Windham county's healthcare sector has a proportionally greater need for mental health providers than the state does overall; the Windham manufacturing sector has seen greater growth in food and beverage than the state overall; and our construction sector does not reflect the trends or opportunities that drive Chittenden county and statewide trends.

These regional reports are also able to be sensitive to special challenges and opportunities for local people, such as issues of access and convenience regarding training and education opportunities. We share a workforce with nearby New Hampshire and Massachusetts. Workers are as likely to access resources unavailable in this corner of Vermont by traveling 30 minutes north or west to Springfield or Bennington, as they are to travel east or south to Keene, NH or Greenfield. MA.

The Hiring Needs Assessment is also designed to be sensitive to the special character of our employment base, in particular the predominance of small sized employers. For instance, so many firms have little to no dedicated human resources staff. Some of our fastest growing companies are still very small by national or even state measures, or didn't exist 5-10 years ago, but their growth projections are bending the curve for an entire sector.

Finally, while there are many partners in the Windham Workforce Development Network, most (including BDCC) operate without the benefit of access to private employment data reported to the state and federal government. Each employer's survey responses will not be made public and only aggregate data will be reported out. This kind of detailed demand data from employers is a powerful tool that will help BDCC & SeVEDS align our initiatives, and those of our partners, to improve the region's workforce development system.

Methodology & Background

The Hiring Needs Assessment is a real-time, demand-focused analysis of our regional economy. The goal was a framework that could be targeted, repeated, required low user effort, and had a fast turnaround to generate useful, trusted, and timely data to inform planning and action. A primary objective in creating the rubric for ongoing Hiring Needs Assessment surveys was simplicity: It needed to be easily deployable by BDCC and thus sustainable to continue over time, and easy for employers to complete in a short period of time.

In an effort to build upon the statewide discussion of career pathways, BDCC published a white paper called *What is a "Good Job"*. In addition to a workforce development focus on high-wage and high-growth jobs, this paper inspires a forward-thinking approach to workforce development that also pays attention to "high-need" and "high-opportunity" jobs. "High-need" may include occupations that have dangerously large vacancies due to retirements (or other factors), even if the occupational sector is not new or growing. "High-opportunity" jobs refer to positions that offer exceptional training and education, and career advancement opportunities. These are especially suitable for recent high-school graduates or workers looking to get a foothold in a job which is accessible today, but in which long-term career growth is also very well supported.

The question of "good jobs" informs the selection of each occupational sector chosen for survey. Other factors were also considered in setting priorities. Which industries or careers have strong support from statewide workforce partners or policy focus such as apprenticeships? What data might inform efforts among our regional workforce partners, such as the CTE curriculum or new certificate programs through CCV. Based on available data, our knowledge of policy, programs, and information gleaned anecdotally from employers, an occupational sector is selected for assessment. In this case, clerical (accounting and bookkeeping) jobs have been targeted.

Creating the Database

To build a database of employers to receive the survey, a three step process of data collection was used to compile recipients from a combination of federal, state, and local resources. Clerical positions may be present in nearly every industry sector. The Hiring Needs Assessment builds upon the foundation of national O*NET data which syncs up with DOL-ETA and TPM, but expands our understanding with a more intimate assessment of employers and employees in the region. The broad description of Administrative and Clerical Support covers positions such as receptionists, office clerks, administrative assistants, data entry keyers, customer service representatives, and bookkeeping, accounting, and auditing clerks. By

searching with Clerical and Administrative as keywords, a set of North American Industry Classification System (NAICS) codes were identified for businesses within specific industries that employ clerical workers. These NAICS codes were then used to select employers in the Windham region based on a likelihood that they employ clerical workers. The O*NET data was used in the Vermont Secretary of State's Corporations Division database to pinpoint regional businesses that fit the identified NAICS codes. The Vermont Department of Labor's business finder tool, search by county, was also used. Once this data was added to BDCC's existing database, 120 recipients were targeted to receive the survey by email.

This granular approach to building the database was used in order to include as many employers as possible in the survey. Given the small size of so many organizations, and the fact that even large companies may have a few clerical jobs, a broad survey base was key. Over time, as we build a tailored, regional database, we can make judgements about which employers to include in various surveys depending upon the occupational categories in question. Federal and state data does not always translate to circumstances at the regional level. It is to our advantage then, to create databases of employers and occupational types that reflect the community we serve, and even the particular circumstances of individual employers.

