

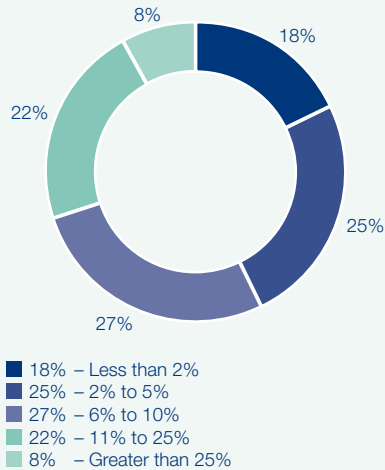
TECHNOLOGY  
AUSTRALIA

# **SALARY SURVEY** 07/08

Michael Page  
INTERNATIONAL

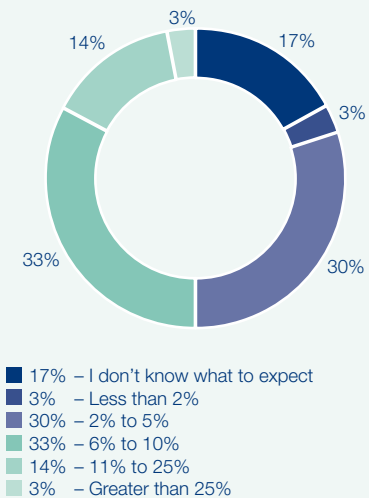
## PERCENTAGE OF SALARY GIVEN FOR MOST RECENT BONUS

One-third of respondents had a bonus component as part of their salary package. When asked about their last bonus payment, 27% reported a payment of between 6% and 10% of base salary.



## WHAT PERCENTAGE INCREASE WOULD YOU EXPECT WITH YOUR NEXT SALARY REVIEW?

The majority of respondents were optimistic in terms of salary expectations, with one-third expecting a rise of between 6% and 10%.



## WELCOME

Welcome to the Michael Page Technology Salary Survey for 2007/2008.

The survey provides employers and candidates with useful insights into employment conditions, business confidence levels and recruitment trends. Our commentary is based on both quantitative and qualitative research and covers the following sectors:

- Banking & Financial Services
- IT&T
- Commerce & Industry

I wish to thank everyone who contributed to this year's survey and trust you find it helpful and informative. Your feedback is welcome and we encourage you to contact us for further information or specific market advice.

### Phillip Guest

Managing Director, Australia  
Michael Page International  
t 02 8292 2000  
e phillipguest@michaelpage.com.au

## INTRODUCTION

The employment outlook for the technology sector is positive and we anticipate the tight labour market to continue. Competition for talent is already placing upwards pressure on salaries and our prediction is for increases of 5-7% over the coming year, with rises of 15-20% a distinct possibility for professionals with hard to find skill sets.

In this tight labour market, employers face a significant challenge in managing the labour costs involved in recruiting and retaining staff. Some companies are managing their salary demands by broadening the pool of candidates they consider during the recruitment process. Hiring based on core competencies and potential, rather than an exact match in terms of industry background, broadens the available supply of skills and moderates salary pressures.

In terms of staff retention, the focus needs to shift from financial incentives towards career development opportunities. Whilst remuneration will always be a key decision point for employees, the primary motivator for taking a new role is career development. The quantitative research we conducted as part of this survey into the motivations for changing jobs revealed career development was the primary reason at 29%, with more money a distant fourth at 9%.

Recognising talent, investing in professional training programs and demonstrating career development opportunities are powerful business strategies in a tight labour market. Companies that fail to address these issues will be forced to offer higher salaries in order to recruit new employees in a competitive employment market.

# NATIONAL EMPLOYMENT SURVEY 2007

The National Employment Survey is conducted on an annual basis and measures employment conditions, business confidence levels and recruitment trends. The survey for 2007 was completed by 3,300 employers and 2,100 employees from a variety of industry sectors in Australia.

A selection of key findings is listed on this page and in graphical format throughout the publication. The complete body of research forms the quantitative component of the broader Salary Survey, with qualitative insight derived from our extensive involvement with employers and job seekers across Australia.

