

HUMAN RESOURCES 08/09

# Salary

SALARY & EMPLOYMENT FORECAST

Michael Page  
INTERNATIONAL

## WELCOME

Welcome to the 08/09 Michael Page International Human Resources Salary & Employment Forecast.

Michael Page International is a world-leading specialist recruitment consultancy. Growing entirely organically, rather than by mergers or acquisitions, we now have over 5,000 people in 149 offices in 25 countries worldwide. Coming from all industry sectors, our clients range from market-leading multi-nationals to small and medium sized enterprises.

Our consistent organic growth strategy of investment through cycles is driving our growth in the specialist recruitment market in Australia. In just 23 years, we have grown to become one of the best-known and most respected recruitment consultancies and are proud to set the standard within our profession for specialist service, with a personal touch.

This year, the format of our Salary Survey has changed to reflect our growing business in Australia and make it easier for employers and candidates to stay abreast of current employment market and salary trends.

While a number of current industry surveys provide qualitative insight on hiring intentions and salary levels, the Michael Page International Salary & Employment Forecast combines both quantitative and qualitative research derived from our national survey of employers and job seekers and our extensive involvement in the professional labour market.

The national survey, completed by approximately 1,500 employers and 5,500 employees, covers a range of issues and trends relevant to today's corporate sector and establishes the Salary & Employment Forecast as a highly reputable report, based on in-depth national research.

The Human Resources Salary & Employment Forecast provides employers and candidates with useful insights into the hiring expectations, recruitment challenges and wage forecasts of key hiring managers in the human resources profession over the coming year. You can also view the Salary & Employment Forecasts for the following key professions on our website:

- Finance
- Financial Services
- Legal
- Marketing
- Sales
- Technology
- Engineering & Manufacturing
- Procurement & Supply Chain
- Property & Construction
- Mining & Resources

I wish to thank everyone who contributed to this year's Salary & Employment Forecast and trust you find the new report helpful and informative. We welcome your feedback and encourage you to contact us for further information or market specific advice at [www.michaelpage.com.au/contact-us](http://www.michaelpage.com.au/contact-us).



Phillip Guest  
Managing Director, Australia

## MARKET OVERVIEW

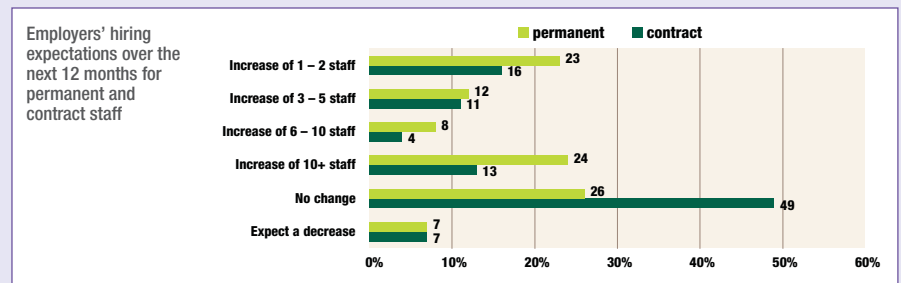
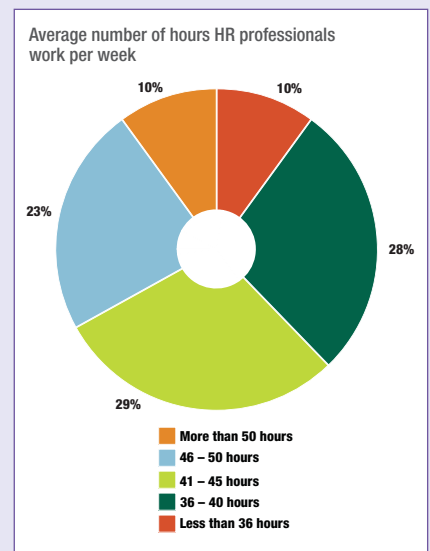
Organisations continue to be under pressure to attract and retain talent during the current environment of record low unemployment and this is having a marked impact on the employment market for human resources professionals. The HR function is gaining recognition for its impact on business performance and we are seeing continued investment in HR to drive strategic initiatives and support business growth. This translates into a strong market for human resources professionals.

