



2025

GENERAL FRONT OFFICE STAFF

Salary Survey Report

HIRING

WAGES

TURNOVER

ENDEAVOR BUSINESS
INTELLIGENCETM
DENTAL ECONOMICS DE RDH Dentistry iQ

Dental Front Office Report

In this report, you will find:

- ♦ Individual reports for each front-office role
 - Dental Practice Managers
 - Dental Front-Office Associates (including Receptionists and Billing Specialists)
 - Job highlights and challenges shared by all front-office respondents

Dental Practice Manager

REPORT SUMMARY & HIGHLIGHTS

From October to November 2024, DentalPost conducted its *2025 Dental Industry Salary Report*, generating participation from 271 dental practice managers.

2

Key Highlights & Takeaways

- ♦ Nationwide, the mean hourly wage of practice managers **rose 4.7% to \$36.03 in 2024**, a more modest increase than the 16.4% seen in 2023.
- ♦ The average full-time income of responding practice managers was **\$71,292.42** in 2024, down from \$76,279.00 in 2023.
- ♦ Perhaps reflective of these uneven pay circumstances, satisfaction with overall compensation continues to decline: **42.6%** of responding practice managers were satisfied or very satisfied with their total package in 2024, down from 49.3% in 2023 and 58.0% in 2022.

◆ **8.4%** of responding practice managers changed employment within the past year, looking primarily for career advancement and higher pay.

◆ More than a third (**37.5%**) of responding practice managers are planning or actively pursuing a job change within the next few years, in search of higher income, better benefits, and a better work environment.

◆ Additionally, **22.9%** of respondents plan to retire within six years.

Total Annual Income

263 full-time practice managers reported total 2024 income from their dental practice ranging from \$24,000 to \$245,000.

- ◆ The mean (average) annual income of responding practice managers was **\$71,292.42** in 2024, down from \$76,279.00 in 2023.
- ◆ Their median income was **\$67,000.00**, down 1.5% from \$68,000.00 in the previous reporting period.
- ◆ **23.6%** were earning \$75,000.00 or more per year, compared to 40.0% earning this amount in 2023.
- ◆ The year-over-year **6.5%** decrease in the average income is not correlated with lower work hours in 2024. Two factors may have played into the 6.5% decrease. One possibility is that there were fewer practice managers responding to the most recent survey. A second possibility is that the highest wage earners' hours may have been more limited than the hours of lower wage earners.

3

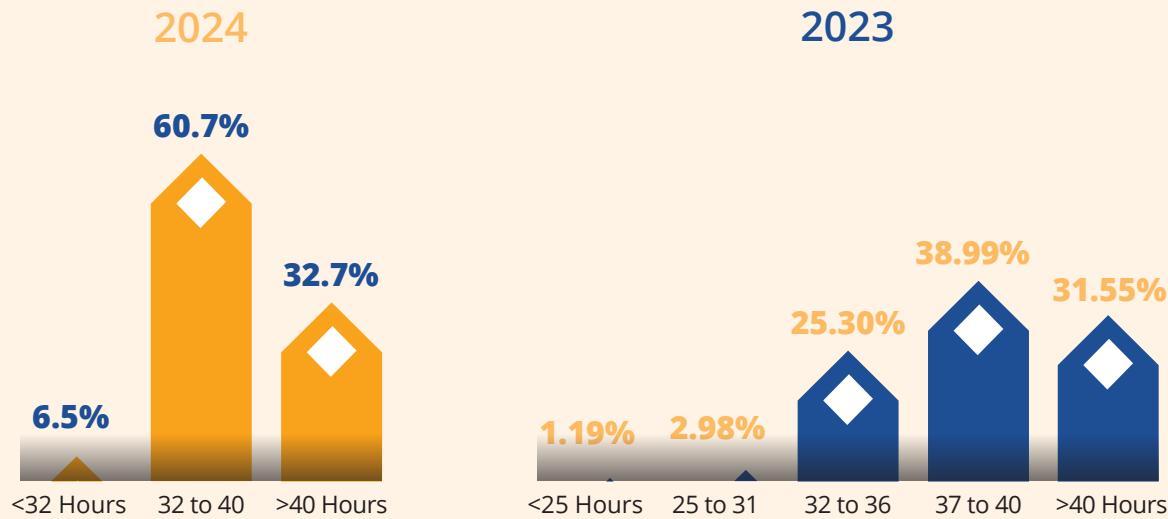
Hourly Wage

271 practice managers reported an hourly wage in 2024 ranging from \$18.00 to \$120.00.

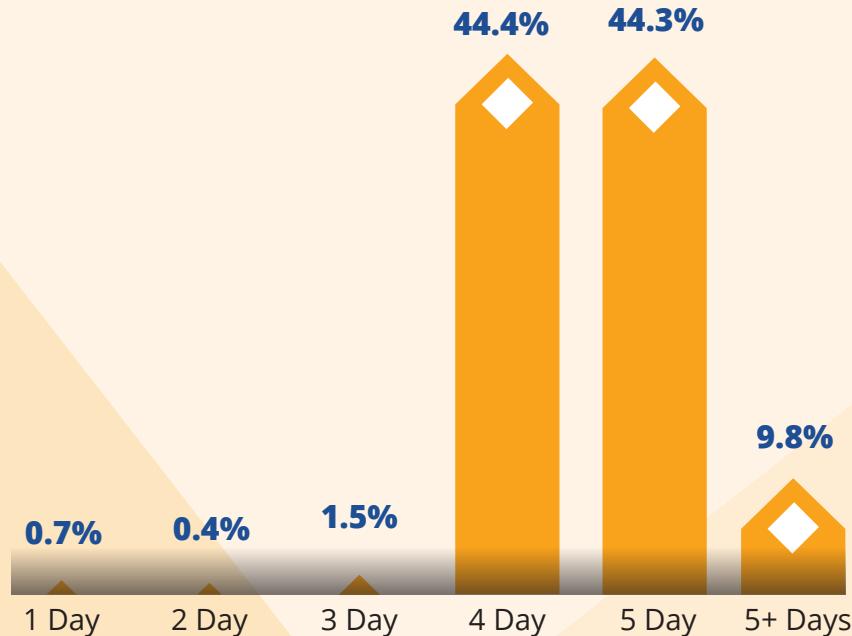
- ◆ The mean (average) hourly wage was **\$36.03** in 2024, compared to \$34.41 in 2023.
- ◆ The median hourly wage was **\$34.00**, compared to \$33.00 in the previous reporting period.
- ◆ **8.2%** were earning \$50.00 or more per hour, compared to 42.0% earning at this level in 2023.
- ◆ Year over year, the average hourly rate increased by **4.7%** in 2024.

Average Workweek Hours

In 2024, the average workweek hours of responding practice managers were very similar to the past two reporting periods.



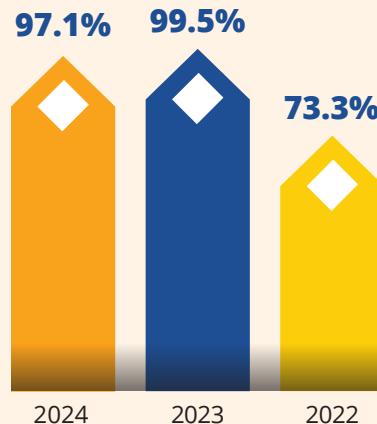
Just over half (**53.1%**) of respondents work five or more days a week on average; the rest work four or fewer. Four-day schedules are even more popular than five-day ones.



Benefits

Year-Over-Year Comparison of the % Who Receive Benefits

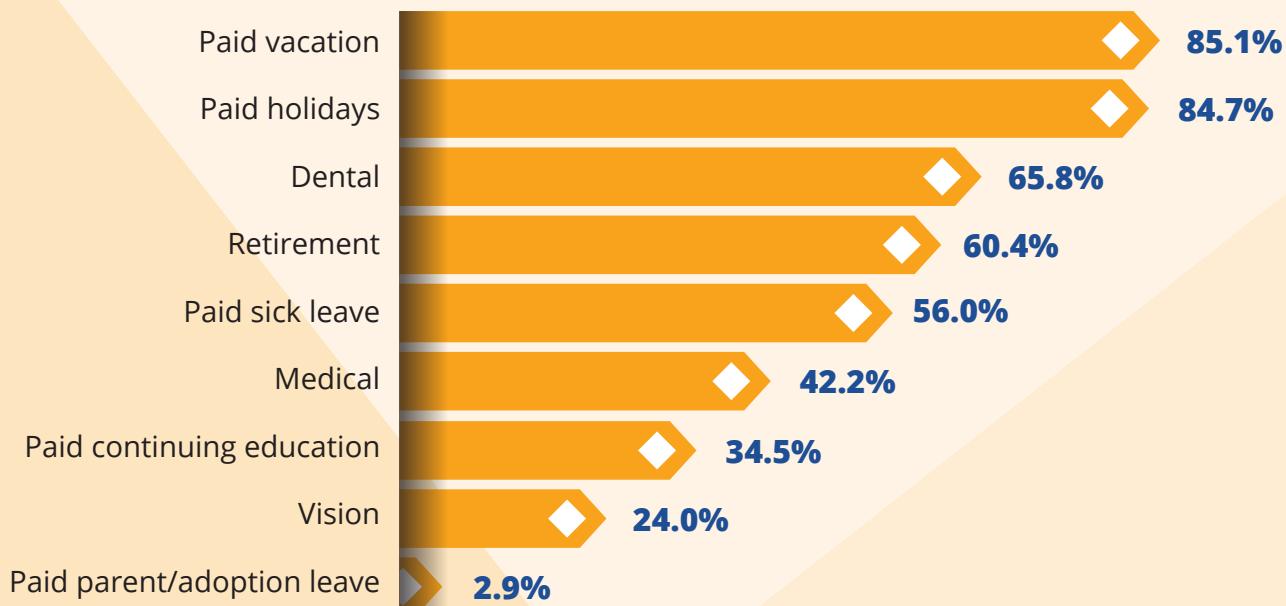
97.1% of responding practice managers received benefits in 2024, compared to 99.5% in 2023 and 73.3% in 2022.