## KEY FINDINGS FROM THIS STUDY:

### Employer Trends

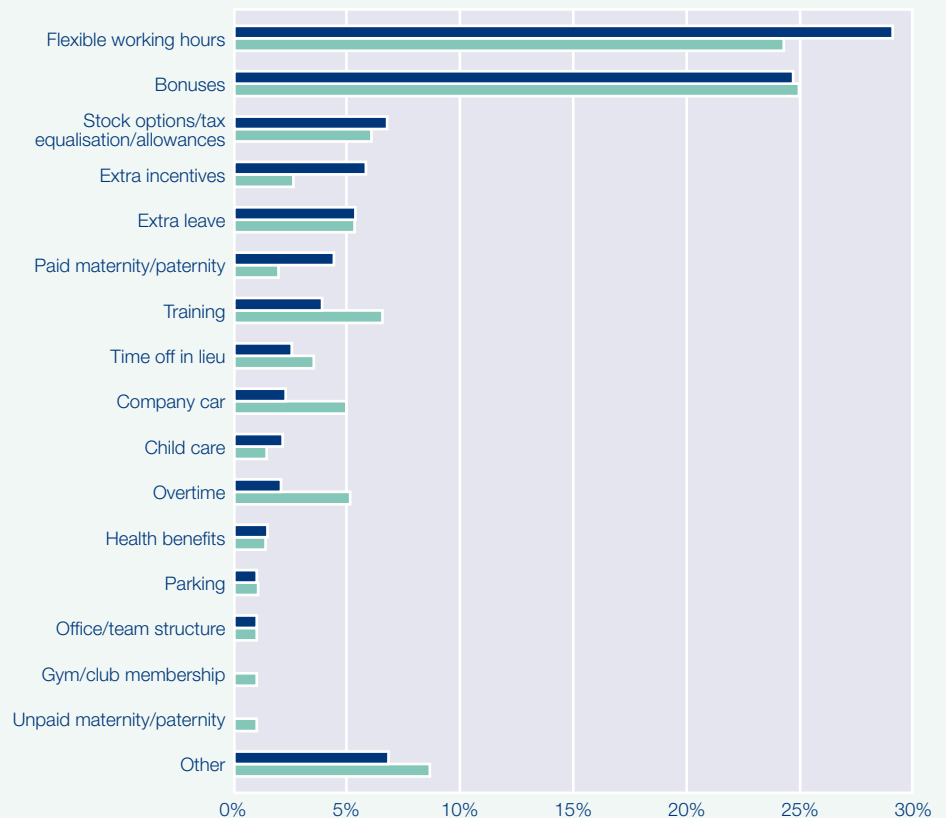
- 91% of employers surveyed predicted their staff numbers would remain constant or increase in the next 12 months.
- 28% of respondents listed organic growth as the main area of focus for the year ahead, followed by new projects at 23%.
- 41% of respondents experienced difficulty in retaining staff over the last 12 months.
- 87% of employers surveyed see staff retention as an important focus for the year ahead.
- Of the retention strategies adopted by employers, the top three were training and development, bonus schemes and flexible working arrangements.
- 76% of employers believed bonuses are important for retaining staff.
- In relation to the frequency of employee salary reviews, 86% of employers conducted them annually, with 6% conducting reviews on a six-monthly basis.

### Employee Trends

- When asked to nominate the main reason for their last job change, 29% of respondents cited career advancement. Only 9% cited more money as the primary motivator.
- 33% of respondents expected their next salary increase to be between 6% and 10%.
- Bonuses were part of the employment contract of 36% of respondents. Bonuses were discretionary for 56% of respondents and a fixed percentage of base salary for the remainder.
- 48% of respondents believed they were being rewarded appropriately for their work, with only 10% reporting rewards well below expectations.
- Flexible working hours was the favoured incentive by 29% of respondents, followed by bonuses at 25%.
- 35% of respondents rated their employer's training and career development opportunities as average, 26% as good and 18% as poor.
- 56% of respondents have worked overseas, and of those 75% would consider doing it again.

## ACTUAL INCENTIVES VS PREFERRED INCENTIVES

There was alignment between the incentives employees wanted and those that their employers were providing. Flexible working options and bonuses were the preferred incentives.