It is a particularly buoyant market for candidates with specialist skill sets. Senior level specialists are highly sought after and can command attractive remuneration packages. We are seeing an increasing number of graduates entering the profession, making competition amongst junior candidates more intense and closing the gap with the mid-level.

With the changing demographic profile of the Australian workforce, global opportunities and other talent management challenges, organisations will rely more heavily on having the right human resources strategies in place to sustain business growth and manage employee retention.

Our survey results indicate that 61 per cent of employers plan to increase staff numbers over the next 12 months and nearly all employers are concerned about their ability to retain staff in the coming year. This creates an ideal opportunity for human resources professionals to influence strategic business planning and demonstrate how the human resources function can add value to the bottom line.

Diversity and well-being initiatives are becoming a major point of differentiation in the industry. Employers are exploring a range of flexible work practices to remain competitive, such as tailored employment options for parents returning to work and mature-aged professionals. This is having a direct impact on demand for human resources specialists.



## SKILLS IN DEMAND

Employers need to take a holistic approach to talent attraction and retention to ensure that employee expectations and values are addressed and different demographic segments are retained and engaged. This is having a direct impact on demand for human resources specialists across all sectors with organisational development, remuneration and benefits, payroll and learning and development skills highly sought after.

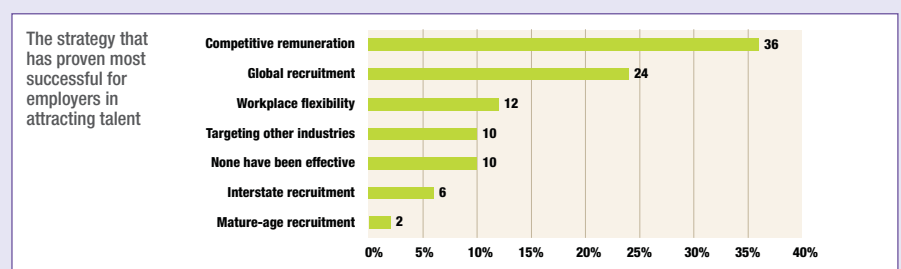
Many organisations are exploring and redefining their attraction and retention strategies in the quest for innovative solutions. As a result, one of the trends we are seeing is an increased emphasis on succession planning. We expect demand for these specialist positions to increase in the coming year as organisations expand the human resources function, providing great opportunities for suitably experienced candidates.

Highly skilled professionals with experience in HRIS, change management and organisational development can expect to receive multiple job offers and are

often in a strong bargaining position, with counter-offers and buy-back scenarios common. Professionals who can identify and develop strategies which align staffing needs with organisational priorities are most highly sought after.

There is also continuing strong demand for mid-level candidates with three to five year's experience. While there has been a shortage of professionals at this level in the past, we expect the talent gap to close slightly over the coming year. The number of HR graduates has increased steadily over the past couple of years which means there are more junior professionals on the market ready to move up the corporate ladder into mid-level roles.

There has been significant growth in the contract and temporary employment market which we expect to continue. Organisations are increasingly opting to fill roles on a temporary or contract basis, enjoying the benefit of being able to 'try before you buy' while avoiding increases to permanent headcount. On the temporary side, organisations are employing junior professionals to provide administrative support due to business growth and peaks in workload. There has also been an increase in the number of fixed term contracts at all levels as organisations continue to invest in talent management and development.



## RECRUITMENT CHALLENGES

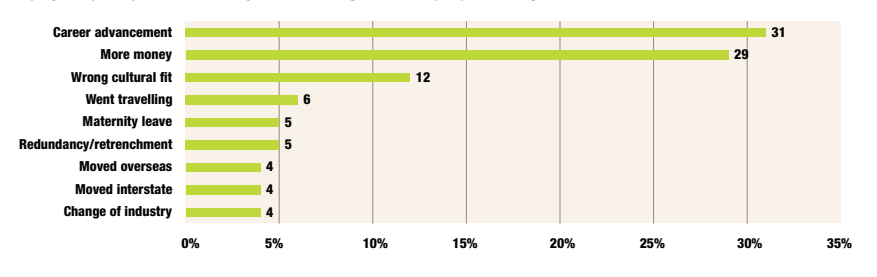
The greatest challenge for employers over the next 12 months will be finding and retaining suitably experienced human resources professionals to drive strategies that add value to the business. Organisations need to have a streamlined recruitment process in place to secure top talent.

