

# THE 2010 HAYS SALARY GUIDE SHARING OUR EXPERTISE

Salaries and recruiting trends across Australia and New Zealand.

ACCOUNTANCY &  
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CONTACT CENTR  
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SAFETY/POLICY&  
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HEALTHCARE/OIL & GAS/ARCHITECTURE/ASSESS  
& DEVELOPMENT/PUBLIC SERVICES/ACCOUNTAN  
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NG/ENERGY/HEA  
OFFICE SUPPORT  
LEGAL/OIL & GAS

## HAYS AUSTRALIA & NEW ZEALAND

# 10,000+

PEOPLE PLACED IN PERMANENT JOBS EACH YEAR

# 8,500+

TEMPORARY AND CONTRACT STAFF ENGAGED EACH WEEK

# 670+

CONSULTANTS IN AUSTRALIA & NEW ZEALAND

# 36

LOCATIONS ACROSS AUSTRALIA & NEW ZEALAND

# 33+

YEARS OF EXPERIENCE

### Thank you

Hays would like to express our gratitude to all those organisations that participated in our online survey and provided such invaluable feedback, which we feel has contributed to making this the most accurate and up to date survey of its kind in Australia and New Zealand. A list of all contributors who kindly gave their permission to be named as participants can be found on our website.

This survey is reproduced in full in PDF format on our website - [hays.com.au](http://hays.com.au) and [hays.net.nz](http://hays.net.nz)

### Feedback

We welcome any feedback or comments regarding this survey whether positive or negative to ensure that it continues to be relevant to Australian and New Zealand organisations across all industries. Please address any suggestions to your local Hays office or to:

Hays  
Level 11, The Chifley Tower, 2 Chifley Square  
Sydney NSW 2000

E: [salariesurvey@hays.com.au](mailto:salariesurvey@hays.com.au)

### Disclaimer

The Hays Salary Survey is representative of a value added service to our clients, prospective clients and candidates. Whilst every care is taken in the collection and compilation of data, the survey is interpretive and indicative, not conclusive. Therefore information should be used as a guideline only and should not be reproduced in total or by section without written prior permission from Hays.

# THE BEST DECISIONS ARE INFORMED DECISIONS

“There is new optimism in the market with 67 per cent of employers surveyed predicting the economy will strengthen in the next 6 to 12 months. This is in stark contrast to this time last year when only 6 per cent thought the economy would improve. This increased confidence is further illustrated by 45 per cent of respondents intending to increase permanent headcount and 22 per cent expecting to increase their use of temporary and contract staff. A very different picture to this time last year.”

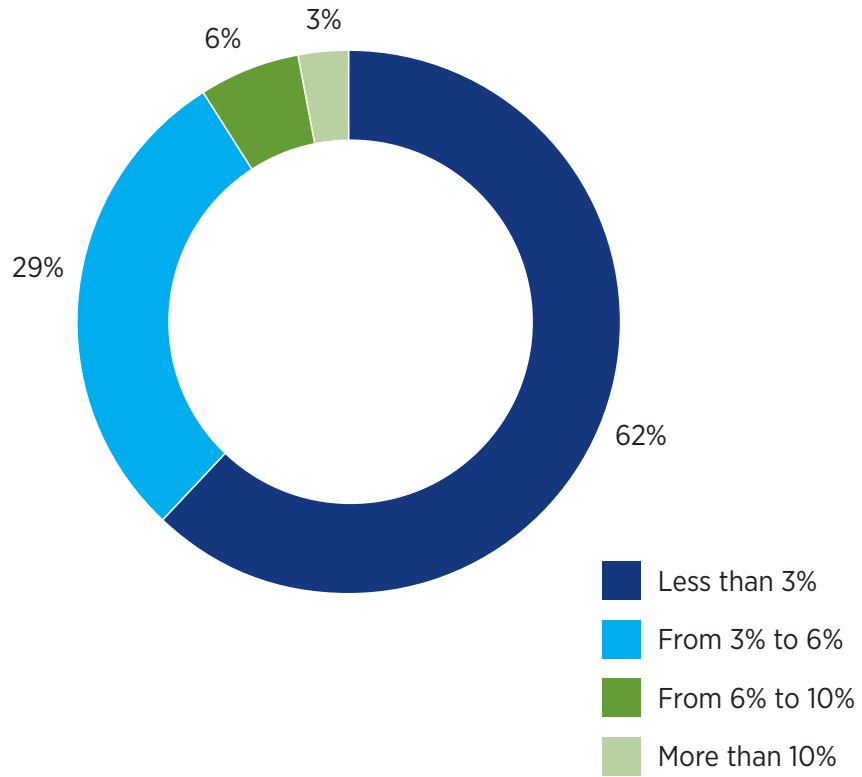
**Nigel Heap, Managing Director of Hays Asia Pacific**

# **SECTION ONE** **MARKET OVERVIEW** **& TRENDS**

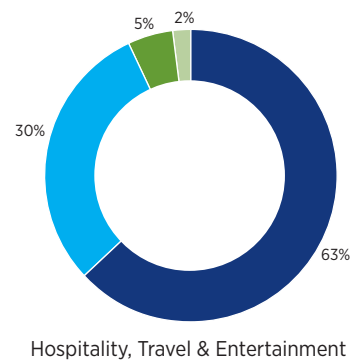
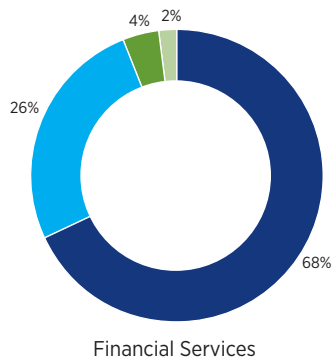
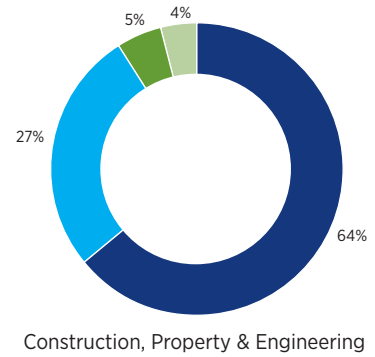
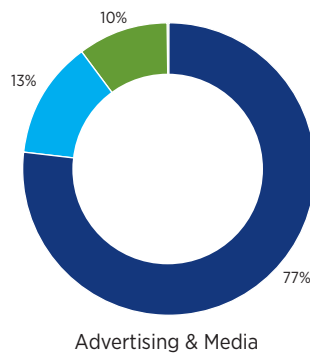
**Results gained from over 1,800 employers  
throughout Australia and New Zealand.**