This work will be replicated here to build knowledge across the economy, and maintain timely assessments. It is also a process that can be repeated elsewhere - scaled up or down to a regional economy and to the capacity of the organization implementing a Hiring Needs Assessment. It is possible to build a robust and representative sample, issue a simple survey, and compile and communicate the results with the use of inexpensive technology. The real limiting factor is staffing: the capacity to implement and repeat a series of time-consuming steps to obtain actionable data.

The Survey

The survey is a replicable tool that may be used with employers who have occupations that span the full spectrum of jobs within the Windham region. Employers answer questions that describe basic workplace demographics, and how they are relevant to the job description for which data is collected. Most questions reflect quantitative data with some exceptions for employers to reflect on unique needs they may have. Questions were written to emphasize demand planning that would prioritize time-sensitive coordination between BDCC, employers, and other workforce partners.

This survey focused on administrative and clerical support employers across multiple sectors. We developed our survey using Survey Monkey's online tool. It was designed to be fast, mobile friendly, and to project data across a 1-5 year timeframe. The goal was to create a product that would draw out data from employers that would describe their current staffing, hiring

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strategies, prospective hiring needs, and what training they need to achieve the quality of staff they want. It was important to ask questions in a way that could be easily answered by a human resources staffer, manager, or owner, without requiring research or calculations.

The framework is applicable to any industry with minimal need to adjust language or types of questions. Subsequent surveys will be implemented with minor adjustments based on specific occupations or learnings from previous surveys.

Results & Analysis

The survey was submitted to 120 employers. Nearly a quarter (28) completed the entire survey, with 6 partial responses submitted. The employers who responded included non-profits, manufacturing businesses, hospitality providers, financial services, wood product companies, and healthcare facilities. A complete list of survey respondents can be found in the Appendix. The survey asked three broad groups of questions: questions relating to current and projected staffing needs, questions about institutions or programs that prepare job seekers, and questions relating to recruitment strategies. Survey respondents employ a total of 1,426 employees in Windham County at this time, across all occupational categories.

- 15 employers have 1 to 19 employees
- 2 employers have 20 to 49 employees
- 11 employers have 50 to 249 employees

The employers who responded currently employ a total of 180 clerical workers, based on the occupational description used in this survey.

- 4 employers have no clerical workers
- 11 employers have 1 to 2 clerical workers
- 8 employers have 3 to 5 clerical workers
- 4 employers have 15 to 25 clerical workers
- 1 employer has over 50 clerical workers

Staffing Needs

Questions were framed to assess current and projected clerical / administrative support staffing needs, including:

How many employees (clerical / administrative) do you have?
How many positions are vacant?
How many total positions do you anticipate having in the next five years?
With access to qualified employees, how many new hires do you anticipate in the next 2 years?

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Given your projections, how many new hires do you anticipate over the next 5 years?

Current Demand

Based on employer projections, the survey identified the following current baseline demand among the 37 employers surveyed:

- 8 current vacancies for administrative and clerical support position
- 66 New and / or Replacement hires by 2021
- 155 New and / or Replacement hires by 2024

Two-Year Demand

Employers were asked, if they had access to qualified employees, how many hires would they anticipate within the next two years. Among the 28 employers who responded, a range of 0 to 20 possible hires was projected, with a total of 66 new clerical workers needed overall in the next two years:

- 6 employers anticipate 0 hires
- 10 employers anticipate 1 hire
- 7 employers anticipate 2 hires
- 4 employers anticipate 3-7 hires
- 1 employer anticipates 20+
- 1 employer did not know their need

Many of the companies that only need a small number of people are also small companies in which a single position is pivotal.

Five-Year Demand

Among the 28 employers who responded, they anticipated having a total of 155 clerical positions in five years. Responses from the 25% of employers surveyed who responded can be extrapolated across the entire survey group of 120 employers. The survey list was designed to represent the majority of Windham employers with clerical workers. Therefore, the total number of positions in five years may be three to four times the 155 positions identified among survey respondents, or approximately 400-600 clerical jobs in Windham County.

Employers were asked, if they had access to qualified employees, how many hires would they anticipate making within the next five years. Employers estimated a need to fill 88 positions, or approximately half of the positions they expect to have in five years. Extrapolated across the entire employer survey group of 120 employers, this indicates we can anticipate demand for approximately 250-350 new clerical workers over the next five years.

Finding Quality Hires – Training and Education

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Access to quality employees depends upon access to quality training. Workforce training must, in most cases, be obtained within the economic region, given the low in-migration of working age adults from other areas. Employers were asked about educational requirements for the positions in question, and about which regional programming or institutions they found most effective, based on their hiring experience. Notable is the number of employers who were not aware of where their employees had obtained prior training or education.