The Benefits Practice Managers Received

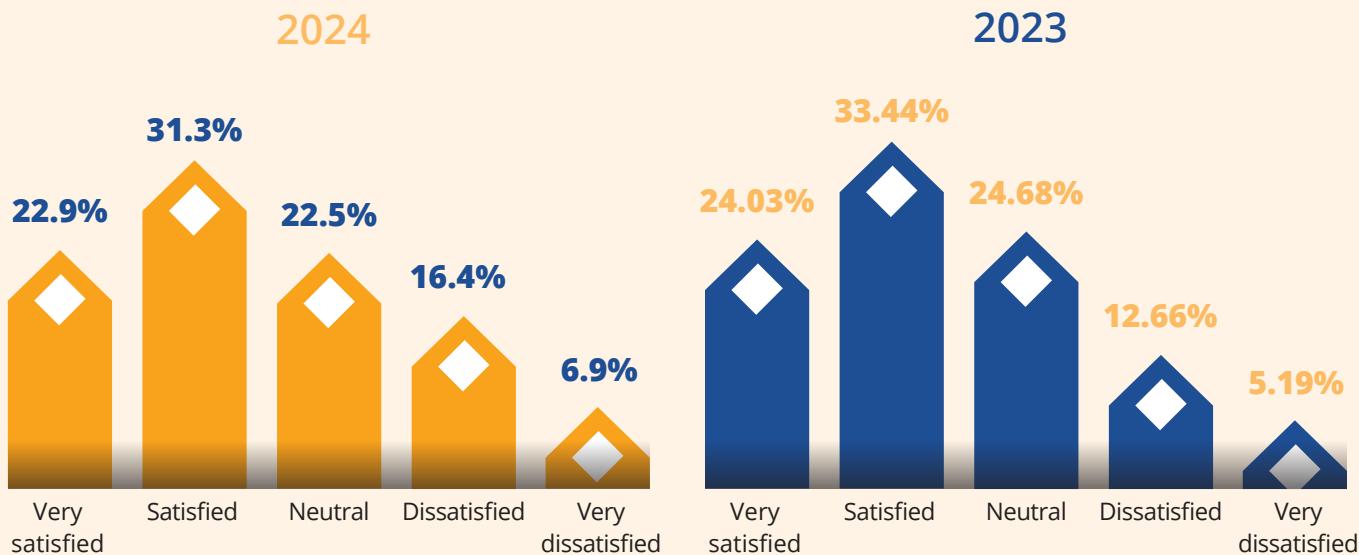
The top five benefits practice managers reported receiving in 2024 were paid vacation, paid holidays, dental, retirement, and paid sick leave. Medical coverage is the benefit most desired among those who don't already have it.

5



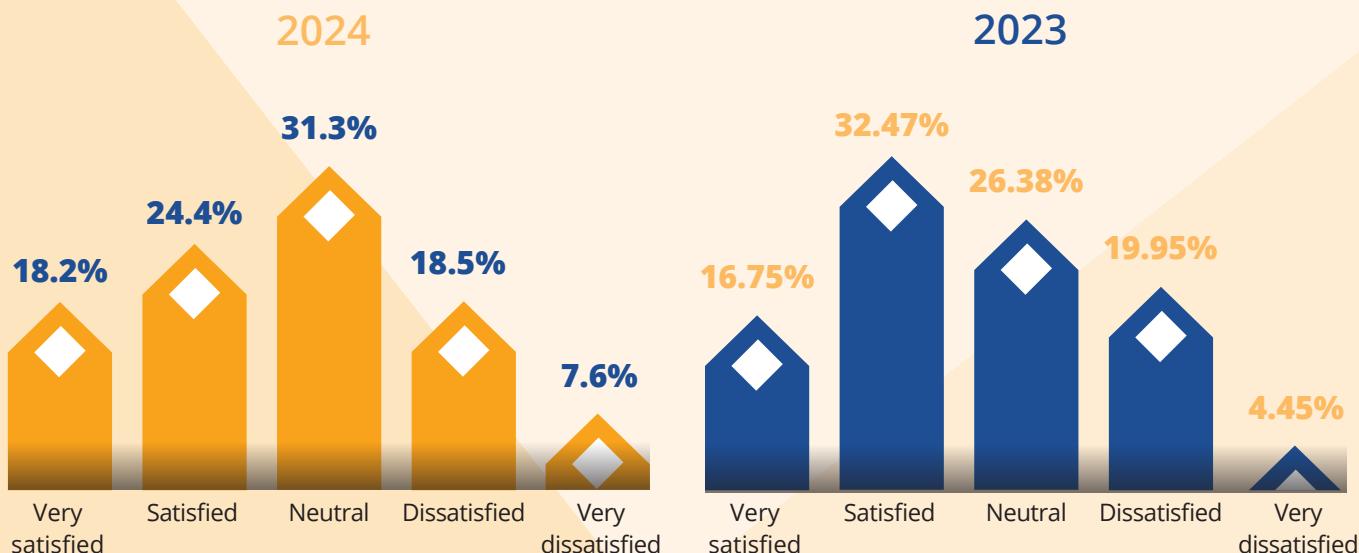
Satisfaction with Benefits

More than half (**54.2%**) of responding practice managers were satisfied or very satisfied with their benefits in 2024, similar to 2023's 57.5% with positive sentiment.

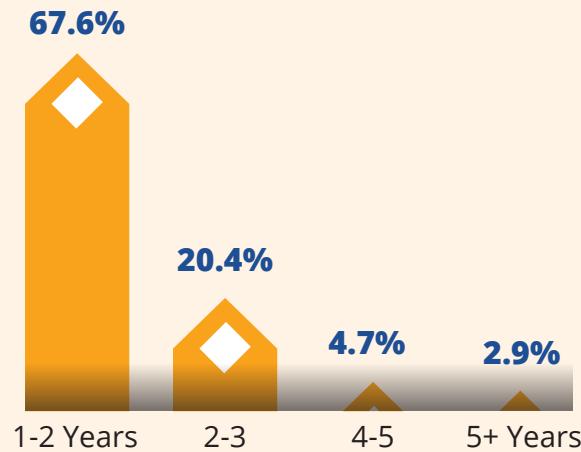


Satisfaction with Total Compensation

Satisfaction with compensation (including primary wages/salary, bonuses, commissions, and benefits) continues to decline: **42.6%** of responding practice managers were satisfied or very satisfied with their total package in 2024, down from 49.3% in 2023 and 58.0% in 2022.



Nearly a third (**32.4%**) of practice managers haven't received a pay raise in the past two years.

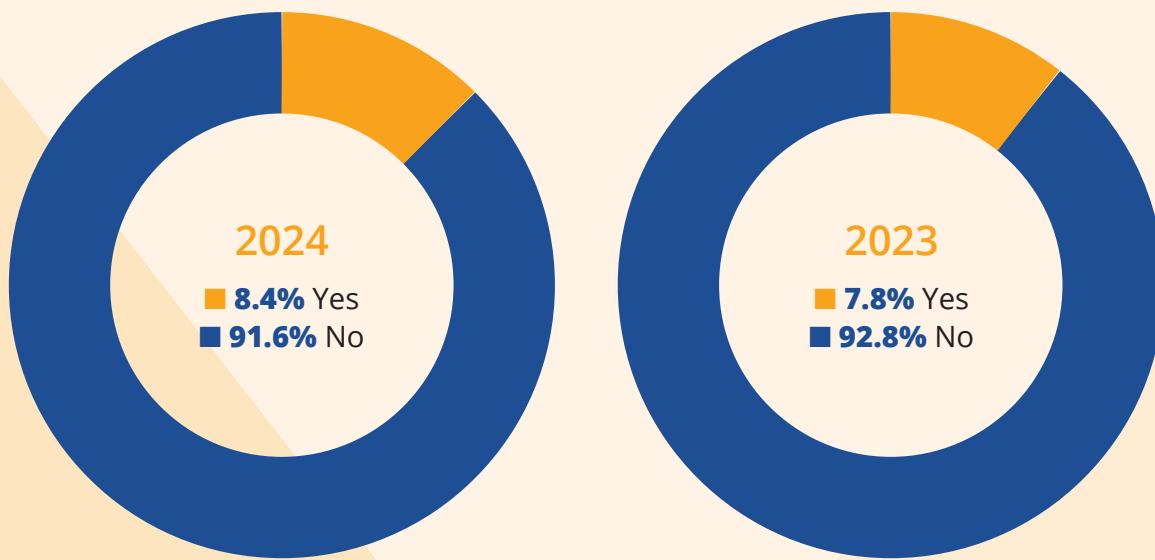


Job Turnover

Changed Employers in the Previous 12 Months

8.4% of responding practice managers changed employment within the past year, a proportion comparable to the 7.8% who made a leap in the previous reporting period.

7



Motivations for Changing Jobs in 2024

The respondents who changed employment were primarily looking for career advancement or higher pay.



Of those who made the leap, three in five (60.9%) were able to achieve their goals in doing so.

Plan to Apply for New Jobs

More than a third (**37.5%**) of responding practice managers are planning or actively pursuing a job change within the next few years; 32.6% plan to do so before 2026.

8



When Job Searchers Plan to Apply to New Jobs

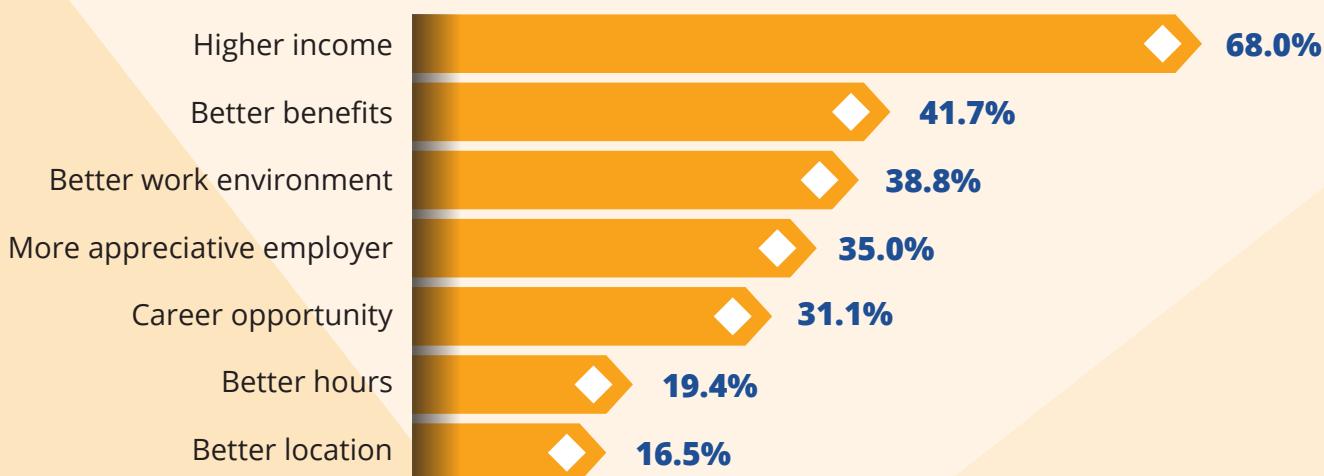
26.2% of respondents on the hunt for new roles were actively looking at the time of the survey, similar to the 30.6% in this position in 2023.