# BANKING & FINANCIAL SERVICES

## MARKET OVERVIEW

The banking and finance sector is performing strongly and investing heavily in large-scale technology programs. Much of this activity involves application upgrades and enterprise-wide infrastructure replacements of outdated systems.

The investment banking and capital markets sectors are leading the way when it comes to the introduction of new technologies, which is fuelling demand for technology professionals with exposure to programs such as Murex and Calypso.

There is a strong focus on the customer experience within the retail banking sector when it comes to the speed and reliability of financial services delivered online. This is driving demand for professionals with the skills to develop a 'single customer view' in order to maximise cross-selling advantages. The increasing online nature of financial services is also leading to high levels of demand for security experts.

To combat skills shortages in this sector, organisations are considering technology candidates from outside financial services. Provided the core skill sets are transferable, employers are hiring people based on potential rather than an exact industry background match.

## EMPLOYMENT FORECAST

Employers in the banking and finance sector have the resources and are prepared to recruit and retain high quality candidates through competitive salary offers. Our forecast is for average increases of 5%, with rises of 10–15% likely for hard to find skill sets

There is a compromise of sorts when it comes to the bonus component of roles. Employers are willing to offer lucrative bonuses but they are linked to individual KPIs and company performance levels.

## PERMANENT EMPLOYMENT

- Activity levels are high because of business growth and the continuing overhaul of outdated technology systems.
- Strong demand in application development and systems integration, with developers and analysts most highly sought after.
- The industries recruiting most heavily include funds management, investment banking and insurance.

## CONTRACT EMPLOYMENT

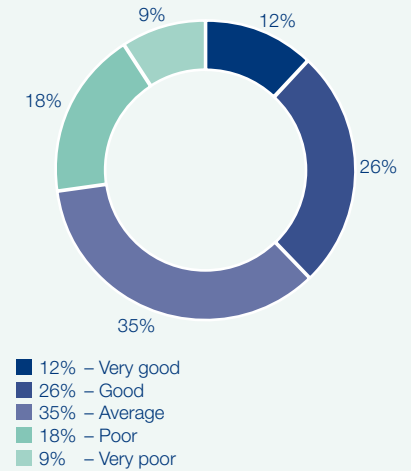
- The contracting market has strengthened but remains tempered by employer preferences for permanent staff.
- Contractors are frequently hired as an interim solution with the opportunity to go permanent depending on their capabilities.
- Strong demand for developers with .Net and Java skills.

## STATE TRENDS

- In NSW, demand is strongest for project managers, business analysts, .Net and Java developers, voice engineers and test analysts.
- Requirements are closely aligned in VIC, with .Net and Java developers, platform engineers, business analysts and project managers most highly sought.

## HOW WOULD YOU RATE YOUR COMPANY'S TRAINING AND CAREER DEVELOPMENT OPPORTUNITIES?

The majority of respondents rated their employer's commitment to training and development as average.