Trusted Training Resources for Clerical / Admin

Resource	Value
Other (please specify)	15
Don't Know	10
In-House or On-the-Job Training	6
High School/Technical School	1
Community College of Vermont	1
Greenfield Community College	0
Keene State	0

To assess educational requirements, employers were asked if they require a High School Diploma or GED Equivalent, a 2-Year Degree or Certificate, a Bachelors Degree, or a Master's Degree. Overwhelmingly, employers require only a High School Diploma or GED Equivalent, the second highest return being a 2-Year Degree or Certificate. Over 80% of employers used a different resource for training then the survey options, or they did not identify one at all.

The fact that businesses who responded had a low barrier to entry for clerical / administrative support positions indicates these positions fit our assessment of a "good job" given the projected demand, available resources for training and education to facilitate ongoing career and wage growth.

But while there is a low barrier to entry, and the jobs are in demand, employers still expect applicants to be trained in specific skills. Employers identified the skill they think is most lacking from applicants (language is taken from respondent answers):

- Professional Writing and Computer Skills
- Self-Starter
- Customer Service Aspects
- Interpersonal Skills
- General Work Ethic
- Telephone skills
- Math, and basic accounting like percentage calculation
- Applying payments
- Understanding income versus expense
- Non-profit management
- Technology Agility, Advanced Excel, Google Suite, CRM database

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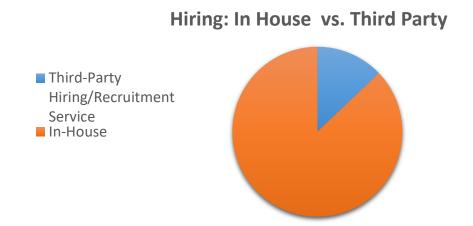agrinold@brattleborodevelopment.com

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- Ability to multi-task and anticipate needs
- Sophisticated professional presence, professional appearance
- Leadership skills and confidence to contribute

Recruitment Strategies

Employers rely upon hiring boards and newspapers, posting online through services like Indeed.com. They sometimes rely upon job seekers to find the job opportunity or company. They also search proactively, using informal hiring networks such as friends, employee referrals, word of mouth, or hiring interns to increase their pipeline.

When asked whether they handle hiring in-house or via a third-party hiring / recruitment service, 87% of employers reported that they handle their hiring in-house, while the others (four) use a temp agency or service.

Hiring: In House vs. Third Party

- ■ Third-Party Hiring/Recruitment Service
- ■ In-House

Of the four respondents who use a third-party hiring service. Specific resources cited were local newspapers, Masiello Employment Services, TPI Staffing Group, and Northern Essex Community College. The rationale for choosing a hiring service over in-house operations was that these employers find it to be easier, allowing flexibility to hire individuals on a trial basis. In the case of Masiello, the employer uses their services because of an existing pipeline of candidates.

Best Practices of Demand-Driven Pipeline Development

The primary goal of this survey was to assess the degree of demand that employers in the Windham region have - now and in the near future - for certain workers. As indicated, workforce development is a regional and state priority. BDCC's task is to compile accurate regional data on

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workforce needs to extend to workforce development partners who may execute the training and education necessary to prepare and assist jobseekers, and to help meet the demand for these workers among the region's employers.

This survey illustrates abundant opportunity for current and future jobseekers within the clerical and administrative occupations. Demand-driven workforce development revolves around the creation of flexible and accessible education and training pipelines that lead directly to employment in high-wage, high-opportunity occupations. The data collected through the Hiring Needs Assessment can be leveraged to increase relevant skill development at every level of education attainment, decreasing targeted vacancies through adjustments and improvements in curricula, delivery methods, access (financial and geographic), and overall student preparedness. With 250 clerical hires projected in the Windham region over the next five years, it is critical that our current and emerging workforce access training and education to ensure their readiness for these opportunities.

The list below focuses on existing systems and institutions that prepare people for clerical and administrative occupations and demonstrates the best practices in how to engage with these organizations in demand data.

- **Skill Integration into Secondary Education:** In many instances, clerical and administrative positions only require a GED-equivalent level of education. This places an increased need on the secondary education system to ensure that employability, interpersonal, and transferable skills are well integrated into coursework for all students. Career awareness, preparedness, and readiness training, as well as proficiency in basic math and writing, are imperative to a successful workforce pipeline. These activities include site visits, job-shadows, mock interview and resume practice, internships, and work-based learning experiences. This requires sustained support from school leadership, faculty, and guidance counseling departments, as well as relationships with employers local to the student body.