1. On average in your last review, by what percentage did you increase salaries?

Across all industries

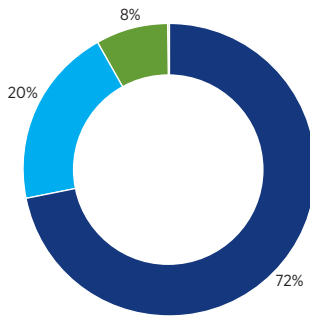


For specific industries

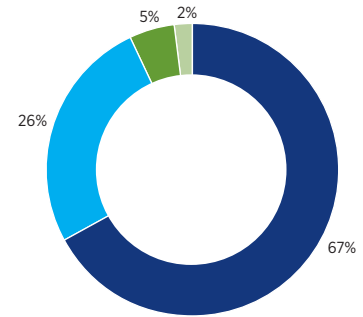


1. On average in your last review, by what percentage did you increase salaries? continued...

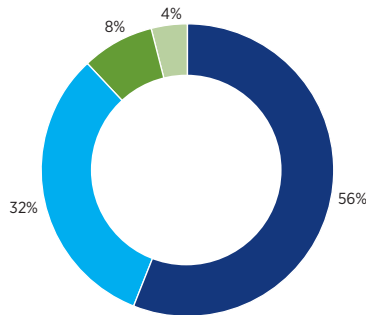
**For specific industries**



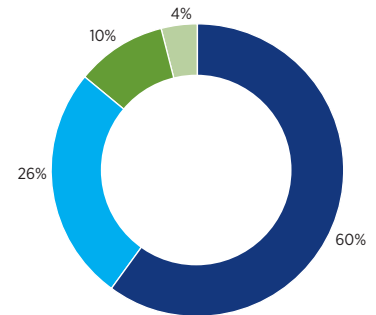
IT & Telecommunications



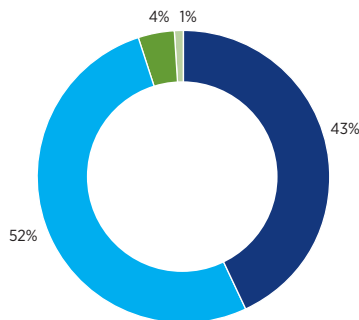
Manufacturing



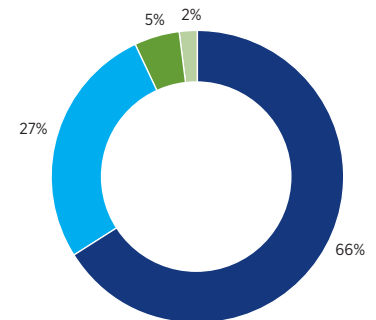
Mining & Resources



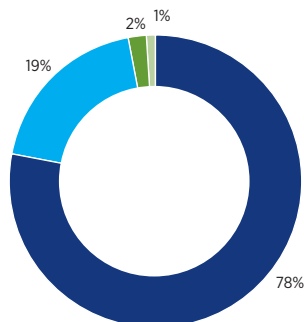
Professional Services



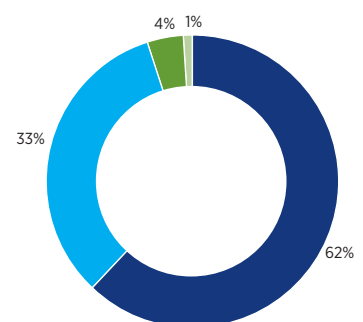
Public Sector



Retail



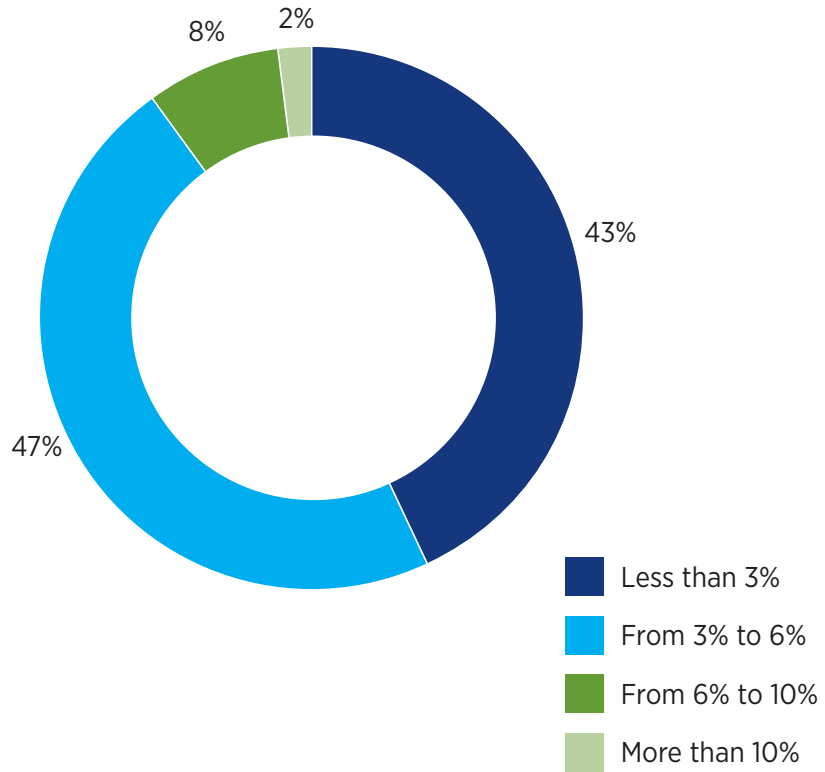
Transport & Distribution



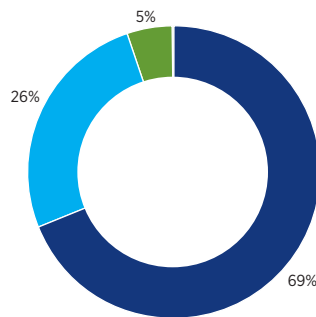
Other

2. When you next review, by what percentage do you intend to increase salaries?