## BANKING & FINANCE SALARY TABLE

State	NSW	NSW	VIC	VIC
Experience	1-2 years	3+ years	1-2 years	3+ years
Salary	\$'000	\$'000	\$'000	\$'000
<b>DEVELOPMENT, DESIGN &amp; ARCHITECTURE</b>				
Analyst Programmer – Mainframe	65–75	75–100	60–70	70–90
Analyst Programmer – Client Server Technologies	70–90	85–110	65–75	75–105
Analyst Programmer – Web Technologies	65–85	85–120	65–85	85–120
Lead Analyst Programmer	85–105	105–130	75–95	95–120
Systems Analyst	65–80	80–100	65–80	80–110
Technical Writer	60–75	75–90	60–70	70–85
Enterprise Architect	130–160	160–200	125–140	140–160
Architect – Applications, Solutions, Systems, Data	120–140	140–180	90–110	110–150
Application Development Manager	100–140	140–170	90–115	115–140
<b>TESTING</b>				
Test Analyst	65–75	75–95	50–60	60–85
Test Team Leader	80–90	90–115	80–85	85–110
Test Manager	100–120	115–140	100–110	110–130
QA Manager	110–130	130–150	110–120	120–140
<b>DATABASE MANAGEMENT</b>				
Database Administrator	70–80	80–130	65–75	75–120
Data Analyst	65–80	80–90	45–60	60–80
Database Designer	85–95	95–125	75–90	90–105
Data Warehousing/Modelling Specialist	95–115	115–140	80–100	100–130
Data Architect	110–130	130–160	90–115	120–150
<b>INFRASTRUCTURE/NETWORK</b>				
Network Support – 1st/2nd Level	60–70	70–85	55–65	65–80
Network Engineer	65–80	80–100	65–75	75–95
Network Architect	110–120	120–150	100–115	115–130
Communications Engineer – Voice & Data	80–100	100–140	70–90	90–120
Security Analyst/Consultant	80–100	100–140	80–100	100–115
Network Team Leader	90–100	100–120	80–90	90–110
Network/Infrastructure Manager	100–130	130–160	95–105	105–150
<b>PROJECT &amp; GENERAL MANAGEMENT</b>				
Project Co-ordinator	70–80	80–100	60–70	70–80
Project Manager	100–120	120–150	90–110	110–150
Programme Manager	120–140	140–180	120–130	140–180
Business Analyst	60–90	90–110	60–85	85–100
Senior Business Analyst	90–110	100–130	85–105	105–120
IT Manager	100–140	140–180	90–130	130–160
IT Director/CIO	160–200	200–330	120–160	160–300
<b>SUPPORT/ADMINISTRATION</b>				
1st Level Helpdesk Analyst	45–60	60–75	40–50	50–65
2nd Level Desktop Support Analyst	60–70	70–80	50–60	60–70
3rd Level Support Analyst	75–85	85–100	65–75	75–90
Unix Administrator	65–80	80–120	65–85	85–110
Network Administrator	60–75	75–90	55–65	65–80
Helpdesk Team Leader	65–85	85–100	65–80	80–95
Helpdesk Manager	75–90	90–110	75–85	85–110
Dealing Room Support	65–85	85–110	65–85	85–105

Notes:

Salaries indicated are cash components plus superannuation, excluding other benefits.

# IT&T

## MARKET OVERVIEW

Rising levels of business investment and steady economic growth will continue to strengthen jobs growth in this sector. The high levels of business acquisitions in recent years are continuing to cause significant labour movement, particularly in the ERP software market which is experiencing high levels of consolidation.

In contrast to previous years, businesses are selectively outsourcing specialist IT&T functions rather than looking for a one-stop shop. The functions being outsourced include business intelligence, technology architecture and security. This is happening because organisations that employ and train their own specialists in these areas are often losing them to aggressive bids from competitors. Outsourcing is therefore the preferred alternative because it secures skills provision and market leading services in a tight labour market.

Organisations are also being more strategic in the functions they send offshore. While cost efficiencies are gained through offshoring development and testing, the initial project phases of requirement gathering, architecture and design are being carried out within Australia to ensure business expectations are met.

We anticipate higher levels of recruitment activity in the telecommunications sector despite the competitive environment and tight pressure on profit margins. Interesting trends include the increased take-up of 3G and broadband technology. The potential roll-out of high-speed fibre optic networks also has the potential to drive higher levels of employment growth in coming years.

## EMPLOYMENT FORECAST

We anticipate greater pressures on salary levels than we have witnessed in previous years. We expect to see standard increases of 5–8% with some specialists commanding rises of 10–15%.

Bonus payments will become more commonplace as a retention strategy with bonus increases up to 20% possible.

## PERMANENT EMPLOYMENT

- Key areas of demand include security, data storage, VoIP and CRM.
- Shortage of permanent skills intensifying as more candidates pursue contracting opportunities.
- Project managers are in demand because of the business pressures to deliver projects as time efficiently and cost effectively as possible.

## CONTRACT EMPLOYMENT

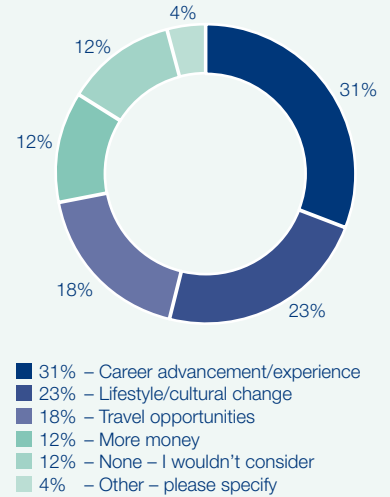
- The contracting market is buoyant with a significant amount of project work expected.
- As an indication of volume, contracting accounts for nearly 50% of our recruitment activity in Sydney, where candidates who were previously permanent are now taking contracts because of the lucrative rates.
- Majority of contracts are in the same areas as permanent roles, such as data storage and security.