- **Vocational, Technical, and Career Education:** Despite not always requiring post-secondary education, clerical and administrative positions often require technical skills beyond the employability and transferable skills offered through traditional secondary education courses. For positions in accounting and book-keeping, additional math skills and computer skills may be required or highly preferred. In these instances, Career and Technical Education Centers (CTE's) often provide access to administrative and clerical specific technical skills for students on Business Management and/or Finance programs. By statute, public CTE centers provide local employers bi-annual opportunities to inform and support program design and curricula to best prepare students to enter their respective industry. The Program Advisory Boards should include as many employers as possible, but consider consultation methods that minimize demands on employer time and maximize opportunities to refresh curriculum

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based on changing workplace needs. These consultations can be supplemented and/or supported by Hiring Needs Assessment data.

- **Adult & Post-Secondary Credentialing, Certification, and Degrees:** Adult and Post-Secondary certification and credentialing programs, offered at CTE centers of community colleges, often align directly with high-demand occupations available within the community, and may be the most cost-effective opportunity for careers that do not require an Associates or Bachelor's degree. Community and/or state colleges that deliver Industry Recognized Credentials are often willing to contract with local employers to adapt training curricula to suit a specific workforce needs.

- **Data-Sharing with Workforce Partners**: In order for a system to be responsive to employer-demand, this data must be shared with other organizations supporting job-seekers. Human Service organizations, Corrections, Labor Departments, and organizations supporting recovery and rehabilitation often serve as training providers for their clients. Sharing demand data with these institutions allow them to incorporate employability and technical skills to ensure trainees, especially those with barriers to employment, are best prepared to enter high-wage, high-opportunity occupations.

- **Industry-Specific Recruitment and Awareness Marketing:** This data is also important to leverage to communicate recruitment opportunities to job-seekers that may already have the appropriate skills, but may be looking to relocate or change careers from outside of the region. Being able to identify a geographic location as having an abundance of opportunities for individuals with specific skill sets allows job-seekers to have a greater level of confidence when considering relocation, and is aware of support and resources to ensure they are retained.

Current Resource Snapshot for Windham County

- **BDCC Pipelines & Pathways Program (P3) in Brattleboro, VT** is a career awareness and preparedness program that is designed to leverage Act 77 to better connect students to local high-wage, high-growth employment opportunities after high school. The program offers in-class and supplemental resources and workshops, ranging from cover letter assistance and Mock Interviews, to Alternative Pathway Exploration and Employer Site Visits. P3 is working to ensure every student has the means to become "Windham Work Ready."

- **Windham Regional Career Center (WRCC) in Brattleboro, VT** offers a Business program track that covers a variety of business administration, marketing, and clerical skills. Most recently, employers on the Program Advisory Committee encouraged the adoption of QuickBooks, which will be delivered in 2020-2021 School Year.

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- **Community College of Vermont (CCV) in Multiple Locations in VT** offers an online Bookkeeping certificate program that includes exam prep for the National Association of Certified Bookkeepers license. The coursework within the certificate program also extends to the Associate of Science in Accounting degree from CCV. The certificate program is already structured to support many of the technical and transferable skills that are typical of administrative and clerical jobs. Clearly oriented to putting people into the workforce, the program culminates in a Professional Field Experience program, connecting employers with potential hires without the need to use additional hiring tools.
- **River Valley Technical Center (RVTC) in Springfield, VT** offers a Business & Financial Services programming track for high school students, similar to WRCC. The program trains students to leave with two years of experience in business management and planning, business software training, and inventory and financial management.
- **Greenfield Community College (GCC) in Greenfield, MA** offers two programs relevant to the occupations we surveyed for. The Computer Information Systems – General Office Administration program trains students in financial accounting, business communications, and with software that will be standard for administrative and clerical occupations. This program is able to be fully completed online. The Computer-Assisted Bookkeeping program offers similar courses as with the other program, with more emphasis on computer programs relevant to the occupational category. Both are certificate programs that allow students to pursue employment as a bookkeeper, accounting clerk, and other similar occupations within our area of focus.

Future Surveys: Improvements Based on Findings

There were certain questions that were too vague, based on employer feedback. For instance, when asked about hiring services, future surveys will expand options to include more resources employers identified. In subsequent surveys, questions will be unpacked to better examine the hiring practices and training resources.