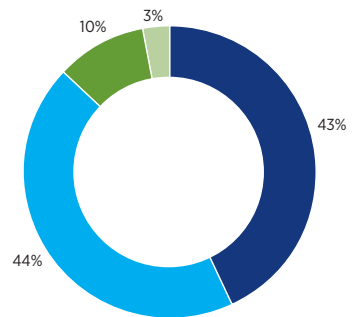
Across all industries



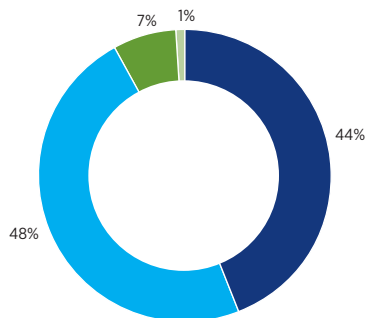
For specific industries



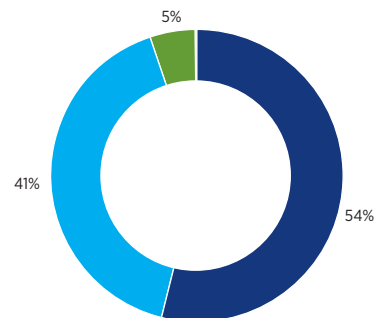
Advertising & Media



Construction, Property & Engineering



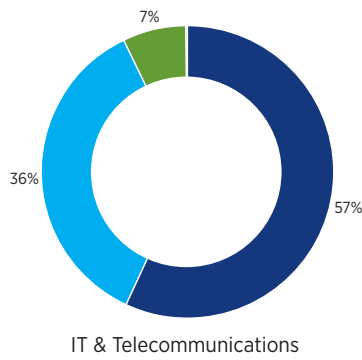
Financial Services



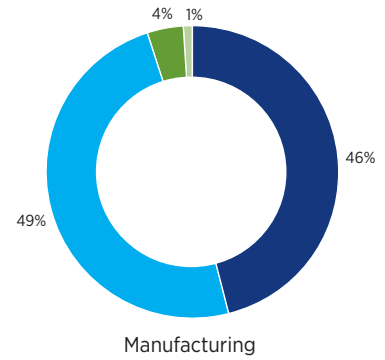
Hospitality, Travel & Entertainment

2. When you next review, by what percentage do you intend to increase salaries?  
continued...

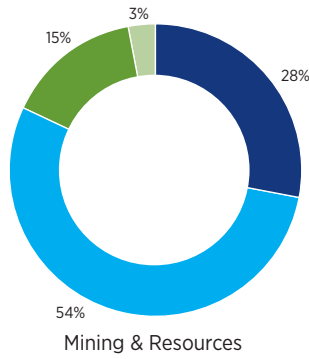
**For specific industries**



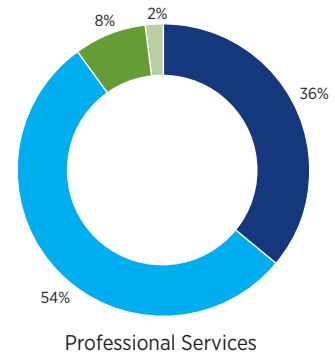
IT & Telecommunications



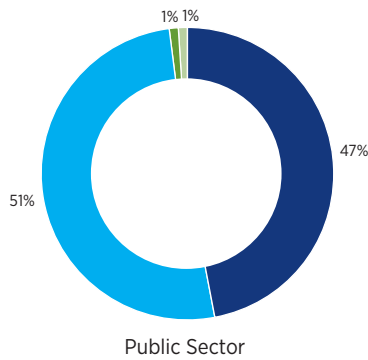
Manufacturing



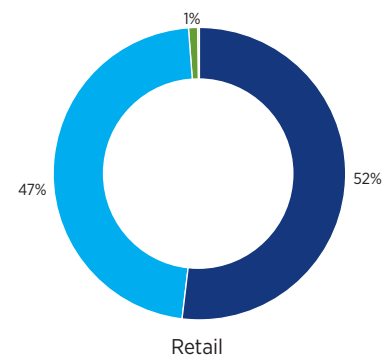
Mining & Resources



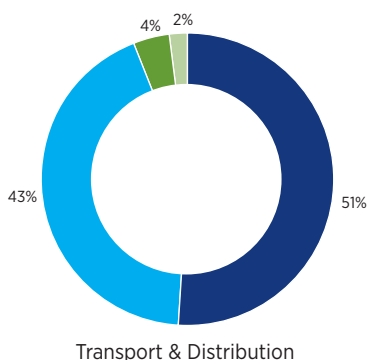
Professional Services



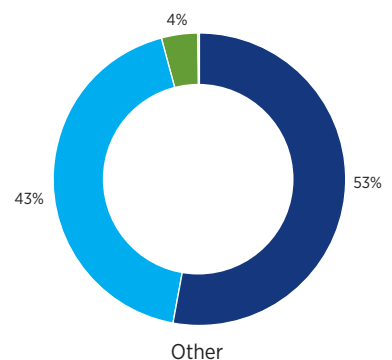
Public Sector



Retail



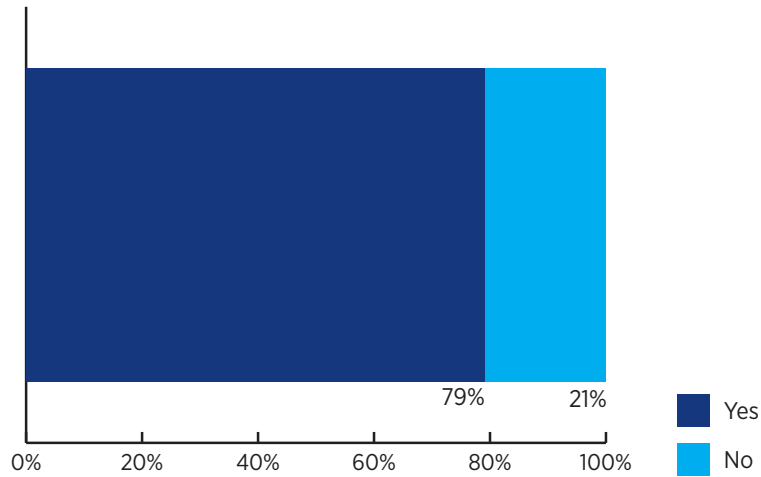
Transport & Distribution