## STATE TRENDS

- In NSW, storage, security and CRM skills are in high demand along with traditional PM and SDM skills.
- In VIC, there is a strong requirement for project managers and co-ordinators to ensure large scale projects are effectively resourced and accurately reported to stakeholders.
- Additional demand in VIC is for security consultants and storage engineers.

## WHAT ARE THE MAIN REASONS YOU WOULD WORK OVERSEAS?

More than half of the survey respondents have worked overseas. Of those, 75% would consider working overseas again. Career advancement was the main motivator for the move to another country.



## IT&T SALARY TABLE

State	NSW	NSW	VIC	VIC
Experience	1-2 years	3+ years	1-2 years	3+ years
Salary	\$'000	\$'000	\$'000	\$'000
<b>DEVELOPMENT, DESIGN &amp; ARCHITECTURE</b>				
Analyst Programmer – Mainframe	60–75	75–95	50–60	60–80
Analyst Programmer – Client Server Technologies	65–90	90–115	65–85	85–110
Analyst Programmer – Web Technologies	60–85	85–115	55–80	80–110
Lead Analyst Programmer	80–100	100–125	70–90	90–120
Systems Analyst	75–90	85–110	65–80	80–100
Technical Writer	65–75	75–90	60–70	70–85
Enterprise Architect	120–140	140–200	110–140	140–200
Architect – Applications, Solutions, Systems, Data	120–140	140–180	110–140	140–170
Application Development Manager	110–130	130–180	100–130	130–170
<b>TESTING</b>				
Test Analyst	60–80	80–95	55–70	70–85
Test Team Leader	75–95	95–115	75–90	90–105
Test Manager	110–125	125–140	95–115	115–130
QA Manager	110–130	130–150	100–120	120–150
<b>DATABASE MANAGEMENT</b>				
Database Administrator	70–90	90–115	65–85	90–110
Data Analyst	75–90	90–110	65–80	75–80
Database Designer	80–100	100–130	80–90	100–120
Data Warehousing/Modelling Specialist	95–115	115–140	90–110	120–140
Data Architect	110–130	130–160	100–120	130–160
<b>INFRASTRUCTURE/NETWORK</b>				
Network Support – 1st/2nd Level	55–65	65–80	50–60	60–75
Network Engineer	70–90	90–110	65–75	75–100
Network Architect	110–130	130–160	90–100	100–130
Communications Engineer – Voice & Data	75–110	110–140	65–90	90–130
Security Analyst/Consultant	80–110	110–150	65–95	95–140
Network Team Leader	85–105	105–125	80–95	95–120
Network/Infrastructure Manager	110–130	130–160	100–120	120–140
Pre-sales/Post-sales	100–130	130–180	90–110	110–180
<b>PROJECT &amp; GENERAL MANAGEMENT</b>				
Project Co-ordinator	70–85	85–105	60–80	80–100
Project Manager	90–125	125–150	90–110	110–140
Programme Manager	125–150	150–200	120–140	140–180
Business Analyst	75–90	90–110	65–85	85–110
Senior Business Analyst	90–110	110–130	80–95	90–110
Release/Process Consultants	75–100	100–120	70–90	90–110
Change Manager	95–115	115–140	95–110	110–130
Client Relationship Managers	120–150	150–200	100–130	130–180
IT Manager	120–140	140–200	100–120	120–150
IT Director/CIO	150–200	200–400	130–170	170–350
<b>SUPPORT/ADMINISTRATION</b>				
1st Level Helpdesk Analyst	45–60	60–70	40–50	50–60
2nd Level Desktop Support Analyst	50–65	60–80	50–60	60–80
3rd Level Support Analyst	75–95	90–110	65–85	85–105
Systems Administrator	65–90	90–110	60–80	80–100
Network Administrator	65–90	90–115	65–80	80–100
Unix Administrator	75–95	95–120	70–90	90–110
Helpdesk Team Leader	70–85	85–105	70–80	80–100
Helpdesk Manager	100–120	100–120	80–100	100–120

Notes:  
Salaries indicated are cash components plus superannuation, excluding other benefits.

