



Market changes

The demand for highly skilled professionals within the Human Resources sector has remained at record levels during the past 12 months. The pressure being exerted on the employment market across all industry sectors has forced organisations to focus on recruitment and retention – now seen as a key investment area.

Positions in demand

The fact that an effective, long-term strategy for human resources is now recognised as a critical success factor for any performing organisation has meant that the various functional streams of Human Resources are all at record levels of demand with specific geographical influences. In NSW and Victoria there has been a focus on Internal Recruitment Specialists with three to five years experience and also Learning and Development roles, particularly at middle to senior management levels.

By comparison, Queensland and Western Australia have had record activity within Remuneration and Benefits, Generalist HR and Occupational Health and Safety. The need to continually evaluate and innovate within these states from a remuneration viewpoint has never been stronger, so the investment in Human Resources for these booming states will need to be part of the long term employment landscape.

Salary movements

Some areas have experienced significant salary increases over the past 12 months. The most notable increase occurred for HR Directors, where the typical salaries increased by 7.6 percent. For example, the typical salaries increased in Sydney from \$200,000 to \$220,000, Melbourne from \$200,000 to \$215,000 and Auckland from \$175,000 to \$180,000.

Geographically Adelaide, Brisbane and Perth experienced the major increases. For example the typical salaries increased from \$110,000 to \$150,000 for Head of OH&S in Brisbane, from \$80,000 to \$100,000 for OH&S Managers in Adelaide and from \$75,000 to \$80,000 for OH&S Consultants in Perth.

Learning and development professionals also enjoyed solid increases in these locations. For example the typical salaries increased from \$105,000 to \$120,000 for a Learning & Development Manager in Adelaide, while for Learning & Development Consultants they increased from \$66,000 to \$75,000 in Brisbane and from \$70,000 to \$75,000 in Perth.

Changes to employer recruitment practices

There has been a clear change in terms of the speed of the recruitment process in the HR sector. This has eventuated because of the need for the decision maker and the hiring manager within HR to be working collaboratively. Organisations need to drive this same collaboration throughout the balance of their recruitment channels. There have also been developments in the flexibility of packages being provided, with inbuilt reward mechanisms for performance, committed and regular performance appraisals, flexible work practices and defined learning and development opportunities all being articulated as part of the offer.

Advice to candidates

We expect the level of activity in the market to continue at the current levels throughout the remainder of 2008 and into early 2009. Due to the candidate shortage in many areas of Human Resources, candidates will find salary increases more readily available. Candidates are certainly better researched and they have identified those industry sectors that are benefiting most from the economic boom. Maintaining a clear focus on your goals over the three to five year term and developing a well planned and structured approach to your career will provide both financial reward in the short term and professional value longer term.

Human Resources	Senior HR Consultant / Advisor / Officer					
	HR Director	HR Manager	HR Consultant / Advisor	HR Coordinator / Administrator	Head of Learning & Development	
	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary
NSW - Sydney	220,000 150,000 - 375,000	120,000 85,000 - 160,000	95,000 80,000 - 110,000	80,000 65,000 - 95,000	55,000 45,000 - 65,000	200,000 150,000 - 250,000
VIC - Melbourne	215,000 150,000 - 350,000	110,000 90,000 - 160,000	85,000 70,000 - 95,000	75,000 65,000 - 90,000	52,000 45,000 - 60,000	192,000 120,000 - 210,000
QLD - Brisbane	200,000 150,000 - 250,000	100,000 90,000 - 150,000	80,000 75,000 - 90,000	70,000 60,000 - 75,000	55,000 45,000 - 60,000	190,000 120,000 - 200,000
SA - Adelaide	200,000 150,000 - 250,000	120,000 90,000 - 140,000	85,000 75,000 - 100,000	70,000 60,000 - 90,000	55,000 45,000 - 65,000	190,000 150,000 - 200,000
WA - Perth	200,000 120,000 - 250,000	120,000 90,000 - 140,000	90,000 70,000 - 110,000	75,000 65,000 - 90,000	55,000 45,000 - 60,000	190,000 125,000 - 210,000
ACT - Canberra	200,000 120,000 - 250,000	105,000 95,000 - 115,000	80,000 70,000 - 90,000	75,000 65,000 - 85,000	52,000 50,000 - 55,000	185,000 120,000 - 200,000
NZ - Auckland	180,000 120,000 - 200,000	100,000 80,000 - 130,000	80,000 70,000 - 90,000	75,000 55,000 - 90,000	45,000 40,000 - 50,000	175,000 120,000 - 200,000