Motivations for Changing Jobs in the Years Ahead

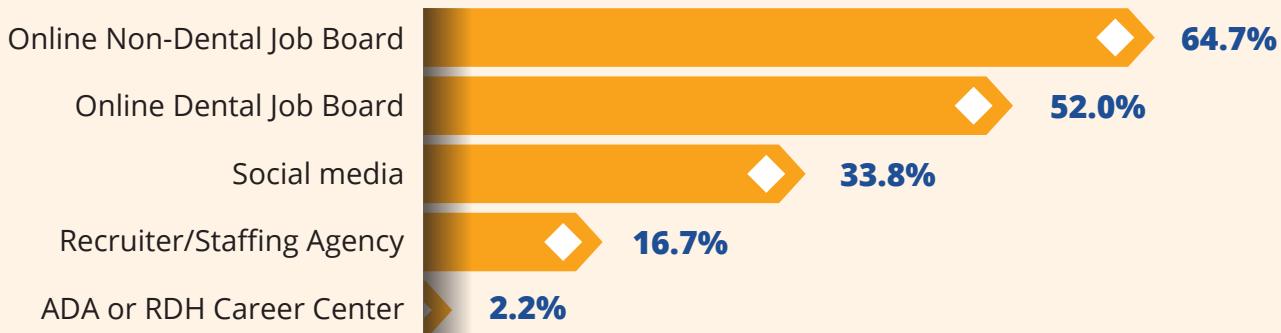
Higher income, better benefits, and a better work environment were the top drivers of responding practice managers exploring or pursuing a job change.

9



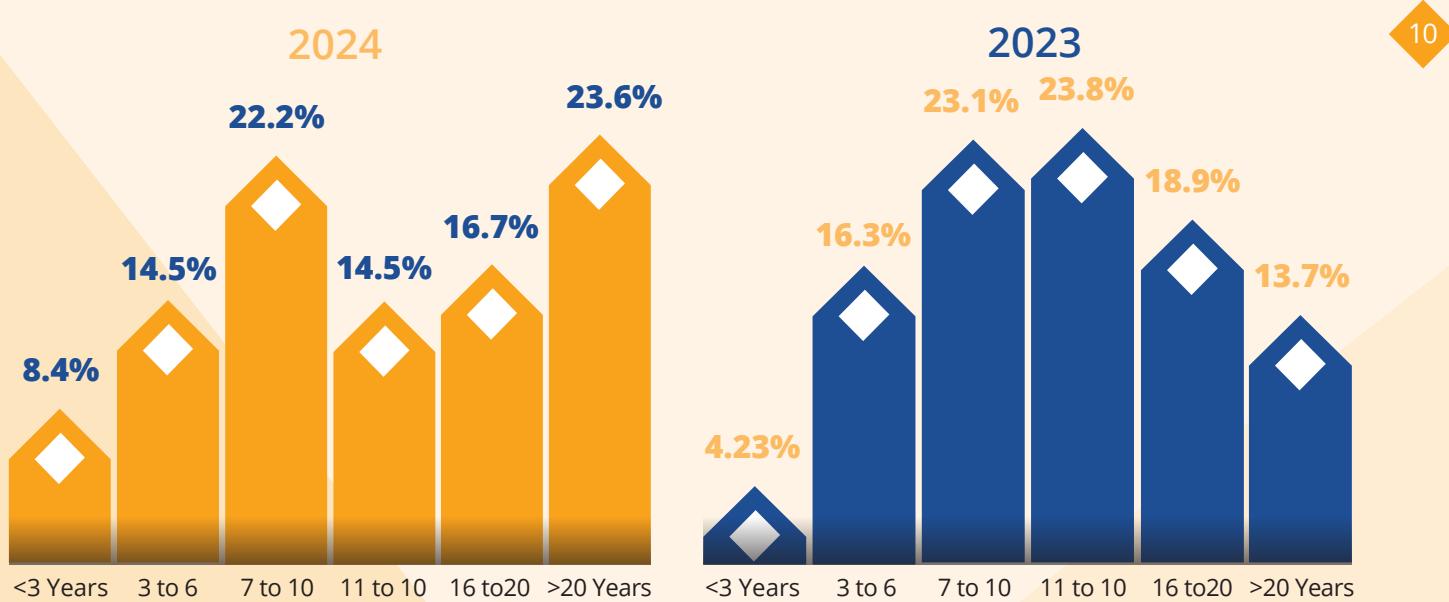
Where Practice Managers Look for New Jobs

Responding practice managers primarily search for job opportunities on online job boards, both general and industry-specific (e.g., DentalPost).



Planned Years to Retirement

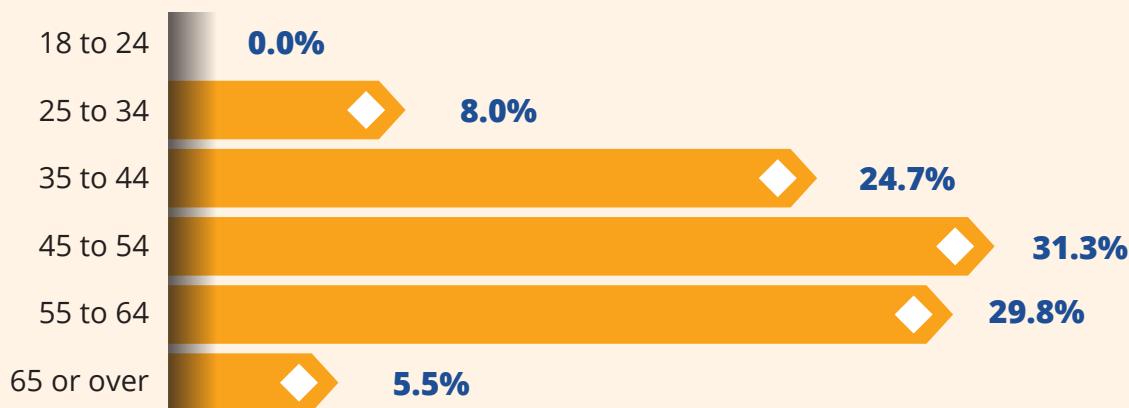
22.9% of responding practice managers plan to retire within six years, a slight uptick compared to the 20.5% with such plans in the previous reporting period.



Age & Experience

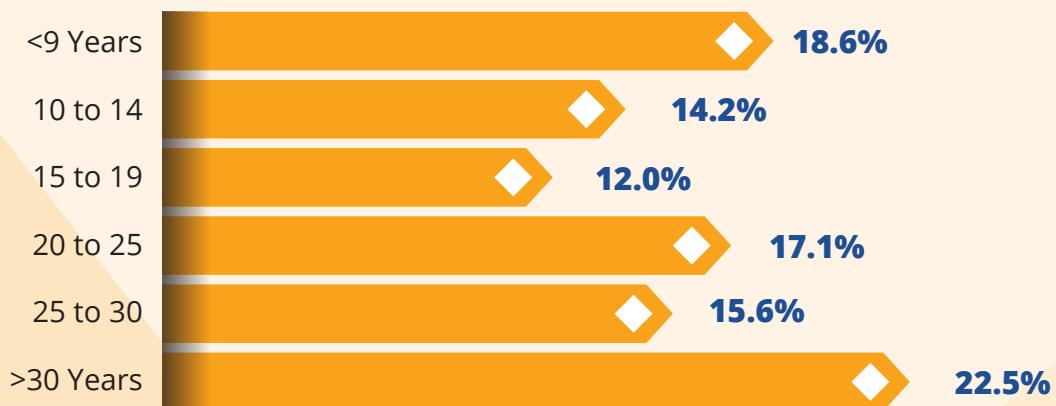
Age

Three in five (**61.1%**) responding practice managers are between the ages of 45 and 64; another quarter (24.7%) are between 35 and 44.



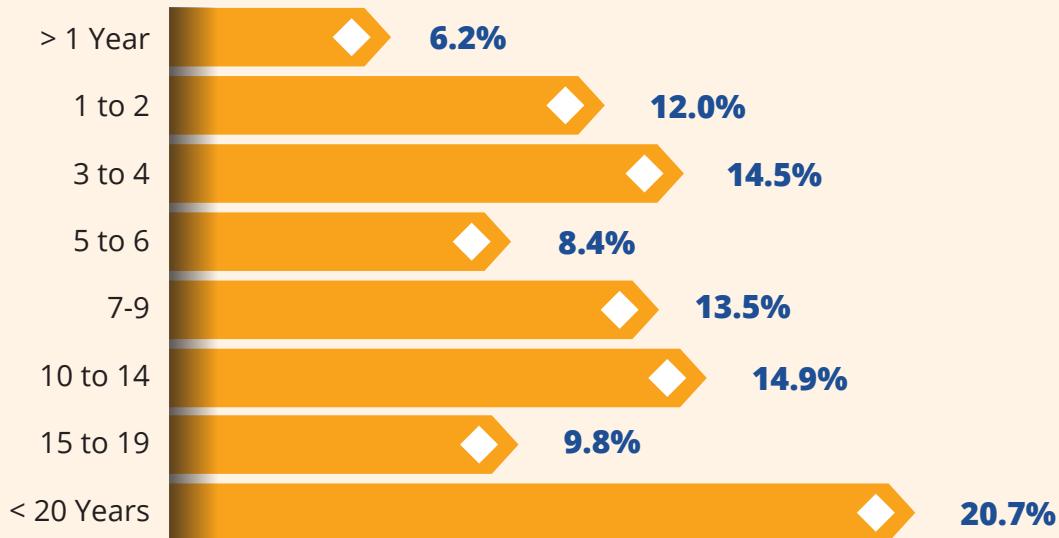
Years of Experience as a Practice Manager

The lion's share (**81.1%**) of respondents have at least a decade of experience in the field; nearly a quarter (22.5%) have more than three decades.



Longevity with Current Employer

41.1% of managers have been with their current employer for six or fewer years, an uptick compared to the 35.72% with this tenure in 2023.



Front-Office Associates

REPORT SUMMARY & HIGHLIGHTS

Between October and November 2024, DentalPost conducted its *2025 Dental Industry Salary Report*, drawing participation from 26 billing specialists and 64 associates who work in other front-office roles, such as receptionist. In light of this response rate, which represents a decrease from the 81 billing specialists and 87 front-office associates who participated in the previous reporting period, we've considered both roles together in the following statistics rather than reporting on them separately.

Total Annual Income

53 full-time front-office associates reported total income from dental practice in 2024 ranging from \$24,000 to \$75,000.

- ◆ Their mean (average) annual income was **\$46,616.13**.
- ◆ Their median income was **\$45,000**.
- ◆ **52.8%** were earning **\$45,000.00** or more.

13

Hourly Wage

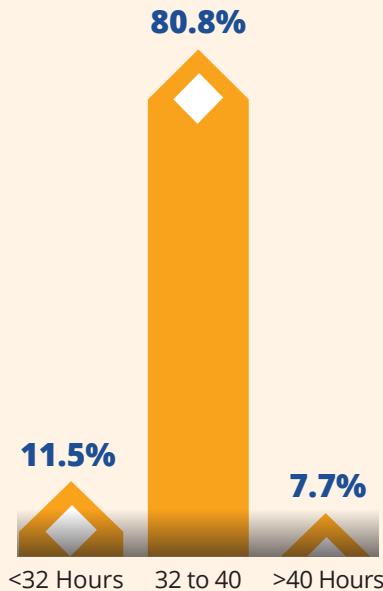
58 front-office associates reported an hourly wage in 2024 ranging from \$18.00 to \$40.00.

- ◆ Their mean (average) hourly wage was **\$25.43**.
- ◆ Their median hourly wage was **\$25**.