# COMMERCE & INDUSTRY

## MARKET OVERVIEW

This sector is performing strongly and companies are investing in technology programs to ensure they have the technical platforms to facilitate business growth. Many of these strategic projects are long-term and there is a preference for bolstering in-house resources instead of outsourcing requirements to vendors and consulting firms. As a consequence there are high levels of recruitment activity with exciting opportunities available for skilled professionals.

Outsourcing has come in and out of favour over the last five years. Whilst individual company experiences may vary, there is increasing concern from internal stakeholders regarding the impact outsourcing can have on response times and service perceptions. Many companies have brought these functions in-house again, choosing only to outsource when specific skill sets are required in areas such as architecture and security.

While there are significant opportunities in the current market for technology professionals, employers are looking for more than technical competences in many instances. The candidates in highest demand are those who also demonstrate commercial awareness and can translate technical issues to stakeholders across the broader business.

## EMPLOYMENT FORECAST

We expect increases will be positive at 5–10% and go as high as 20% in areas of pronounced skills shortages. We will also see bonuses and share options being offered as additional incentives to attract and retain top performers.

## PERMANENT EMPLOYMENT

- High levels of activity as companies focus on developing their intellectual property in-house for long-term projects.
- Strong demand for security managers, senior business analysts, developers, business architects, ERP consultants and network engineers.

## CONTRACT EMPLOYMENT

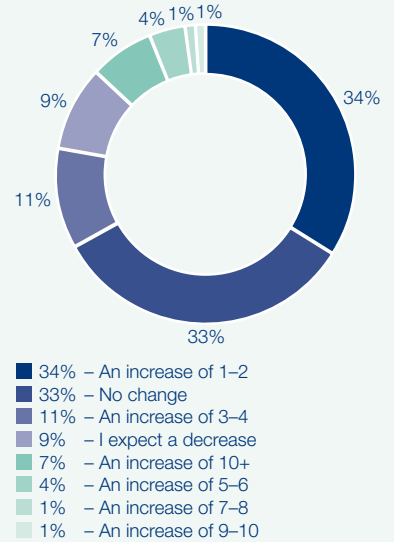
- The preference is for permanent resources but contractors are being used to bring specific skills sets on board for project-based work.
- Contracts in data warehousing, business intelligence and application support.

## STATE TRENDS

- Highest demand in NSW is for project managers, developers, engineers and support roles.
- In VIC, there is consolidation activity around ERP and MRP systems.

## OVER THE NEXT 12 MONTHS, HOW DO YOU EXPECT HEADCOUNT IN YOUR DEPARTMENT TO CHANGE?

91% of employers surveyed predicted their staff numbers would remain constant or increase in the year ahead.