□ All Salaries are shown excluding superannuation

□ New Zealand Salaries are represented in New Zealand Dollars

HUMAN RESOURCES

Human Resources	Learning & Development Manager	Learning & Development Consultant	Trainer	Training Coordinator	Organisational Development Manager	Change Manager
	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary
NSW - Sydney	120,000 85,000 - 160,000	85,000 65,000 - 95,000	65,000 55,000 - 80,000	55,000 50,000 - 70,000	130,000 100,000 - 150,000	160,000 120,000 - 350,000
VIC - Melbourne	115,000 90,000 - 130,000	75,000 55,000 - 85,000	65,000 55,000 - 80,000	50,000 40,000 - 60,000	120,000 100,000 - 140,000	150,000 120,000 - 200,000
QLD - Brisbane	110,000 90,000 - 140,000	75,000 65,000 - 90,000	65,000 55,000 - 80,000	55,000 45,000 - 60,000	120,000 100,000 - 180,000	110,000 90,000 - 150,000
SA - Adelaide	120,000 90,000 - 140,000	80,000 65,000 - 90,000	65,000 60,000 - 80,000	52,000 48,000 - 65,000	105,000 80,000 - 115,000	105,000 80,000 - 115,000
WA - Perth	110,000 90,000 - 125,000	75,000 55,000 - 90,000	65,000 60,000 - 80,000	50,000 45,000 - 55,000	100,000 80,000 - 120,000	100,000 80,000 - 120,000
ACT - Canberra	110,000 80,000 - 130,000	75,000 65,000 - 85,000	65,000 60,000 - 70,000	55,000 50,000 - 60,000	120,000 90,000 - 140,000	140,000 80,000 - 150,000
NZ - Auckland	105,000 80,000 - 120,000	70,000 55,000 - 80,000	65,000 50,000 - 85,000	48,000 45,000 - 55,000	115,000 100,000 - 130,000	90,000 75,000 - 110,000

Human Resources	Head of Remuneration & Benefits	Remuneration & Benefits Manager	Remuneration & Benefits Analyst	Industrial Relations Manager	Inhouse Recruitment Manager	Inhouse Recruitment Specialist
	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary
NSW - Sydney	200,000 180,000 - 300,000	140,000 100,000 - 180,000	70,000 65,000 - 90,000	125,000 85,000 - 130,000	120,000 110,000 - 160,000	95,000 65,000 - 100,000
VIC - Melbourne	200,000 150,000 - 230,000	120,000 90,000 - 150,000	68,000 65,000 - 95,000	110,000 90,000 - 120,000	100,000 65,000 - 120,000	70,000 55,000 - 80,000
QLD - Brisbane	190,000 150,000 - 220,000	120,000 90,000 - 150,000	70,000 60,000 - 90,000	120,000 90,000 - 150,000	100,000 85,000 - 140,000	70,000 50,000 - 85,000
SA - Adelaide	190,000 150,000 - 250,000	120,000 90,000 - 140,000	75,000 65,000 - 90,000	105,000 90,000 - 120,000	100,000 80,000 - 125,000	75,000 65,000 - 85,000
WA - Perth	190,000 130,000 - 220,000	120,000 90,000 - 140,000	70,000 60,000 - 80,000	120,000 80,000 - 150,000	120,000 80,000 - 140,000	75,000 65,000 - 90,000
ACT - Canberra	185,000 130,000 - 220,000	110,000 105,000 - 120,000	70,000 60,000 - 75,000	105,000 90,000 - 120,000	85,000 70,000 - 120,000	72,000 65,000 - 80,000
NZ - Auckland	175,000 150,000 - 200,000	100,000 75,000 - 120,000	70,000 55,000 - 80,000	90,000 75,000 - 110,000	85,000 70,000 - 110,000	70,000 50,000 - 85,000

Human Resources	Recruitment Coordinator	Head of OH&S	OH&S Manager	OH&S Consultant
	Typical Salary	Typical Salary	Typical Salary	Typical Salary
NSW - Sydney	50,000 45,000 - 60,000	160,000 130,000 - 250,000	110,000 75,000 - 150,000	70,000 60,000 - 90,000
VIC - Melbourne	55,000 45,000 - 65,000	150,000 110,000 - 160,000	95,000 80,000 - 110,000	65,000 50,000 - 85,000
QLD - Brisbane	50,000 40,000 - 60,000	150,000 145,000 - 250,000	110,000 75,000 - 150,000	65,000 50,000 - 75,000
SA - Adelaide	55,000 50,000 - 65,000	150,000 100,000 - 180,000	100,000 80,000 - 110,000	65,000 60,000 - 75,000
WA - Perth	55,000 50,000 - 60,000	130,000 105,000 - 200,000	100,000 90,000 - 120,000	80,000 65,000 - 90,000
ACT - Canberra	50,000 45,000 - 55,000	110,000 100,000 - 125,000	85,000 80,000 - 90,000	62,000 55,000 - 68,000
NZ - Auckland	50,000 45,000 - 55,000	110,000 85,000 - 150,000	80,000 60,000 - 100,000	55,000 50,000 - 75,000