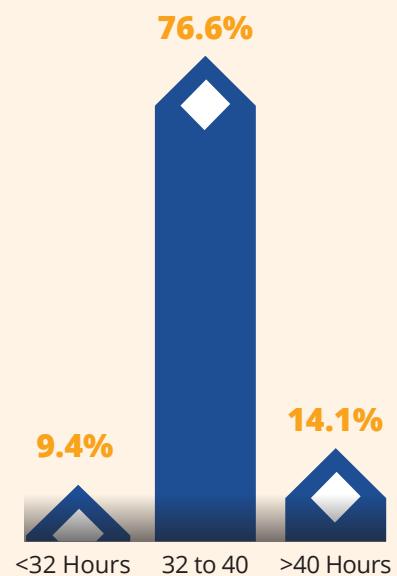
Average Workweek Hours

In 2024, nine in ten (**89.8%**) of responding front-office associates worked at least 32 hours in the average week; 12.5% worked more than 40 hours.

Billing Specialist



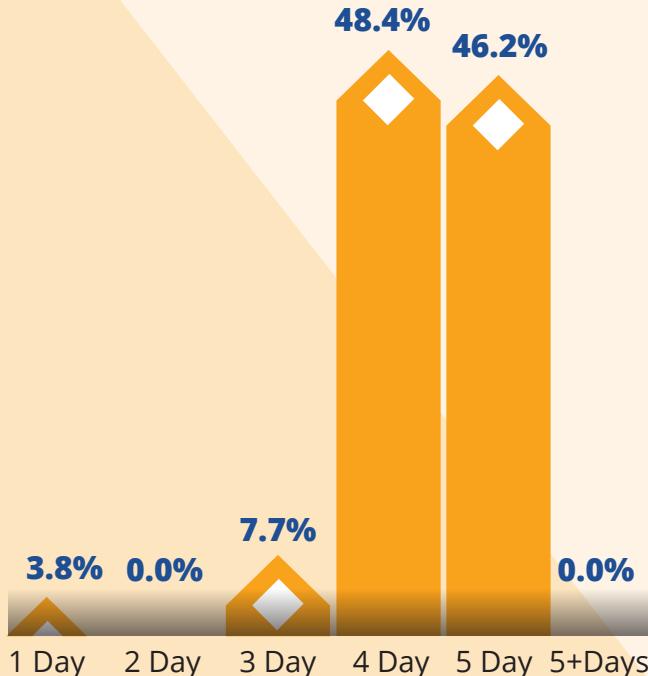
Front Office Associate



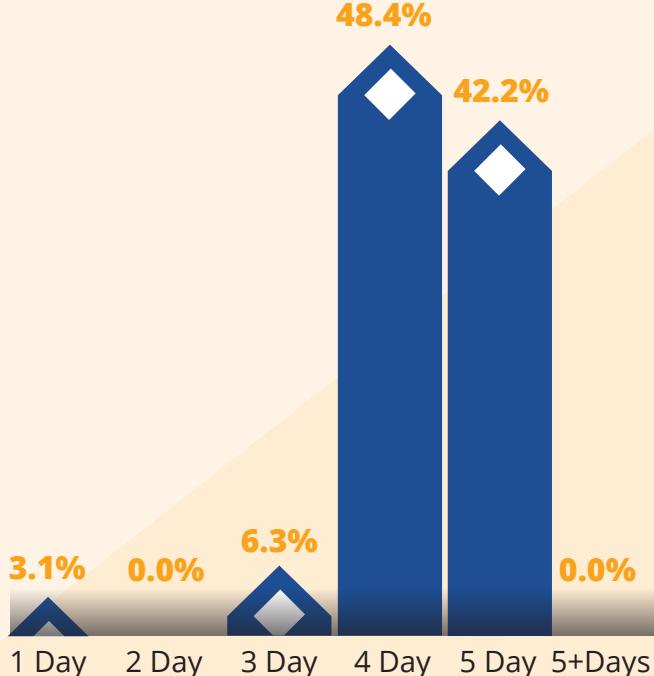
14

More than half (**56.8%**) of front-office associates work four or fewer days in the average week.

Billing Specialist



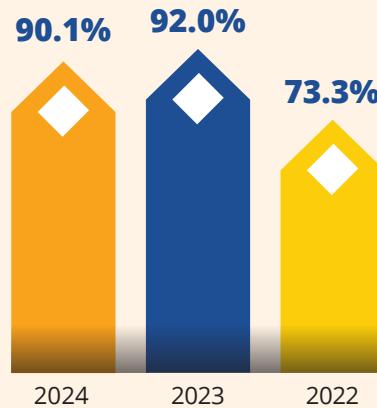
Front Office Associate



Benefits

Year-Over-Year Comparison of the % Who Receive Benefits

90.9% of responding front-office associates received benefits in 2024.

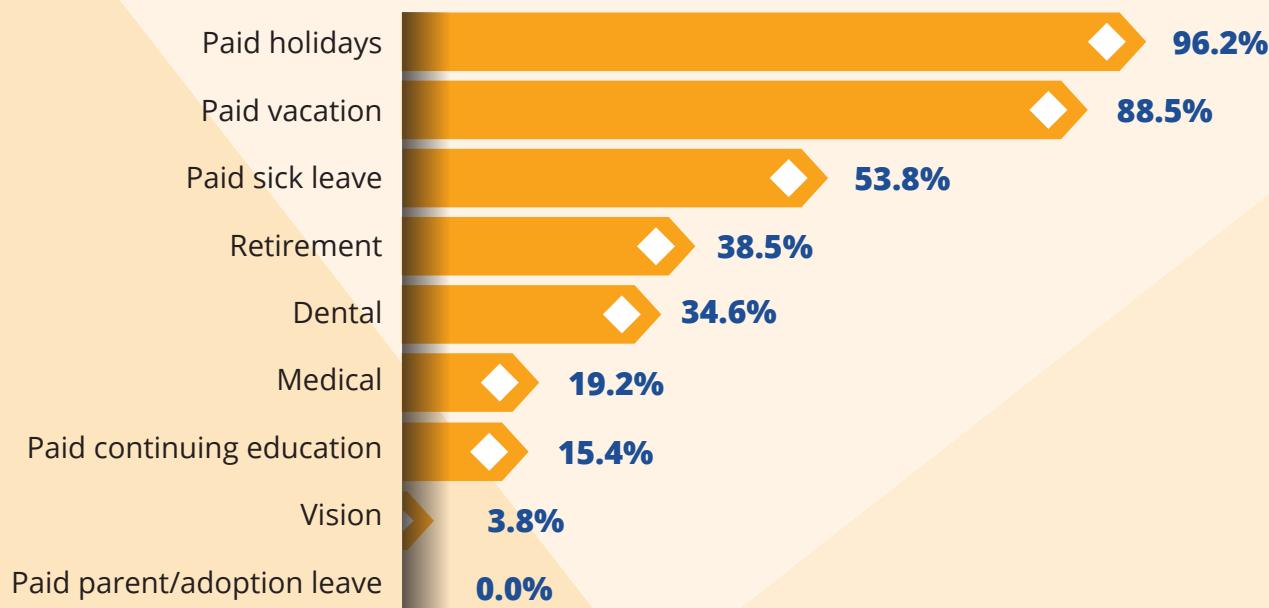


The Benefits Front-Office Associates Receive

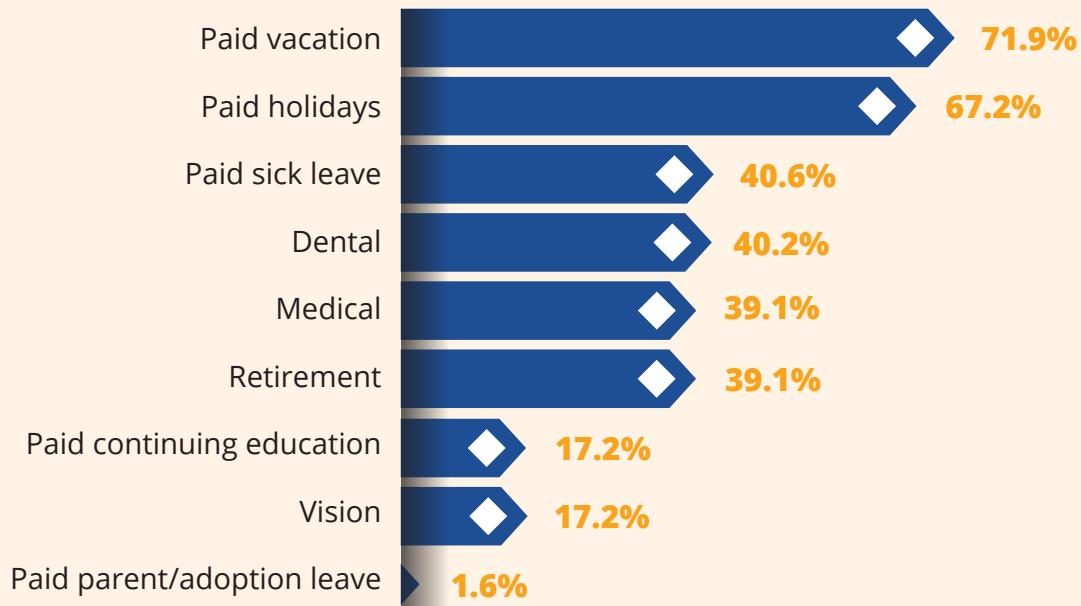
The top five benefits these associates reported receiving in 2024 were paid vacation, paid holidays, paid sick leave, dental, and retirement. Medical coverage is the benefit most desired among those who don't already have it.

15

Billing Specialist



Front Office Associate

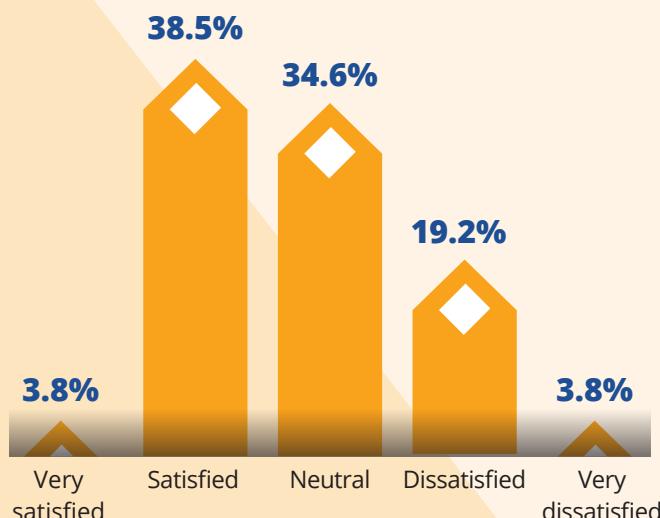


Satisfaction with Benefits

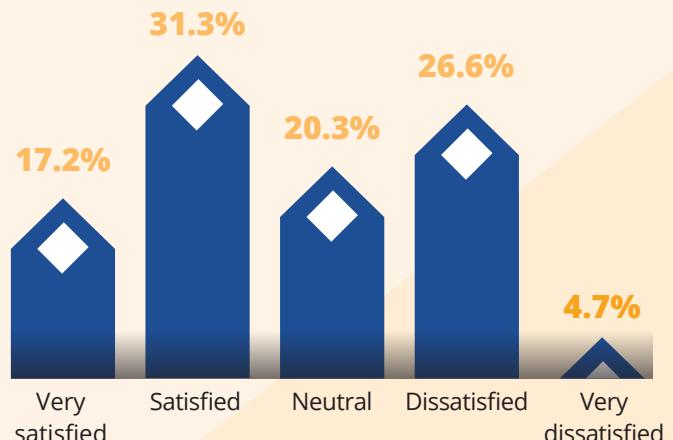
46.6% of front-office associates were satisfied or very satisfied with their benefits in 2024.