Other



3. Does your company offer flexible salary packaging?

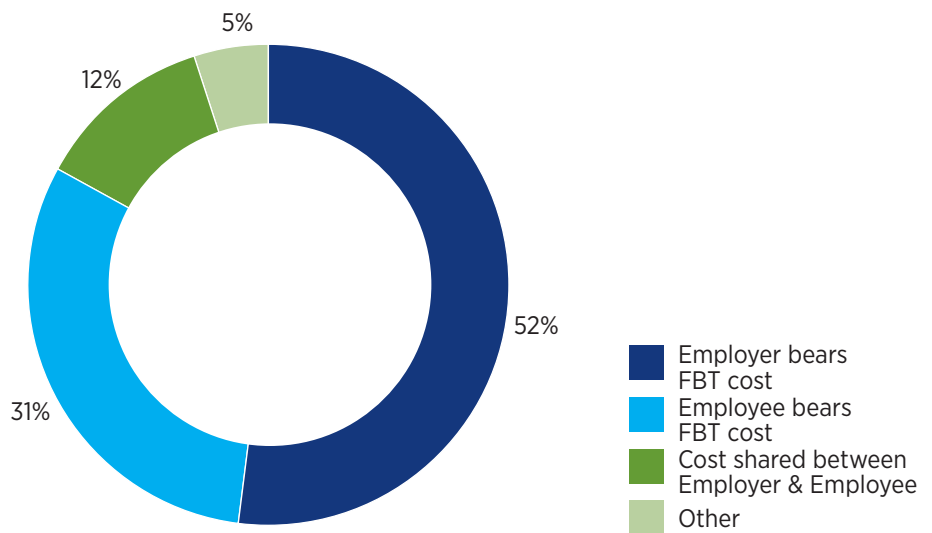


Of those who answered yes, the following benefits were indicated as being commonly offered to...

	All Employees	More than 50%	Less than 50%	Few Employees
<b>Car</b>	14%	9%	27%	50%
<b>Bonuses</b>	30%	14%	22%	34%
<b>Private Health Insurance</b>	33%	5%	9%	53%
<b>Parking</b>	35%	14%	16%	35%
<b>Salary Sacrifice</b>	57%	8%	13%	22%
<b>Superannuation</b>	86%	4%	3%	7%
<b>Private Expenses</b>	15%	5%	14%	66%
<b>Other</b>	38%	7%	10%	45%

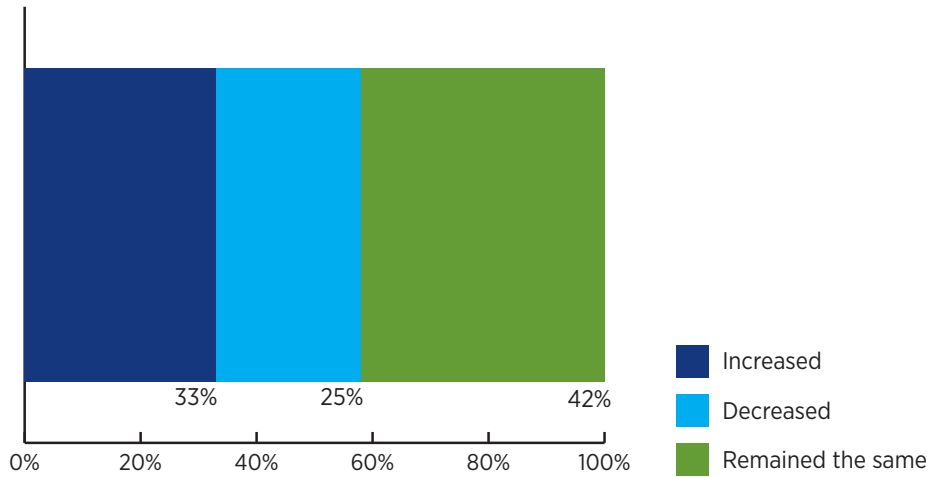
4. What is your company's Fringe Benefits Tax policy? (Australia only)

Across all industries

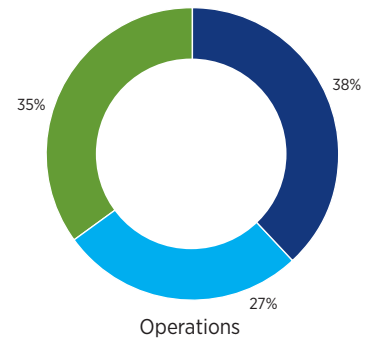
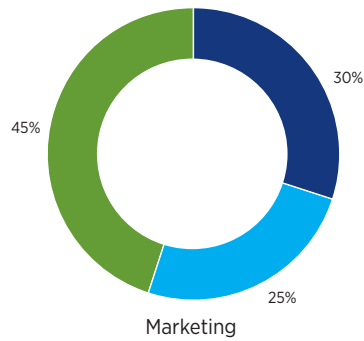
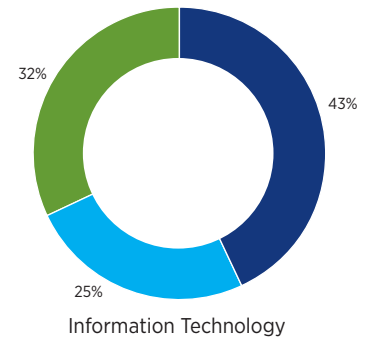
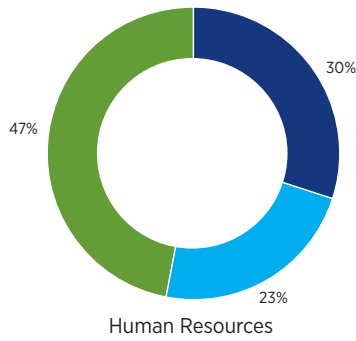
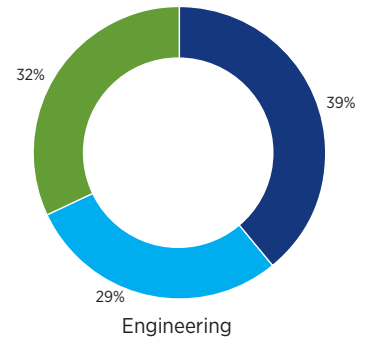
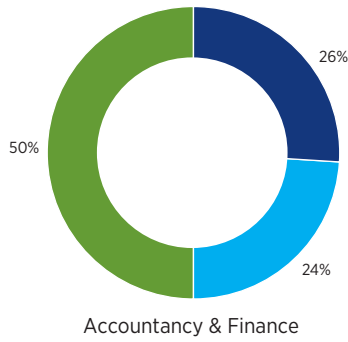