## COMMERCE & INDUSTRY SALARY TABLE

State	NSW	NSW	VIC	VIC
Experience	1-2 years	3+ years	1-2 years	3+ years
Salary	\$'000	\$'000	\$'000	\$'000
<b>DEVELOPMENT, DESIGN &amp; ARCHITECTURE</b>				
Analyst Programmer – Client Server Technologies	65–90	90–115	65–80	85–110
Analyst Programmer – Web Technologies	60–80	80–110	55–80	80–110
Analyst Programmer – Mainframe	60–70	70–90	50–60	60–80
Lead Analyst Programmer	80–100	100–125	70–90	90–120
Systems Analyst	75–90	90–110	65–80	80–100
Technical Writer	65–75	75–90	60–70	70–85
Enterprise Architect	120–140	140–200	110–140	140–200
Architect – Applications, Solutions, Systems, Data	120–140	140–180	110–140	140–170
Application Development Manager	110–130	130–180	100–130	130–170
<b>TESTING</b>				
Test Analyst	60–85	85–95	55–70	70–85
Test Team Leader	75–95	95–115	75–90	85–105
Test Manager	100–120	120–135	95–115	115–130
QA Manager	110–130	130–150	100–120	120–140
<b>DATA MANAGEMENT</b>				
Data Analyst	65–85	80–95	65–80	75–90
Database Administrator	75–100	100–135	65–90	90–110
Business Intelligence Specialist	70–100	100–130	70–95	95–125
Database Designer	85–95	95–130	80–100	100–120
Data Warehousing/Modelling Specialist	90–115	115–150	90–120	120–140
Data Architect	110–130	130–165	100–120	120–160
<b>INFRASTRUCTURE/NETWORK</b>				
Network Support – 1st/2nd Level	65–75	75–95	50–60	60–75
Network Engineer	75–90	90–110	65–75	75–100
Network Architect	110–130	130–160	90–100	100–130
Communications Engineer – Voice & Data	75–110	110–140	65–90	90–130
Security Consultant	90–110	110–160	65–100	100–140
Storage Consultant	80–110	110–160	65–100	100–140
Network Team Leader	85–100	100–125	80–95	95–120
Infrastructure/Operations Manager	105–130	130–150	100–120	120–140
Pre-sales/Post-sales	90–120	120–180	90–110	110–180
<b>PROJECT &amp; GENERAL MANAGEMENT</b>				
Project Co-ordinator	70–85	85–105	60–80	80–100
Project Manager	90–125	125–150	90–110	110–140
Programme Manager	125–145	145–200	120–140	140–180
Business Analyst	75–90	90–110	65–85	85–110
Senior Business Analyst	90–110	110–130	80–100	90–120
Release/Process Consultants	75–100	100–120	70–90	90–115
Change Manager	95–120	120–140	85–110	110–130
Client Relationship Managers	120–150	150–180	110–135	135–170
IT Manager	110–135	135–165	100–120	120–150
IT Director/CIO	140–185	185–350	130–170	170–350
<b>SUPPORT/ADMINISTRATION</b>				
1st Level Helpdesk Support	45–60	65–70	40–50	50–60
2nd Level Desktop Support	50–65	65–80	50–60	60–80
3rd Level Support Analyst	75–95	90–110	65–85	85–105
Systems Administrator	65–90	90–110	60–85	85–105
Network Administrator	65–90	90–115	65–80	80–100
Unix Administrator	75–95	95–120	70–90	90–110
Helpdesk Team Leader	70–85	85–105	70–80	80–100
Helpdesk Manager	80–100	95–120	80–100	100–120

Notes:  
Salaries indicated are cash components plus superannuation, excluding other benefits.

## **OFFICE LOCATIONS**

### **SYDNEY**

Level 7, 1 Margaret Street,  
Sydney NSW 2000  
t 02 8292 2000  
f 02 8292 2001  
e [enquiry@michaelpage.com.au](mailto:enquiry@michaelpage.com.au)

### **PARRAMATTA**

Level 9, 79 George Street,  
Parramatta NSW 2150  
t 02 8836 0700  
f 02 8836 0701  
e [enquiry@michaelpage.com.au](mailto:enquiry@michaelpage.com.au)

### **CHATSWOOD**

Level 18, Tower A, Zenith Centre,  
821 Pacific Highway, Chatswood NSW 2067  
t 02 8292 2500  
f 02 8292 2501  
e [enquiry@michaelpage.com.au](mailto:enquiry@michaelpage.com.au)

### **MELBOURNE**

Level 19, 600 Bourke Street,  
Melbourne VIC 3000  
t 03 9607 5600  
f 03 9607 5666  
e [enquiry@michaelpage.com.au](mailto:enquiry@michaelpage.com.au)

### **WHEELERS HILL**

Suite 10, Level 2, 622 Ferntree Gully Road,  
Wheelers Hill VIC 3150  
t 03 8562 5400  
f 03 8562 5499  
e [enquiry@michaelpage.com.au](mailto:enquiry@michaelpage.com.au)

### **BRISBANE**

Level 24, 71 Eagle Street,  
Brisbane QLD 4000  
t 07 3414 6100  
f 07 3414 6101  
e [enquiry@michaelpage.com.au](mailto:enquiry@michaelpage.com.au)

### **PERTH**

Level 4, 181 St George's Terrace,  
Perth WA 6000  
t 08 9215 9500  
f 08 9215 9599  
e [enquiry@michaelpage.com.au](mailto:enquiry@michaelpage.com.au)