16

Billing Specialist

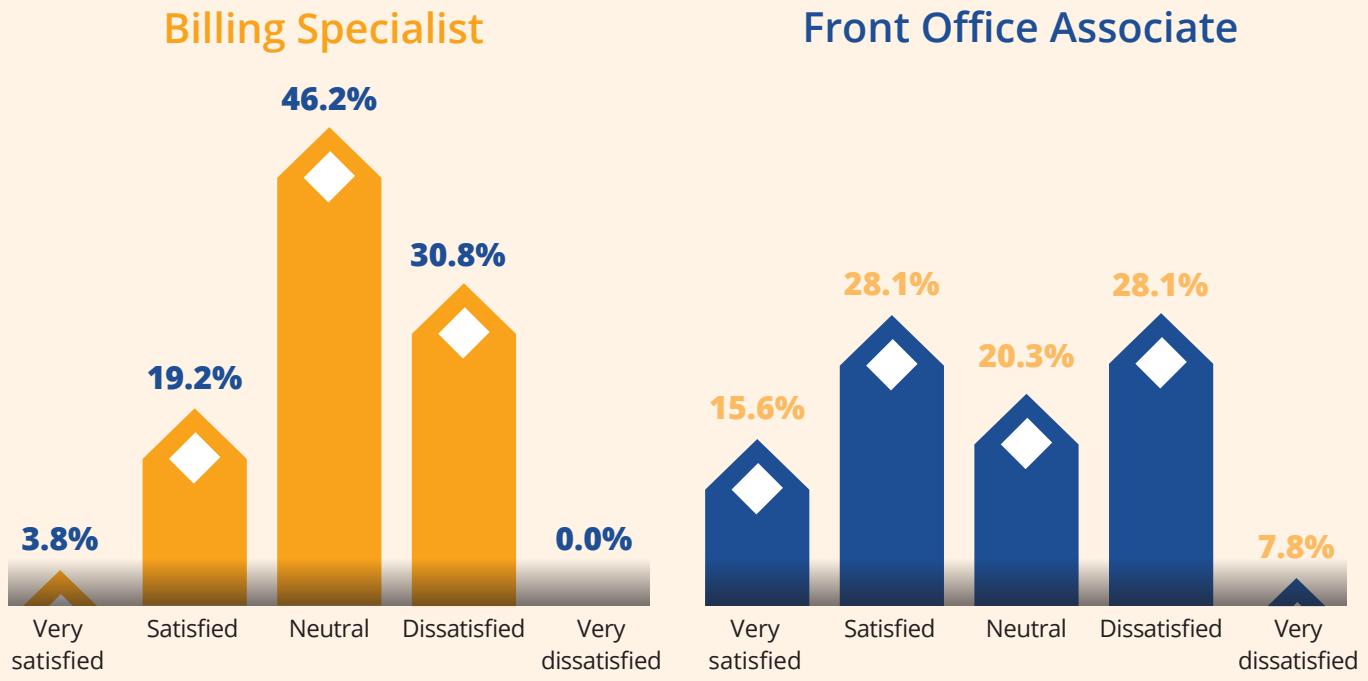


Front Office Associate



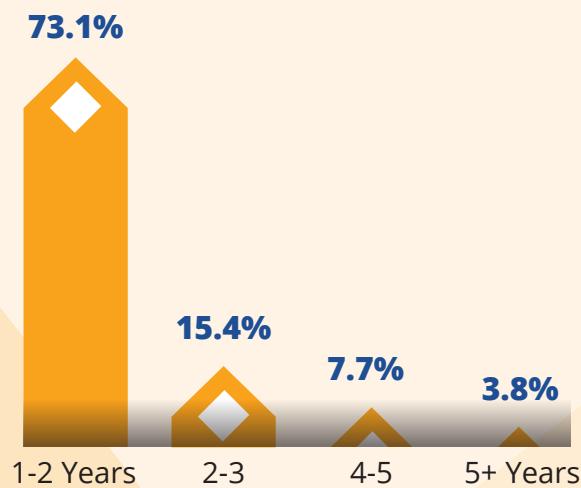
Satisfaction with Total Compensation

37.5% of responding front-office associates were satisfied or very satisfied with their total compensation (including primary wages/salary, bonuses, commissions, and benefits) in 2024.



17

Nearly one in three (**28.4%**) front-office associates haven't received a pay raise in the past two years.

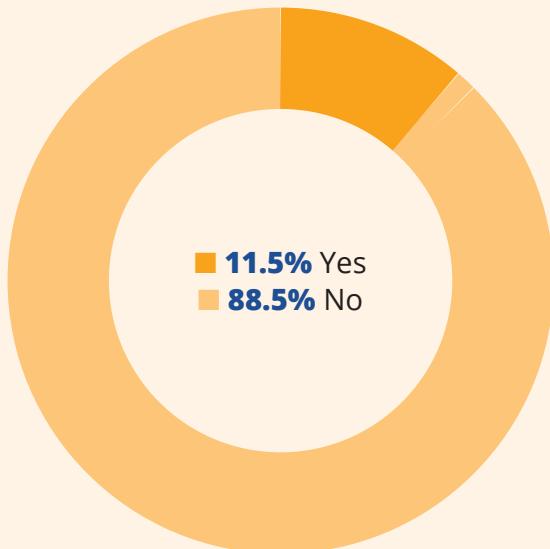


Job Turnover

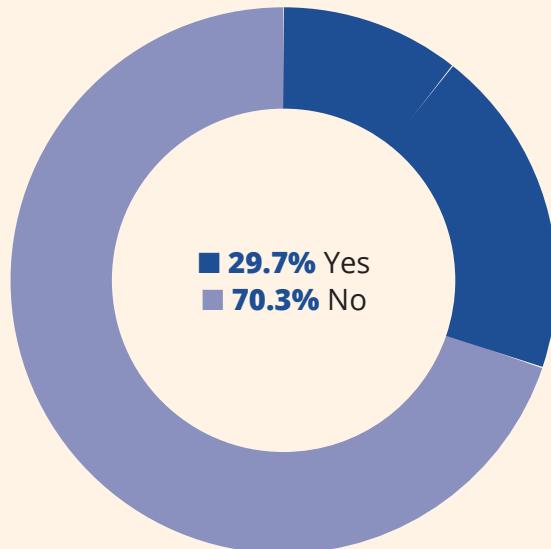
Changed Employers in the Previous 12 Months

22.7% of responding front-office associates changed employment within the past year.

Billing Specialist



Front Office Associate

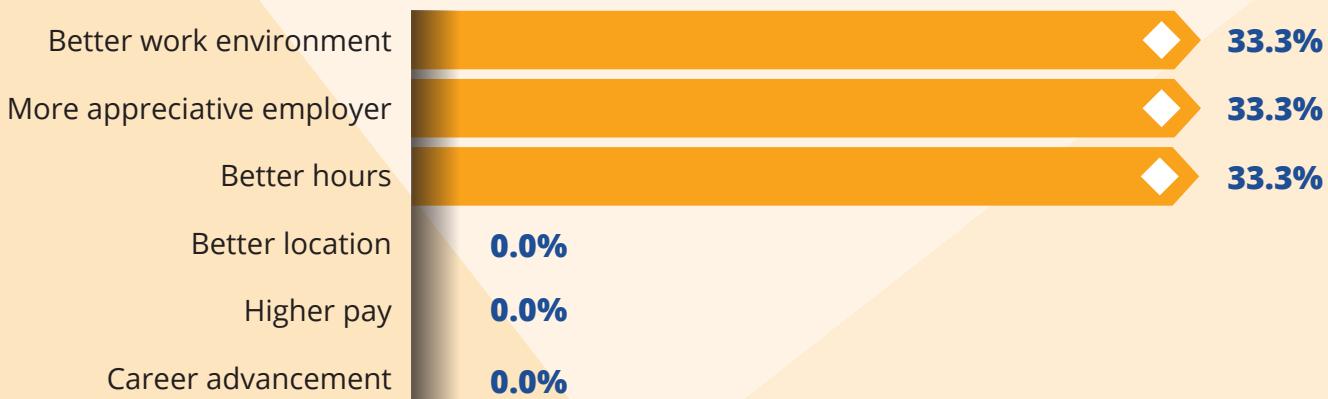


18

Motivations for Changing Jobs in 2024

The respondents who transitioned were primarily looking for a better work environment, better hours, a better location, or higher pay.