5. Over the last 12 months, have permanent staff levels in your department...

Across all departments

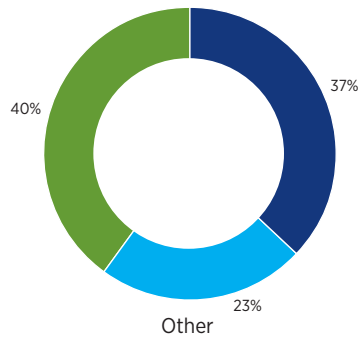
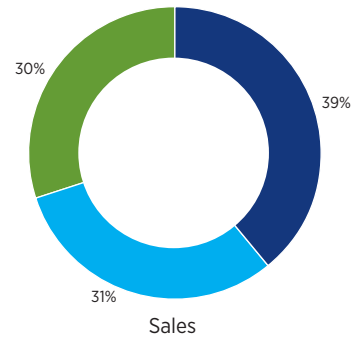
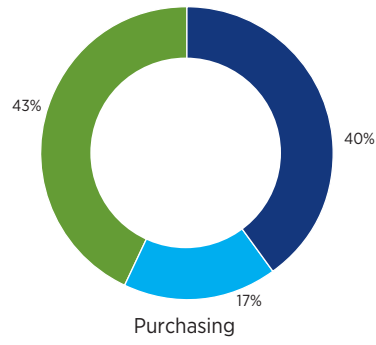


For specific departments



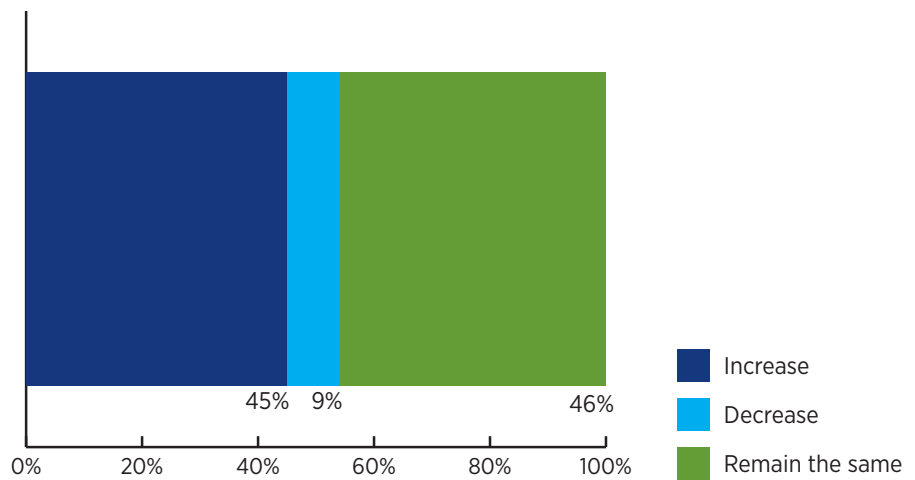
5. Over the last 12 months, have permanent staff levels in your department... continued...

For specific departments

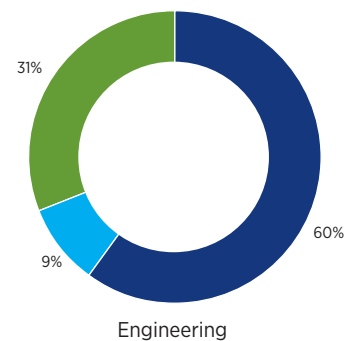
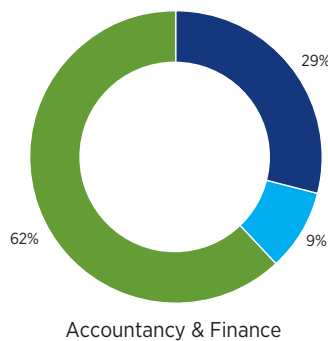


6. Over the coming year, do you expect permanent staff levels to...

Across all departments

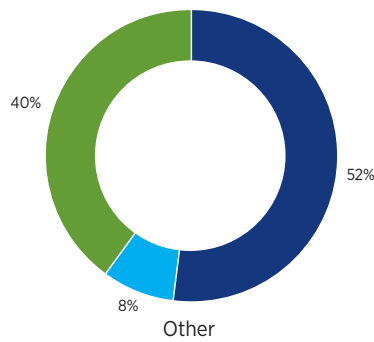
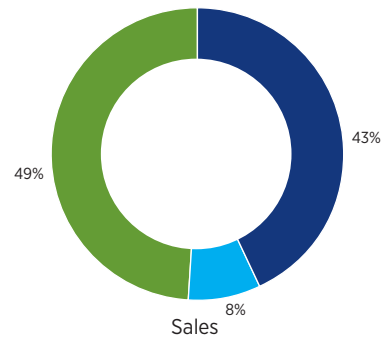
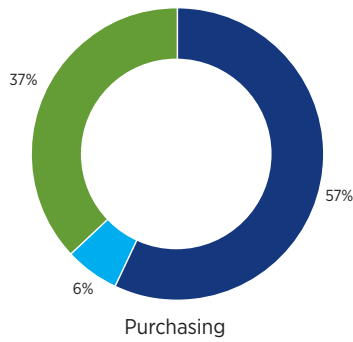
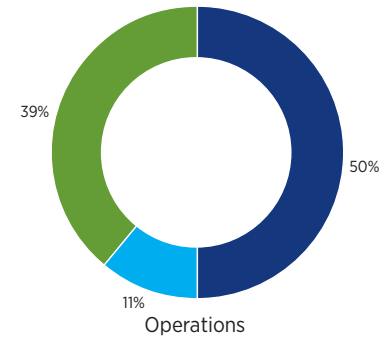
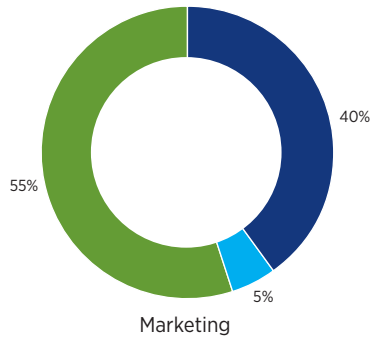
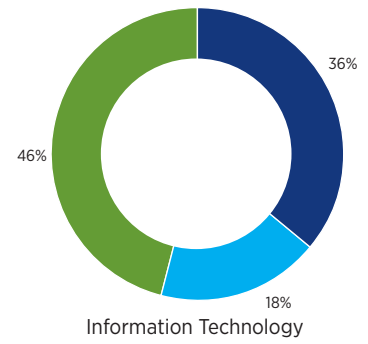
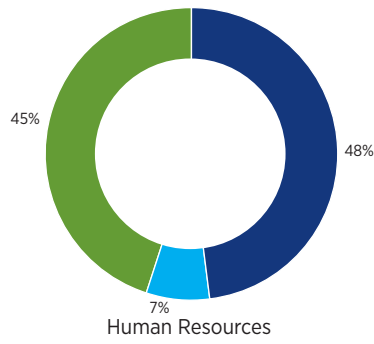


