

Hiring a loan processor

Eleven of the 35 client service manager advertisements were not broking jobs at all.

The title you search decides what you wade through.

44 loan processor advertisements in six months

11 of 35 client service manager ads were not broking

1 of 43 offered to train anyone

When you make this hire

You are writing loans and doing the file work behind them, and the file work is winning.

The signal is not volume.

It is the hour of the day you get to it.

When lodgements, lender follow-ups and document chasing have moved to the evening because the daytime belongs to clients and settlements, you have already made the decision.

You are just paying for it in your own time instead of somebody's salary.

The second signal is the one principals mention later, once they trust you enough to say it.

Something got missed.

A document expired, a valuation was not ordered, a client rang about a rate that had already moved.

Nothing that lost the deal, but enough that you noticed you are the only check in the process and you are tired.

This is the cheapest seat in the business to fill and the one most often filled badly, because the job has two common titles and they do not mean the same thing.

FinTalent placement experience and candidate call records, 2025 to 2026

The market you are hiring into

44

loan processor advertisements

23 February to 20 August 2026, across Australia, out of 991 finance advertisements caught in the same six months. Another 35 carried a client service manager title. The two together are the second largest family in the market after brokers themselves.

BD Machine ad index, 991 ads, 23 Feb to 20 Aug 2026

11 of 35

client service manager ads were not broking

They named financial planning software, adviser onboarding, Tier 1 insurance qualifications or term deposits. Against one of 44 loan processor advertisements. The title is used across wealth, insurance and banking, so searching it puts you in three markets at once.

BD Machine ad index, 35 client service manager and 44 loan processor ads. Counted as an explicit non-broking product named in the description

1 of 43

offered to train anyone

One advertisement in six months. Client service manager roles are barely better at three of 35. Everybody wants someone who has already done it, which is why the good ones do not reach the market and why your own bench is worth more than you think.

BD Machine ad index, 43 described loan processor ads

10 of 44

advertised two jobs in one title

Titles like broker support officer and loan processor, or loan administrator and loan processor. Roughly one in four. If the advertisement cannot name the job, the business has not decided what it wants, and the person who accepts it finds that out in month two.

BD Machine ad index, 44 loan processor ads

What the two titles actually buy

A loan processor takes a submitted deal and gets it to settlement.

Data entry into the aggregator platform, supporting documents, lodgement, lender follow-up, conditions, valuation ordering, the unconditional, the settlement booking.

The work is a queue and the skill is that nothing falls out of it.

A client service manager, inside a mortgage brokerage, does most of the same work and also owns the client while it happens.

That is the real difference and it is the only one the advertisements consistently support.

Four of the 44 loan processor advertisements described being a client's point of contact.

Nine of the 24 broking-side client service manager advertisements did.

Everything else people believe separates them does not survive the reading.

Settlements, aggregator platforms, credit policy, serviceability, the unconditional approval: all appear at close to the same rate in both.

One advertiser puts the distinction better than we can.

A Loan Market brokerage advertising client services at \$75,000 to \$95,000 pitched it at an experienced brokerage professional looking to move beyond transactional loan processing and become a trusted adviser.

That is the promotion the title describes, and it is a real one.

The trap is that outside a brokerage the same title means something else.

A third of the client service manager market is wealth, advice and insurance.

If you advertise for one, say mortgage or broking in the title, or you will read a lot of financial planning resumes.

Role definitions from FinTalent's own market model, read against 79 advertisements in the BD Machine ad index

The numbers

The two seats side by side, by city.

Base only.

Read the two columns together, because that is the argument.

In five of the six cities they share a floor to the dollar, and the client service ceiling runs five thousand higher.

Adelaide is the exception and runs the other way.

A processor starting out sits a rung below both, \$60,000 to \$75,000 nationally and \$62,000 to \$77,000 in Melbourne, which is roughly fifteen thousand under the senior band.

That gap is the clearest career step in the whole series and most brokerages never say it out loud.

So the money does not separate these two jobs.

If you are deciding between the titles, decide on who owns the client, not on what it costs.

CITY	PROCESSOR, 3 YEARS OR MORE	CLIENT SERVICE MANAGER
National	\$75,000 to \$90,000 + Super	\$75,000 to \$95,000 + Super
Melbourne	\$78,000 to \$95,000 + Super	\$78,000 to \$100,000 + Super
Sydney	\$80,000 to \$100,000 + Super	\$80,000 to \$105,000 + Super
Brisbane	\$73,000 to \$88,000 + Super	\$73,000 to \$92,000 + Super
Perth	\$70,000 to \$85,000 + Super	\$70,000 to \$90,000 + Super
Adelaide	\$75,000 to \$90,000 + Super	\$65,000 to \$85,000 + Super

What actually keeps them

Nobody grows up wanting to be a loan processor.

They arrive from bank branches, from conveyancing, from a broker's admin desk, and they stay or go on whether the job is going somewhere.

The published bands say where.

A processor with three years behind them is worth fifteen thousand more than one starting out, and a client service manager sits at the same floor again with the client relationship attached.

That is two visible steps inside one business, and most brokerages never say them out loud.

The thing that loses them is being the only one who knows how the process works.

It feels like job security to the principal and it feels like a trap to the person.

They cannot take leave, they cannot be trained past, and every improvement they suggest lands as more work for themselves.