Billing Specialist



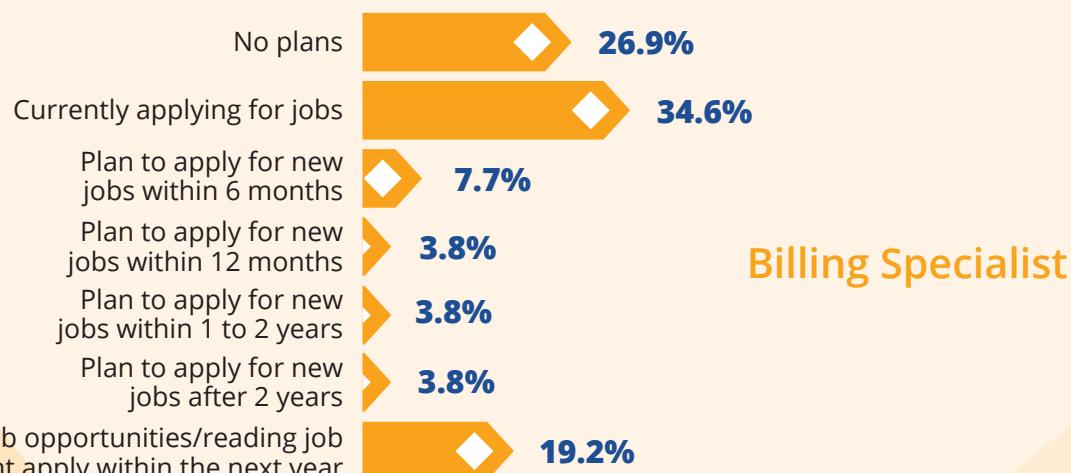
Front Office Associate



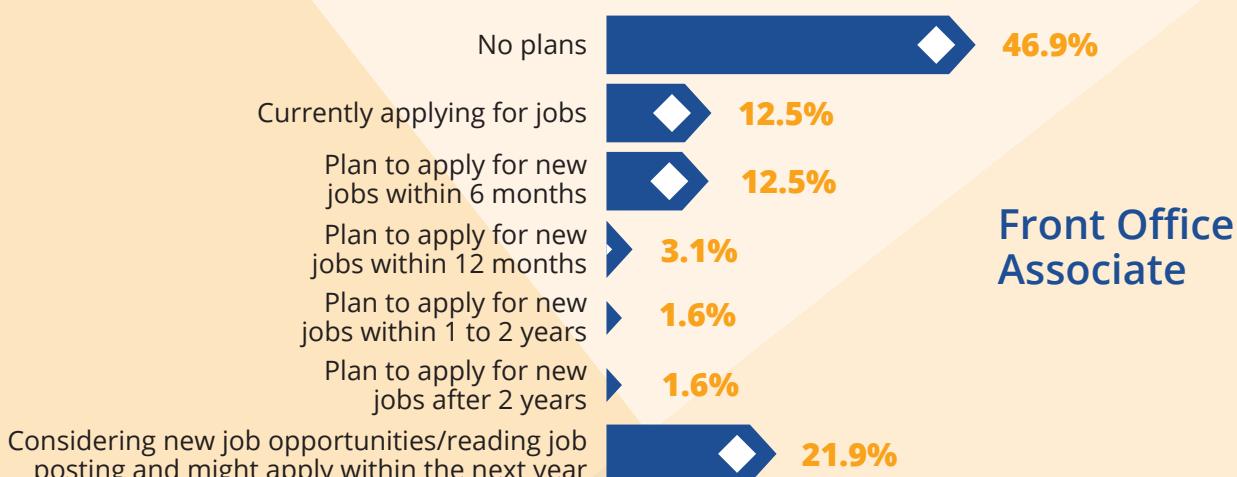
Of those who made the leap, three quarters (**75.0%**) were able to achieve their goals in doing so.

Plan to Apply for New Jobs

Three fifths (**59.1%**) of responding front-office associates are planning or actively pursuing a job change within the next few years; 46.1% of billing specialist and 28.1% of other front office associates plan to do so before 2026.



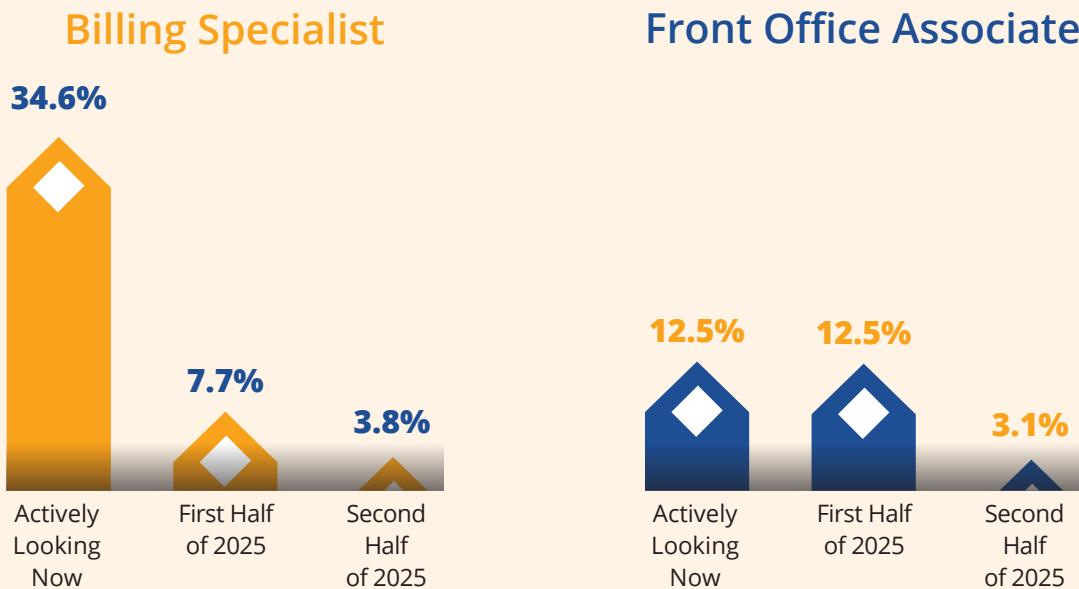
Considering new job opportunities/reading job posting and might apply within the next year



Considering new job opportunities/reading job posting and might apply within the next year

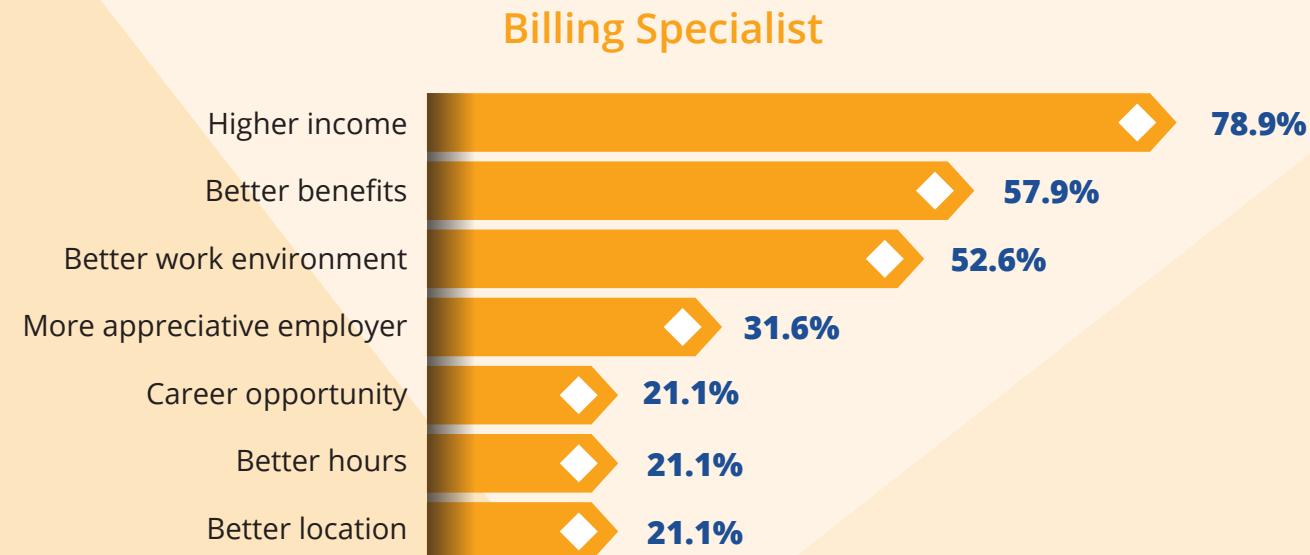
When Job Searchers Plan to Apply to New Jobs

One third (**32.7%**) of respondents seeking a job change were actively looking at the time of the survey.

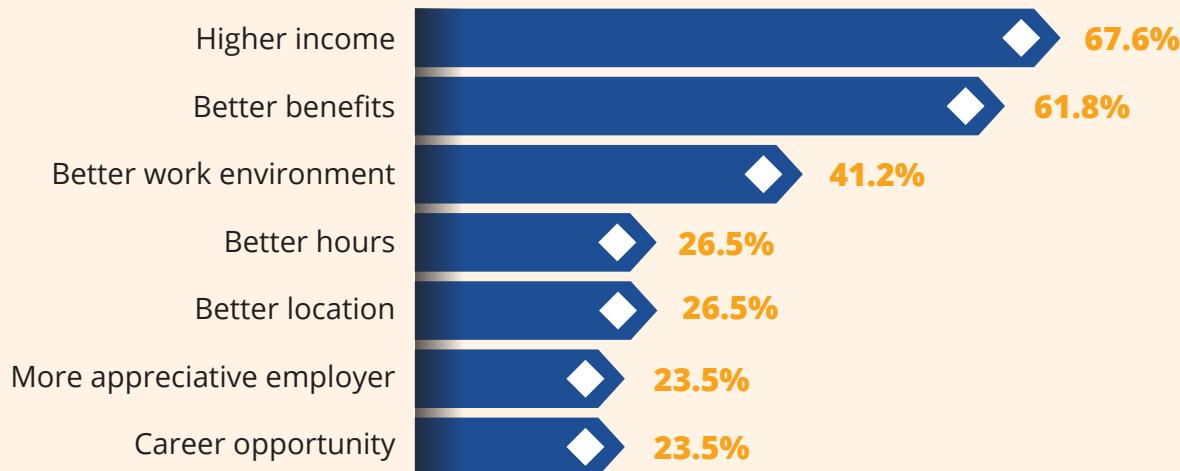


Motivations for Changing Jobs in the Years Ahead

Higher income, better benefits, and a better work environment topped the motivations of billers exploring or pursuing a job change.



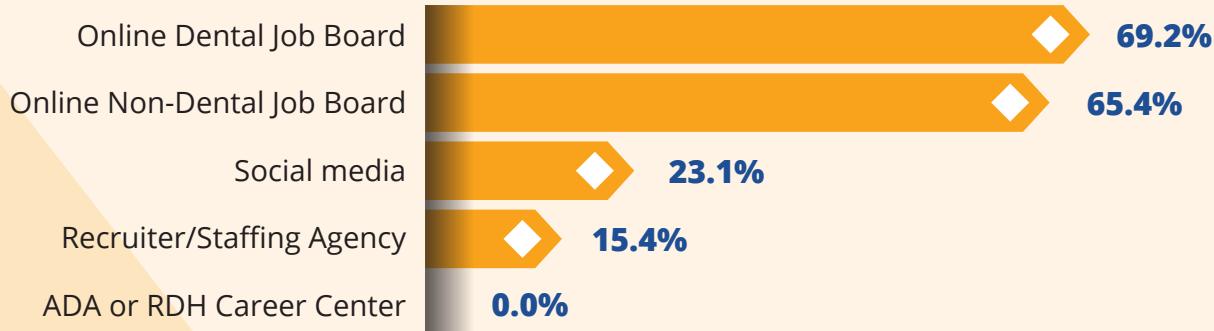
Front Office Associate



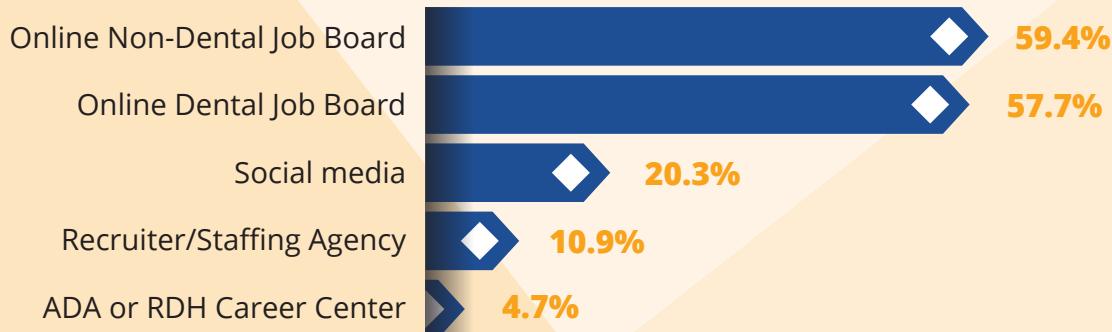
Where Front-Office Associates Look for New Jobs

Respondents primarily search for job opportunities on online job boards, both general or industry-specific (e.g., DentalPost).