For specific departments

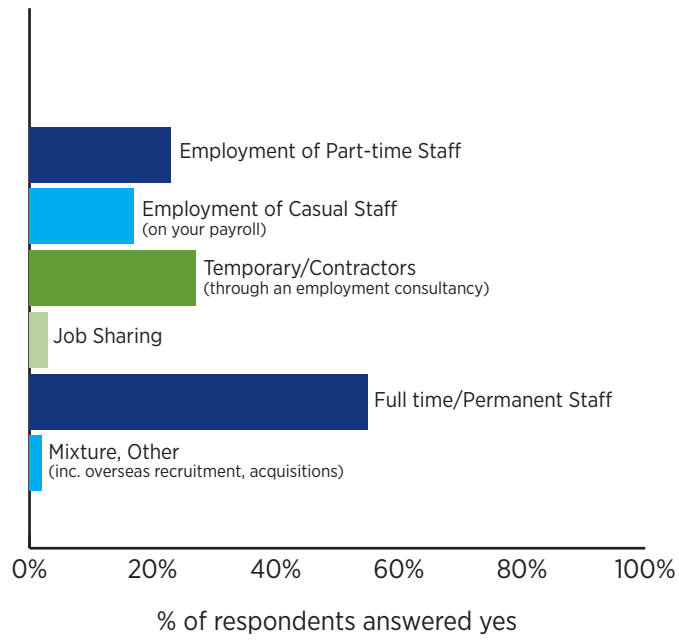


6. Over the coming year, do you expect permanent staff levels to... continued...

**For specific departments**

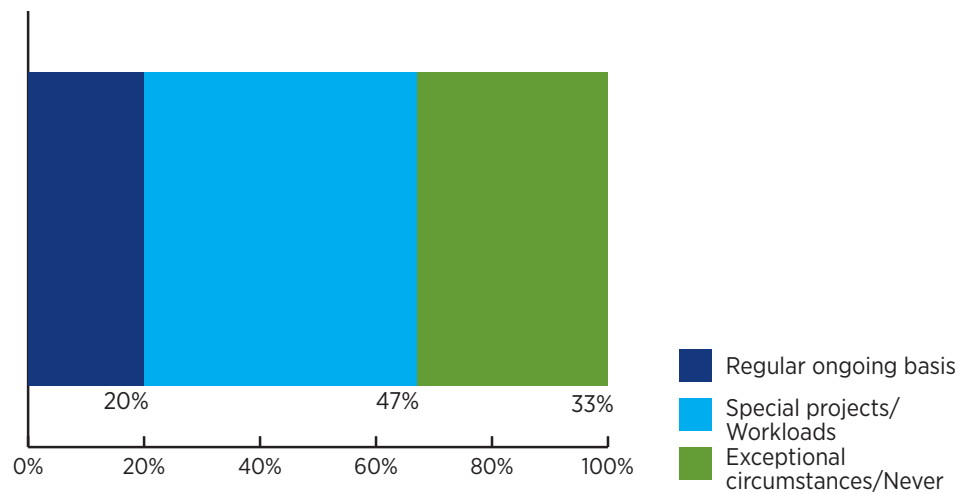


7. If you expect staffing levels to increase, please specify how:

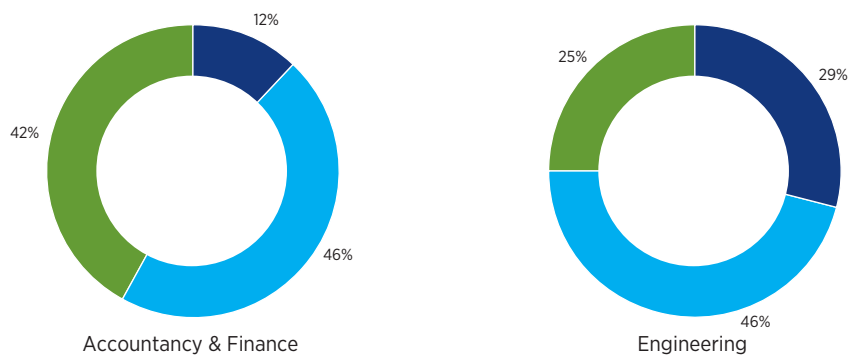


8. How often do you employ temporary/contract staff?

Across all departments

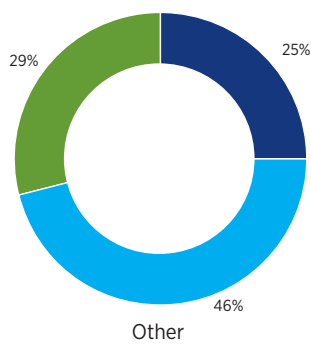
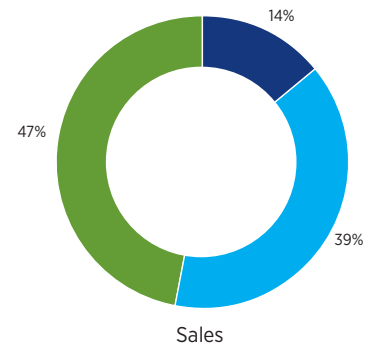
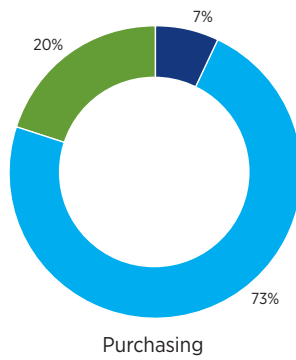
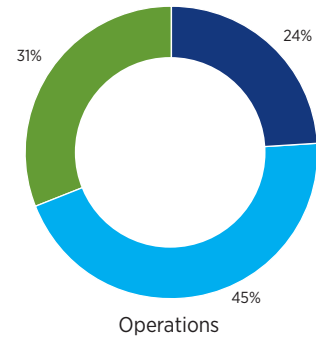
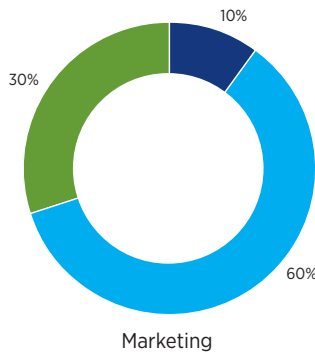
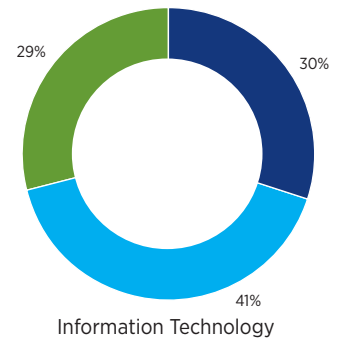
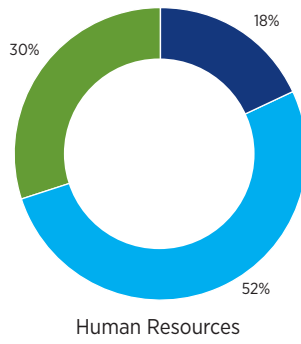