Appendix A: Survey Respondents

Bellows Falls Downtown Development Alliance
Bellows Falls Union High School
Bradford machine
Brattleboro Food Coop
Brattleboro Housing Partnerships
Brattleboro Savings and Loan
Community College of Vermont
Downey Pieciak Fitzgerald & Co p.c.
Fishhook Communications
Fulflex
HCRS (Health Care & Rehabilitation Services)
Long Falls Paperboard
M&S Development
Meg Streeter Real Estate

Mocha Joe's Roasting Company
Northeast Processing
Outer Limits Health Club
Retreat Farm, Ltd.
Shapeshifters
Sonnax Transmission Inc
Storymatic Studios
The Lodge at Mount Snow
The Richards Group
True North Granola, LLC
United Way of Windham County
Vermont Media Publishing Co.
Windham Central Supervisory Union
Winston Prouty

Appendix B: Southeastern Vermont Workforce Provider Contact List

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VocRehab
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Vermont Technical College
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Southeastern Vermont Community Action
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Vermont Manufacturing Extension Center
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Randolph Center, VT 05061

Windham Regional Career Center
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River Valley Technical Center
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Appendix C: O*Net Common Skill Requirements for Admin / Clerical Jobs

According to O*Net's broad analysis of the jobs that fall within our Administrative and Clerical scope, specific skill development and software aptitude is consistent across all positions. We see that Accounting, Database Management, and Office Suite software are the most common of expected technical skills for these jobs.

Receptionists and Information Clerks
Accounting software — Billing software; Bookkeeping software; Intuit QuickBooks
Database user interface and query software — Claim processing system software; Data entry software; FileMaker Pro; IBM Check Processing Control System CPSC
Electronic mail software — Email software; IBM Notes; Microsoft Outlook
Medical software — GE Healthcare Centricity EMR; McKesson Lytec; Medical condition coding software; Medical procedure coding software
Office suite software — Corel WordPerfect; Google Drive; Microsoft Office

Office Clerks
Accounting software — Billing software; Bookkeeping software; Intuit QuickBooks; Sage 50 Accounting
Database user interface and query software — Data entry software; FileMaker Pro; IBM Check Processing Control System CPSC; Microsoft Access
Document management software — Adobe Systems Adobe Acrobat; Filing system software; Records management software; Transcription system software
Electronic mail software — IBM Notes; Microsoft Exchange Server; Microsoft Outlook
Enterprise resource planning ERP software — Oracle JD Edwards EnterpriseOne; Oracle PeopleSoft; Oracle PeopleSoft Financials; SAP

Secretaries & Administrative Assistants
Accounting software — Fund accounting software; Intuit QuickBooks; Sage 50 Accounting; Tax software
Database management system software — Apache Hadoop; Apache Hive; Apache Solr; Teradata Database
Database user interface and query software — Blackboard; Data entry software; FileMaker Pro; Microsoft Access
Enterprise resource planning ERP software — Microsoft Dynamics; NetSuite ERP; Oracle Fusion Applications; SAP
Operating system software — Apple macOS; Handheld computer device software; Microsoft Windows; Oracle Solaris

Data Entry Keyers
Customer relationship management CRM software — Blackbaud The Raiser's Edge; Salesforcecom Salesforce CRM
Database user interface and query software — Data entry software; FileMaker Pro; IBM Informix; Microsoft Access
Enterprise resource planning ERP software — Jenzabar ERP; Microsoft Dynamics; Microsoft Dynamics GP; SAP
Medical software — Electronic medical record EMR software; Healthcare common procedure coding system HCPCS; Medical condition coding software; Medical procedure coding software
Spreadsheet software — Microsoft Excel

Customer Service Representatives
Customer relationship management CRM software — Austin Logistics CallTech; Blackbaud The Raiser's Edge; Salesforce software; Telemation e-CRM
Database user interface and query software — Customer service knowledge generation software; Data entry software; FileMaker Pro; Microsoft Access
Enterprise resource planning ERP software — Intuit QuickBooks Enterprise Solutions; Microsoft Dynamics; Oracle JD Edwards EnterpriseOne; SAP
Medical software — Healthcare common procedure coding system HCPCS; Medical condition coding software; Medical procedure coding software; MEDITECH software
Network conferencing software — Active Data Online WebChat; eStara Softphone; Parature eRealtime; Timpani Chat

Bookkeeping, Accounting, and Auditing Clerks
Accounting software — Fund accounting software; Intuit QuickBooks; Sage 50 Accounting; Tax software
Compliance software — Corporate Responsibility System Technologies Limited CRSTL Compliance Positioning System; Financial compliance software; FLS eDPPayrolltax; Paisley Cardmap
Enterprise resource planning ERP software — Microsoft Dynamics; Oracle Fusion Applications; Sage 100 ERP; SAP
Financial analysis software — Delphi Technology; Oracle E-Business Suite Financials; Paisley AutoAudit; RSM McGladrey Auditor Assistant