Billing Specialist

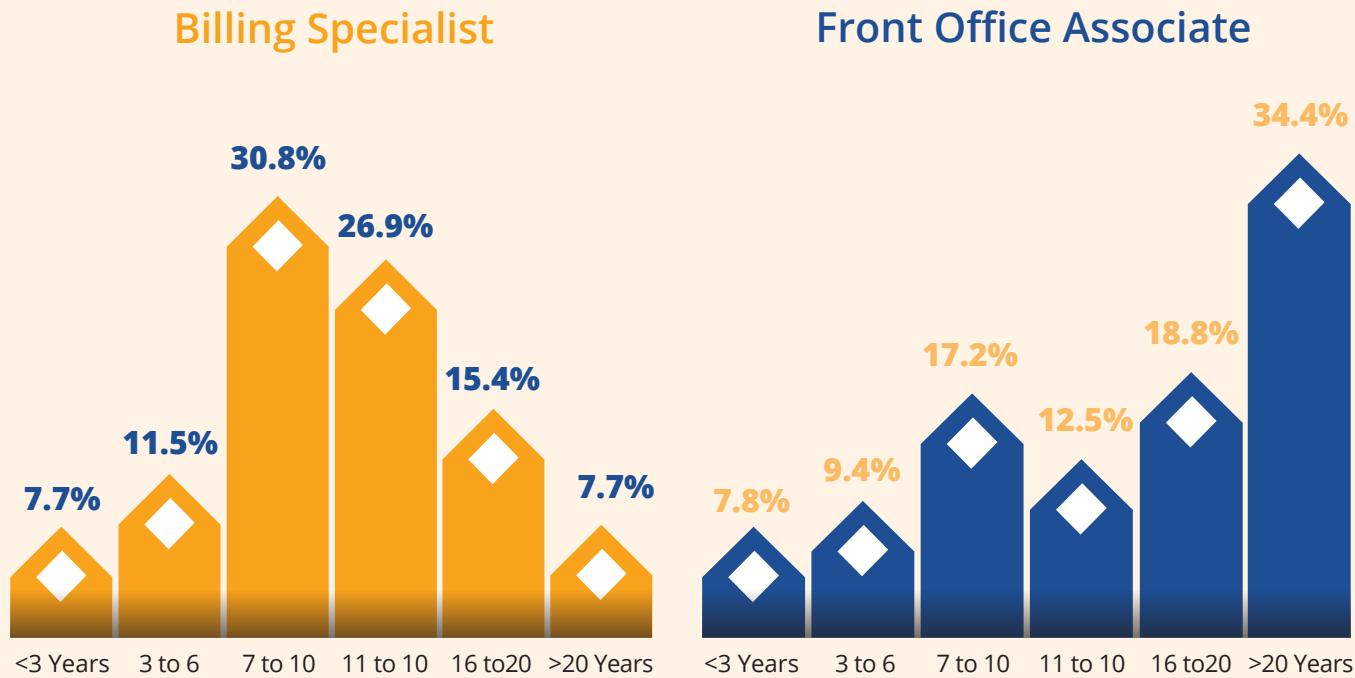


Front Office Associate



Planned Years to Retirement

18.2% of responding front-office associates plan to retire within six years.

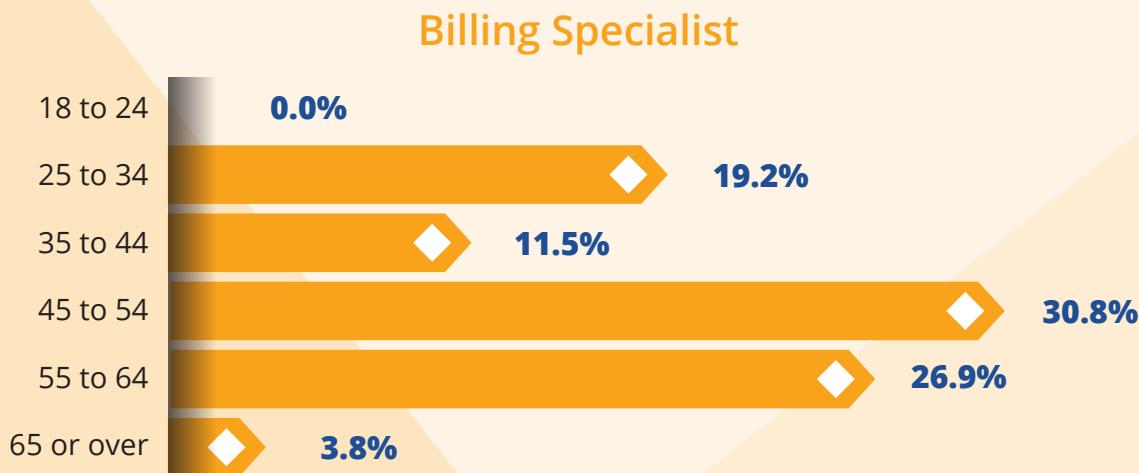


Age & Experience

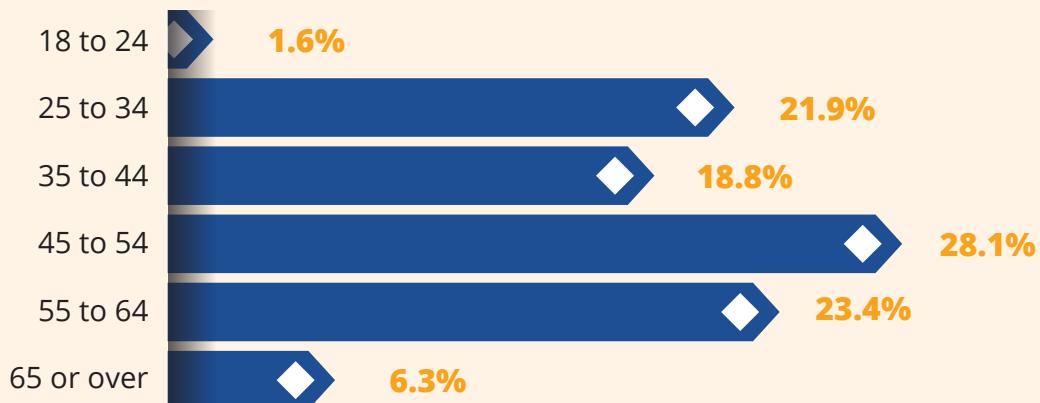
Age

More than half (52.3%) of responding front-office associates are between the ages of 45 and 64.

22



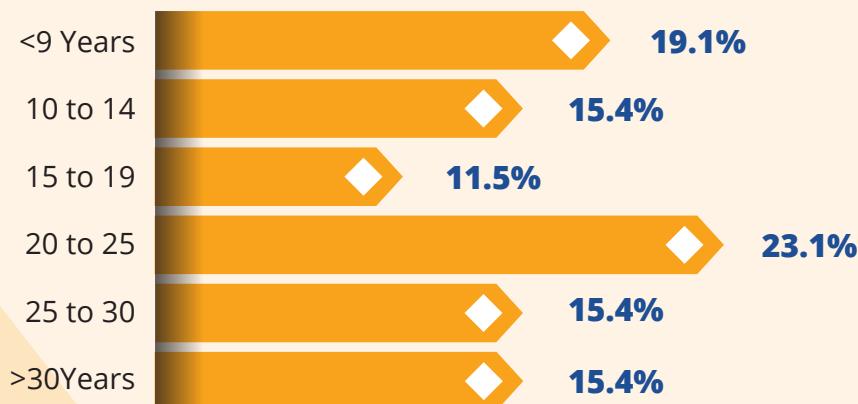
Front Office Associate



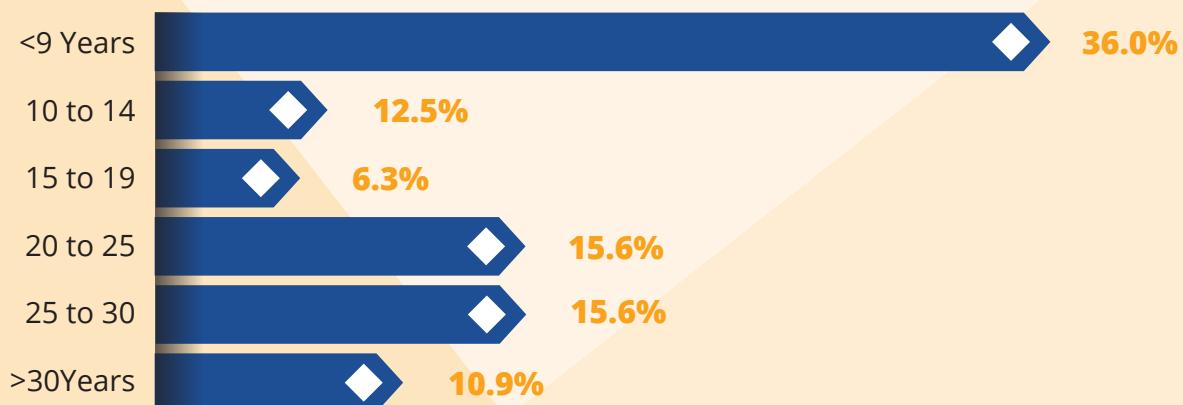
Years of Experience as a Front-Office Associate

More than two in three (68.2%) respondents have at least a decade of experience in the field.