While record low unemployment levels have created a buoyant employment market for HR professionals, a major challenge for employers is the shortage of quality candidates. The cost of failing to succession plan and retain highly valued and skilled employees far outweighs the cost of replacement.

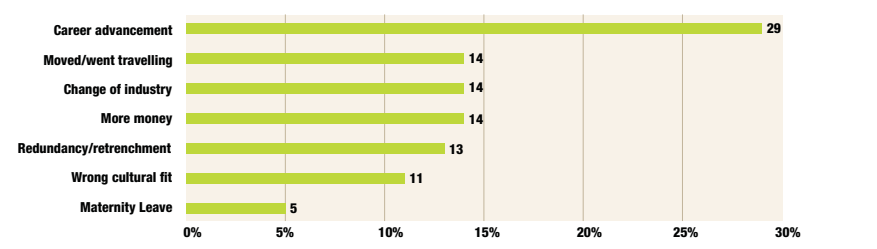
Experienced professionals tend to only remain on the market for a short time and employers need to act quickly to secure talent ahead of competitors. Organisations that conduct professional interviews with concise and timely feedback to candidates will reap the rewards. It is also important for employers to offer competitive remuneration packages to ensure they get applications from quality candidates, who are likely to have numerous opportunities to consider in the current market.

The number of highly skilled junior to mid-level candidates with a specialist background remains limited due to increasing movement interstate and overseas. To address the domestic skills shortage,

Employers' perceptions of the major contributing factors in people leaving



Employees' main reason for changing jobs



we encourage employers to consider candidates with transferable core skill sets who can be trained in a specialist area, as well as overseas recruitment and sponsorship for professionals with highly sought-after skills. Retaining mature age professionals is another solution to the ongoing labour shortage and Australian employers are starting to shift their focus from younger to older in order to sustain business growth and productivity levels.

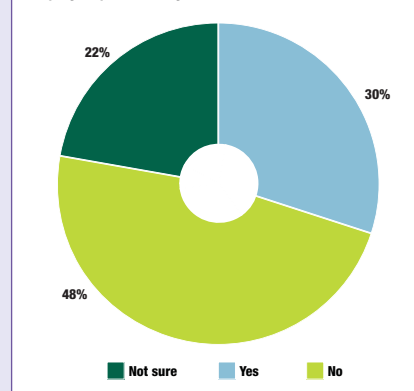
The scope of the human resources function is growing and with planned changes to workplace legislation under the new Labour Government, organisations are placing more emphasis on retaining professionals with existing workplace/industrial relations knowledge. Consequently, employers need to provide attractive benefits and incentives to retain top talent.

## WAGES INFLATION

We expect the candidate market to remain tight in the coming year, particularly for mid to senior level specialists. Despite mounting pressure from a broader economic policy perspective to curb wages growth, we expect wages to remain above CPI due to the critical role the HR function plays in driving business growth and improving talent attraction and retention.

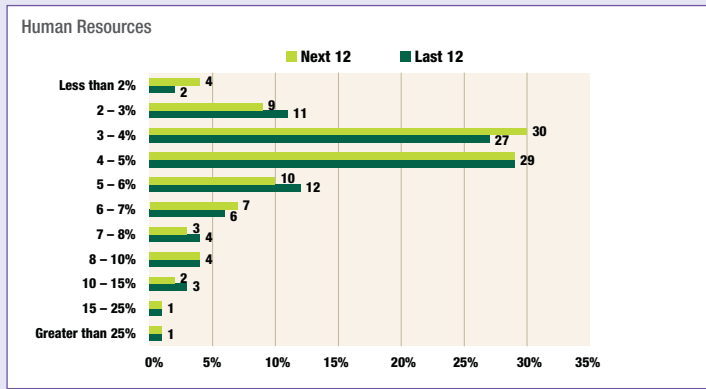
We predict average salary increases of 4–7% across the board in the coming year. Candidates changing jobs will have slightly more negotiating power with increases of up to 10% in the current tight labour market. These increases will mainly affect base salaries rather than bonuses or other financial incentives.