For specific departments



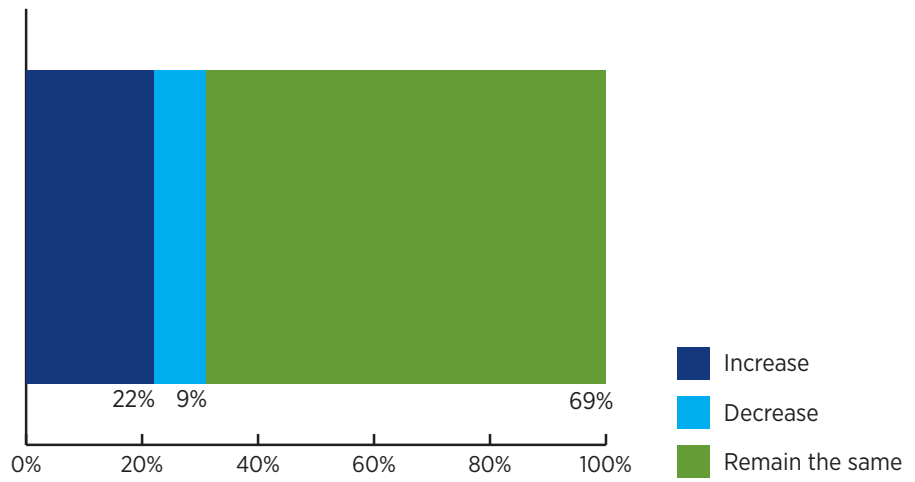
8. How often do you employ temporary/contract staff?  
continued...

**For specific departments**

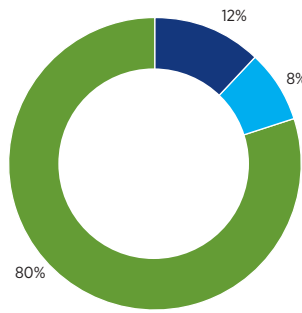


9. In the next 12 months, do you expect your use of temporary/contract staff to...

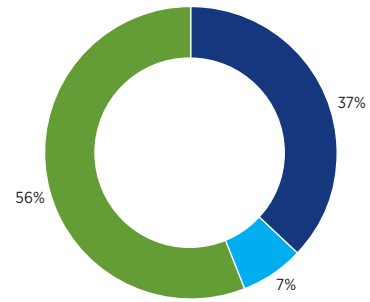
Across all departments



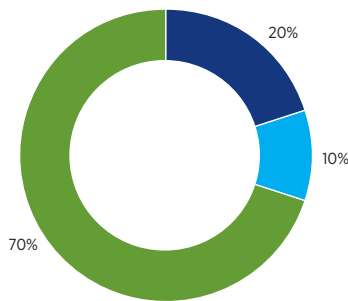
For specific departments



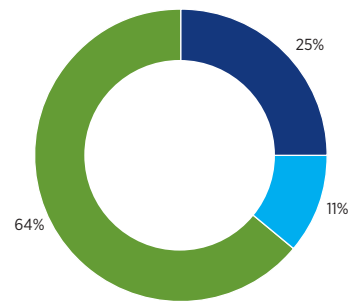
Accountancy & Finance



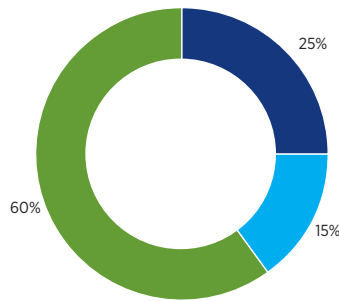
Engineering



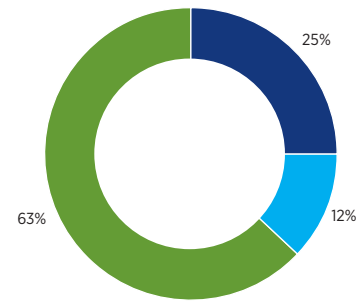
Human Resources



Information Technology



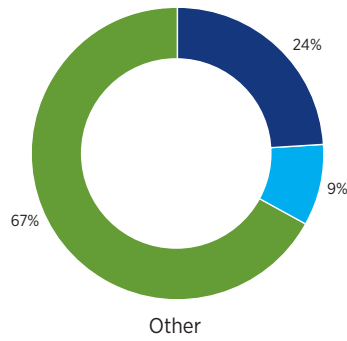
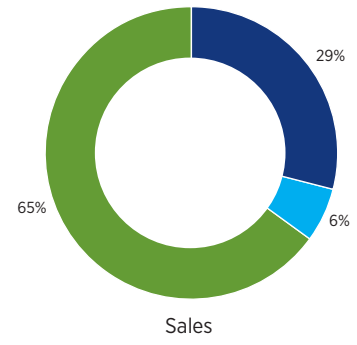
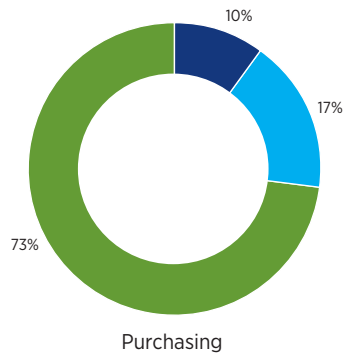
Marketing