Billing Specialist



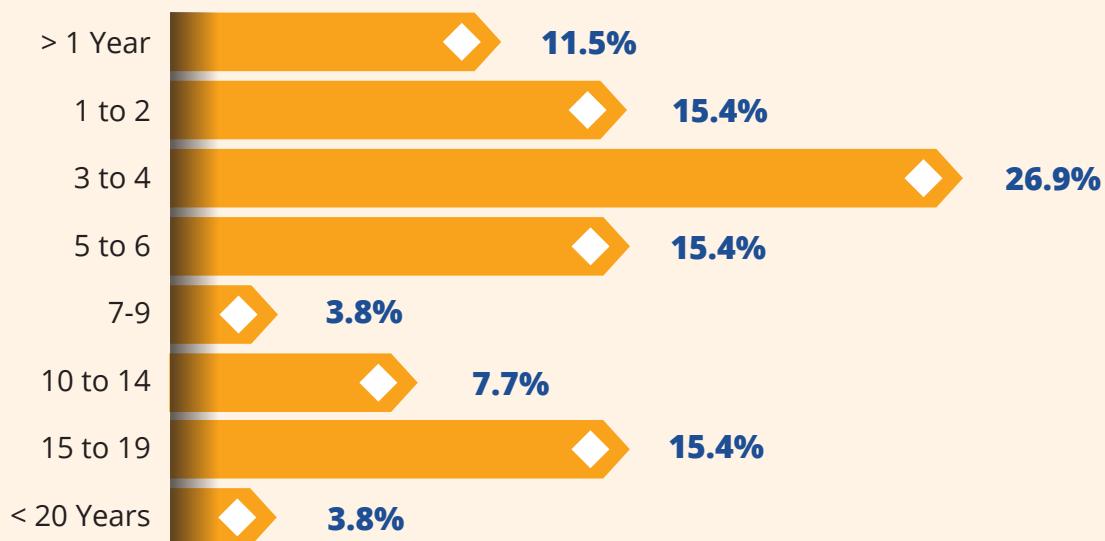
Front Office Associate



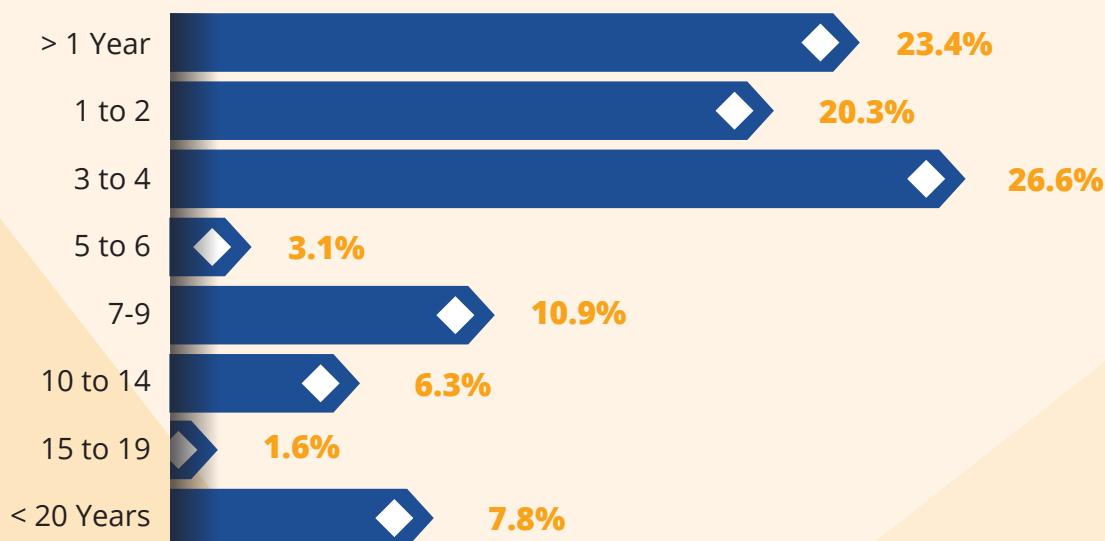
Longevity with Current Employer

71.6% of responding front-office associates have been with their current employer for six or fewer years.

Billing Specialist



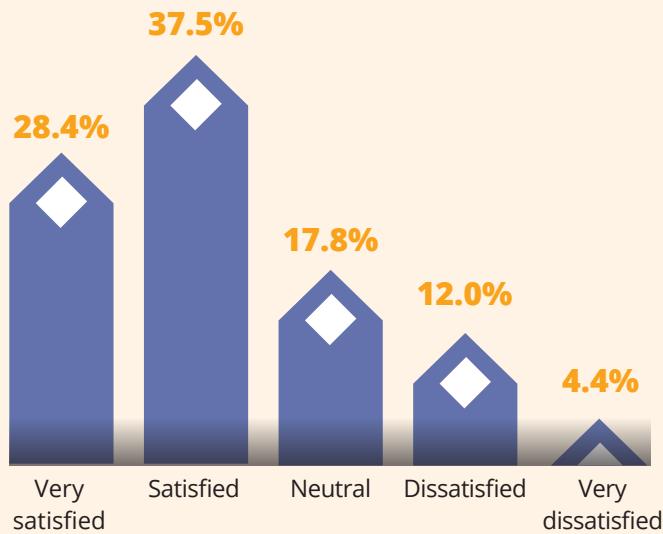
Front Office Associate



Top Career Wins and Washes for All Front-Office Professionals

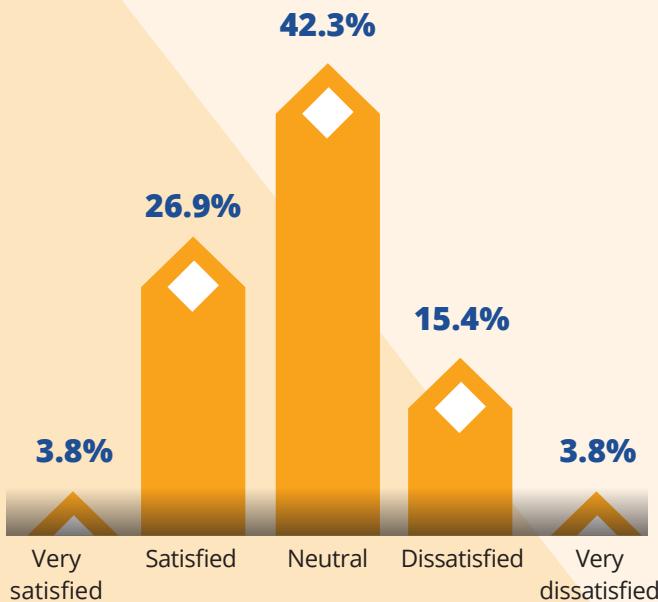
63.1% of dental front-office professionals are satisfied or very satisfied with their jobs, including **65.9%** of practice managers and **54.5%** of front-office associates.

Practice Manager

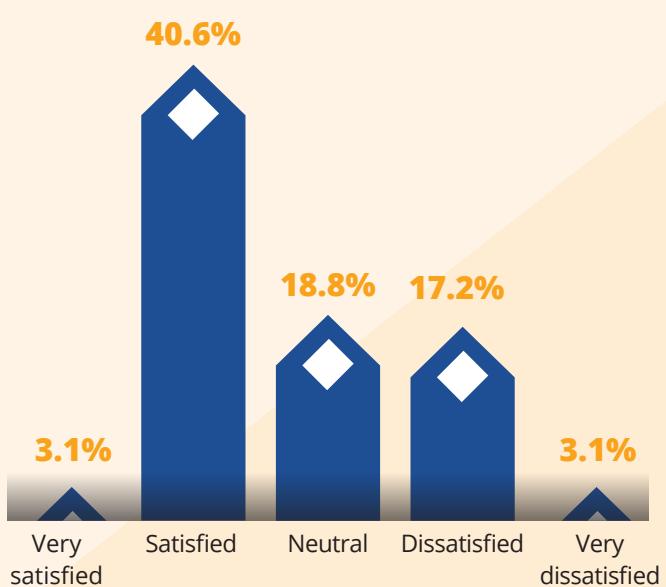


25

Billing Specialist



Front Office Associate



When asked to share their favorite part of the job, many front-office professionals — especially practice managers — cite autonomy, pointing to 4-day work weeks, role mobility, and variety as big wins. Respondents also enjoy the brisk pace of their practices, as well as the chance to foster a professional, caring office culture; work with respectful, skilled teams and managers; improve patient wellbeing, from clinical, financial, and logistical perspectives; and use creativity and critical thinking to create order from the chaos of evolving schedules, regulations, and red tape.

When it comes to what's keeping them up at night, front-office professionals echo others in the industry. Poor compensation, challenging patient interactions, and delicate office dynamics are among the top stressors. Many also feel underappreciated by their teams; worn down by physical demands, long days, and tough commutes; and stretched thin by the significant multitasking they do to keep their organizations running. Some — especially practice managers — say they're bogged down by job aspects both financial (e.g., collections and payer denials) and managerial (e.g., hiring, firing, contending with hygienist staffing shortages, and handling HR issues).

The following responses have been lightly edited for length and clarity.

Challenges

“As the only front desk staff at our office, I feel like I am overworked and under compensated. I do everything from confirming appointments to credentialing. Most of the time I can keep up with everything, but every once in a while, it all seems like too much to handle.” *-Front-Office Associate*

“Corporate structure can be challenging, sometimes policies and procedures make my job very difficult.”
-Practice Manager

“The recent increase in insurance claim denials has taken up way too much of my time lately. My doctor does not over diagnose, so the denials are ridiculous.”
-Billing Specialist

“Dealing with personnel issues and trying to find more hygienists as we are in a severe shortage.” *-Practice Manager*

“Insurance and the decrease in reimbursement and decrease in acceptance of pre-authorizations and downgrading, which in turn makes it so much harder for patients to be able to accept and afford their medically necessary treatment.” *-Practice Manager*

“The physical demands on your body from years of clinical dentistry and the stress from taking it personally when something in the office does not go as planned or being the person who handles all of the conflicts.”

-Practice Manager

“I am severely under compensated for the level of responsibility I have been assigned and do not get awarded appropriate resources to accomplish tasks in the most effective fashion. There is no reward and no room for growth.”

-Practice Manager

Wins

27

“I enjoy being a problem solver and a person that patients can rely on for support, knowledge, and empathy. I love helping people. I know life is difficult enough, and I like that I can subtract stress from patient’s lives by facilitating the best care when they frequent the office.” *-Front-Office Associate*

“The doctor I work for is the best boss I have had in my over 40 years in dentistry. She is a ‘zero tolerance for drama’ doctor, which I have found to be rare in the industry.”

-Billing Specialist

“I appreciate that having been a dental assistant for 25 years prior to accepting the Office Manager position, I can wear many hats in the office to assist wherever necessary. The variety of the business is exciting and rewarding even though the compensation does not reflect it.” *-Practice Manager*

“I have a great boss, nice coworkers, and I’ve known the patients for 35+ yrs. I like watching the families grow.”

-Front-Office Associate

“I like the mathematics required for my job. I also really love the organization required for my job. I’m a great organizer and multi-tasker, so I tend to thrive in the chaos that this job throws at you.”

-Practice Manager

“I enjoy that dentistry is constantly changing. Codes are changing, software is constantly improving, and there are always innovative ideas when it comes to treatment and procedures.”

-Front-Office Associate

“Managing & mentoring staff to elevate their skills. Not only their professional skills but also their mental, emotional, and financial intelligence.”

-Practice Manager

“Private practice allows for more individualized patient care and specific roles within the company. I’m a billing specialist and prefer that to direct patient contact.”

-Billing Specialist

“I like working with patients and making them comfortable, whether that is in the chair or financially confident before the procedure, and providing them an understanding of dentistry overall, since a lot of people are scared or perceive it in a bad light.”

-Practice Manager

“The atmosphere is peaceful, and the doctor is highly respectful and generous to staff.”

-Billing Specialist

“I have a great rapport with the owner. He trusts me to make quick decisions that benefit our patients, when necessary. Our staff all works together, and gets along, which is very difficult to achieve these days. We are in the relationship business, and one which also happens to keep our patients healthy. We don’t allow the bottom line to predict how our day will go. The goal is to care for our patients in the best way possible, as if they were family.”

-Practice Manager