Employers' perceptions on whether wages growth over the past 12 months is in line with increased employee productivity



## EMPLOYER SALARY PREDICTIONS

Percentage increase next 12 months VS last 12 months



## SALARY TABLES

### NSW & VIC

State	NSW				VIC			
	1-2 years		3+ years		1-2 years		3+ years	
Experience								
Size of Company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ROLE</b>								
HR Graduate	38-40	N/A	N/A	N/A	42-48	N/A	N/A	N/A
OHS Consultant	55-75	65-85	75-95	80-100	60-70	65-85	75-95	80-100
OHS Manager	85-110	95-120	110-130	110-140	85-110	95-120	110-130	110-140
Internal Recruiter	45-60	50-70	65-80	70-100	50-60	55-65	65-80	70-100
Internal Recruitment Manager	85-100	90-110	100-130	120-200	85-100	90-110	100-130	120-200
HRIS Specialist	70-90	75-95	80-120	100-160	70-90	75-95	80-120	100-160
ER/IR Advisor	60-70	60-75	65-80	75-90	60-70	60-75	65-80	75-90
ER/IR Manager	70-90	80-100	100-130	130-220	70-90	80-100	100-130	130-220
HR Payroll	45-50	50-60	55-70	70-85	50-55	50-60	55-70	70-85
HR Payroll Manager	70-90	75-100	85-120	120-140	70-90	75-100	85-120	120-140
Remunerations & Benefits Advisor/Consultant	50-65	70-90	80-100	100-140	55-70	65-85	80-100	100-140
Remunerations & Benefits Manager	100+	120-160	140-180	150-300	100+	120-160	140-180	150-300
Instructional Designer	70-80	80-100	80-100	100-150	70-80	80-100	80-100	100-150
Trainer/Facilitator	50-70	60-80	70-80	80-100	55-75	60-80	70-80	80-100
L&D Consultant	55-70	65-75	60-80	65-90	60-80	70-85	70-85	75-90
L&D Manager	85-100	100-120	110-140	130-200	85-100	100-120	110-140	130-200
HR or L&D Coordinator/Administrator	38-50	40-55	50-60	55-65	40-50	40-55	50-60	55-65
HR Advisor	55-65	60-75	60-80	70-85	55-65	60-75	60-80	70-85
HR Consultant/Business Partner	65-85	75-95	75-95	85-110	65-85	75-95	75-95	85-110
HRM	90-120	120-150	100-140	140-180	90-120	100-130	110-150	130-180
HR Director <sup>†</sup>	160-250	220-300	200-260	300-400	150-220	180-250	200-280	280+

## QLD & WA

State	QLD				WA			
Experience	1-2 years		3+ years		1-2 years		3+ years	
Size of Company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ROLE								
HR Graduate	38-40	N/A	N/A	N/A	42-48	N/A	N/A	N/A
OHS Consultant	55-75	55-85	65-90	65-100	60-70	65-85	75-95	80-100
OHS Manager	75-100	85-110	90-130	100-140	85-110	95-120	110-130	110-140
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Remunerations & Benefits Manager	75-90	90-120	120-180	150-300	100+	120-160	140-180	150-300
Instructional Designer	60-80	80-100	80-100	90-150	70-80	80-100	80-100	100-150
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L&D Consultant	55-70	65-75	60-80	65-90	60-80	70-85	70-85	75-90
L&D Manager	80-100	100-120	110-140	130-200	85-100	100-120	110-140	130-200
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HR Consultant/Business Partner	65-85	75-95	75-95	85-110	65-85	75-95	75-95	85-110
HRM	90-120	100-140	100-140	120-180	90-120	100-130	110-150	130-180
HR Director†	150-250	200+	200-260	250+	150-220	180-250	200-280	280+

Please note:

1. Salary indicated are cash component plus superannuation, excluding other benefits, bonuses and extras.
2. Roles marked N/A are not commonly found with more than two years' experience or in large companies.

† Salaries at this level can vary widely depending on the individual's background and experience and the scope of the role. Please contact our Executive Search team for specific advice regarding salaries at the executive level.

# Salary

## SALARY & EMPLOYMENT FORECAST

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