Twenty-one of 44 loan processor advertisements named a salary.

Twenty of 35 client service manager advertisements did.

Just over half either way, which means half the market is asking people to apply without saying what the job pays, and the ones who do say it are already ahead of you.

FinTalent placement experience and the FY26/27 Salary Guide

How to screen them

You are testing three things: whether they have carried a file end to end, whether they know your lenders, and whether they will still be here in two years.

01

Phone screen, twenty minutes

Ask what happens between a signed application and an unconditional approval, in order, with nothing left out.

Somebody who has done the job answers in a sequence.

Somebody who has watched it done answers in a list.

Then ask which aggregator platform they have used and for how long.

Platform experience is the shortest part of the ramp and the easiest to check.

Ask how many files they carried at once and what happened when it got past that.

The honest answer is that things slipped, and what you want to hear is what they changed.

02

The interview

Give them a real file with a problem in it.

A missing payslip, a valuation short of contract, a condition nobody has actioned.

Ask what they do first and who they call.

Ask what they would want to own in a year.

If they say the client, you are interviewing a client service manager and you should pay them as one.

If they say the process, you are interviewing a senior processor.

Both answers are good.

Neither is what the title on their resume tells you.

Then ask the money question plainly, because half the market will not have.

03

The practical stage

Twenty minutes on your actual system with a de-identified file.

Not a test, a task.

You are watching whether they ask before they guess.

The tell is what they do with an ambiguity.

Someone who has been the only check in a process asks.

Someone who has always had a supervisor assumes.

Red flags and green flags

RED FLAGS

- **A client service manager title with no broking in it.** Eleven of 35 advertisements carrying that title were wealth, advice or insurance.
Ask which products, not which title.
- **They cannot sequence a file.** If the answer to what happens after submission is a list of tasks rather than an order, they have supported the process without owning it.
- **No aggregator platform named.** The one part of the ramp you can shorten by hiring for it, and it costs nothing to ask.
- **They describe the last role as everything.** Two jobs in one title is how ten of 44 advertisements were written.
Somebody who accepted one and cannot say where it started and stopped will accept another.

GREEN FLAGS

- **They ask what your settlement volume is before you ask them anything.** They are sizing the queue.
That is the job.
- **They tell you about a file that went wrong and what they changed.** Not the story, the change.
It is the difference between experience and time served.
- **They want to know who owns the client.** It means they have seen both versions of this job and have a view.
Take the view seriously; it tells you which seat you are filling.
- **They have trained somebody.** One advertisement in 43 offered to train anyone, so a processor who has trained a junior did it because they wanted to, and they will do it again for you.

FinTalent screening practice, and the BD Machine ad index for every count named

The first ninety days

The mistake here is loading them up in week one because the backlog is the reason you hired.

A processor who learns your lenders properly in month one is faster for the next three years.

01

Days 1 to 30. Your lenders, your way

Accreditations, platform access, and a written version of how your files actually run rather than how you would describe them.

Sit them beside live files rather than handing them a queue.

02

Days 31 to 60. The queue, with a check

They take files end to end and you still look at every one.

This is the month that decides whether you ever get to stop looking.

03

Days 61 to 90. What they own

Name it.

A file type, a lender, the client contact, the settlement calendar.

A processor with nothing named at ninety days is a processor who starts reading advertisements at month eight.

The three mistakes principals make

Advertising the title instead of the job.

Client service manager brings you financial planners and insurance brokers, because a third of that market is not broking at all.

Put mortgage or broking in the title and the shortlist changes before you read a single application.

Hiring a processor and expecting a client service manager.

The work overlaps almost entirely, but owning the client is a different job and the published band says so.

If you want somebody in front of your clients, decide that before you advertise, not in month four when they are already doing it for free.

Treating it as the cheap seat.

It is the cheapest of the roles in this series, and it is the one where being the only person who knows the process quietly becomes the reason they leave.

The one thing to do today

Write down who owns the client after the deal is submitted.

If the answer is you, you are hiring a processor and you should say so in the advertisement.

If the answer is the person you are about to hire, you are hiring a client service manager, the band is five thousand higher at the ceiling, and the job is a different one.

Businesses that have not answered this hire a processor, quietly hand over the client anyway, and then wonder why the person is asking for a title change at month nine.

Where these numbers come from

Every figure above is counted from a named set, and the set is frozen so the counts cannot move underneath the document.

BD Machine ad index.

991 Australian mortgage and finance advertisements posted between 23 February and 20 August 2026.

44 were loan processor roles and 35 client service manager roles.

An advertisement is not a seat.

One of the 44 and two of the 35 are exact re-posts, so they cover 43 and 33 distinct listings.

Titles are read by FinTalent's own published title map, so the split is reproducible rather than judged.

FinTalent FY26/27 Salary Guide.

Ten broking roles, national and capital city ranges, published at fintalent.com.au.
Base only, with super named on every figure.

FinTalent placement experience.

The sections on what keeps someone in the seat and how to screen are placement practice rather than counted data, and are marked as such where they appear.

If you are about to run this hire

The hardest part of this one is not finding the person.
It is deciding which of the two jobs you are actually filling before you write the advertisement.

If it would help to talk that through, and to see what the market looks like for it in your city, that is a conversation rather than a pitch.

Joe Shephard, FinTalent

Data current to 20 August 2026