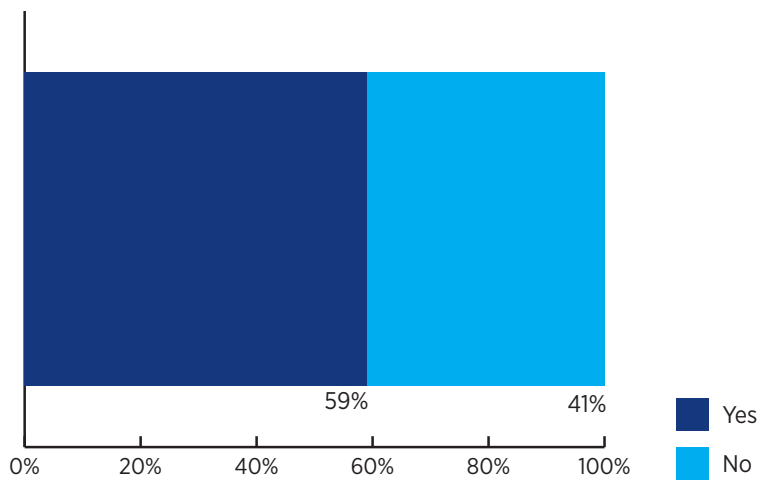
Operations

9. In the next 12 months, do you expect your use of temporary/contract staff to...  
continued...

**For specific departments**



10. In skill-short areas, would you consider employing or sponsoring a qualified overseas candidate?

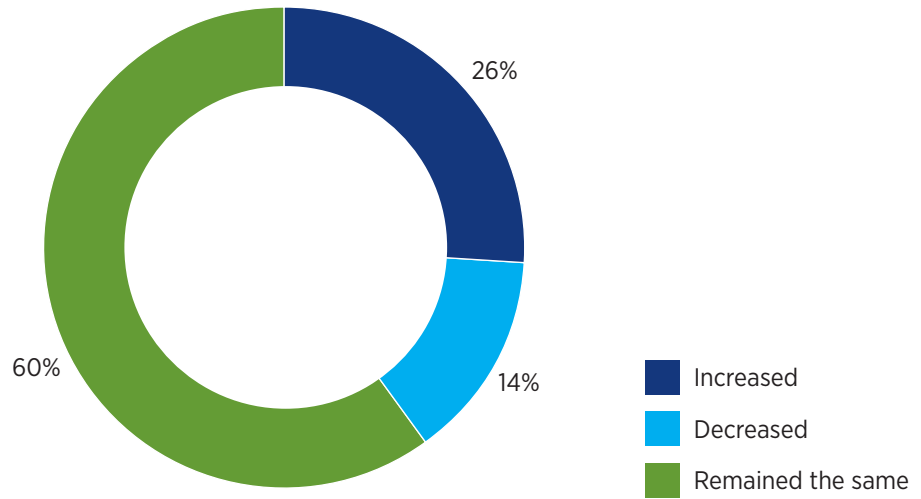


11. For which areas have you recently found it difficult to recruit?

	Junior to Mid Management	Senior Management
<b>Accountancy &amp; Finance</b>	10%	4%
<b>Engineering</b>	12%	9%
<b>Human Resources</b>	2%	1%
<b>IT</b>	4%	2%
<b>Operations</b>	10%	7%
<b>Purchasing</b>	2%	1%
<b>Sales &amp; Marketing</b>	6%	4%
<b>Technical</b>	10%	5%
<b>Other</b>	7%	3%



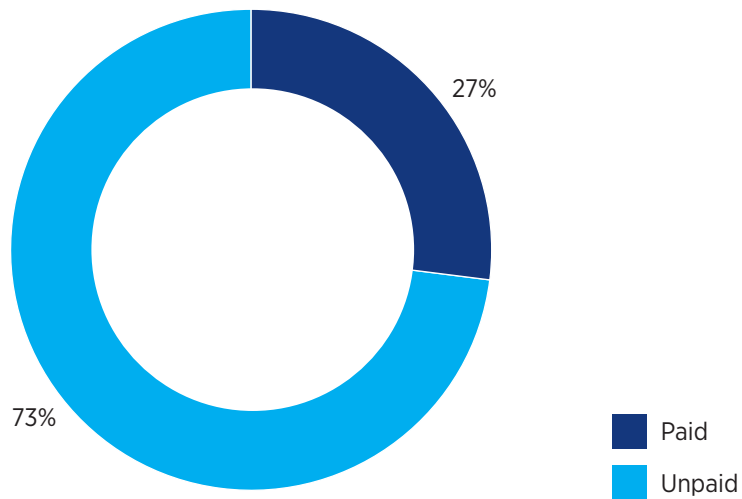
12. Has overtime/extra hours in your organisation over the last 12 months...



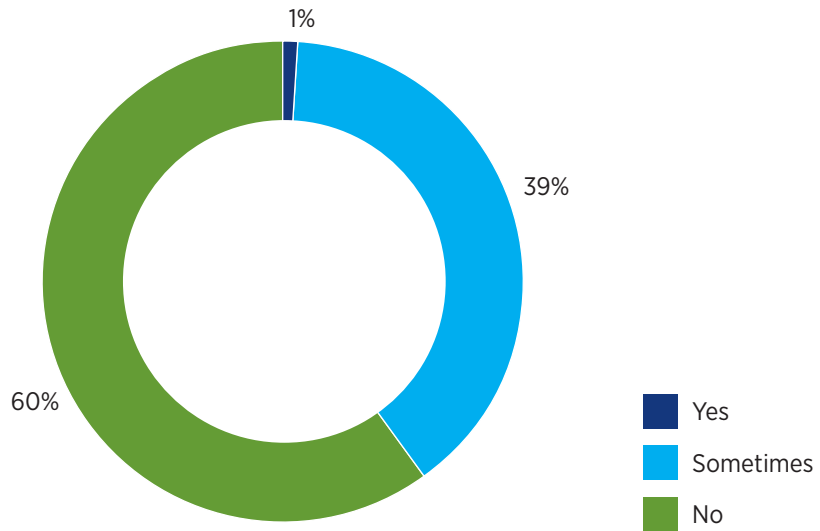
If increased, by how much?

	Per Week	Month End	Year End
None	21%	41%	46%
5 Hours or Less	37%	11%	5%
5 - 10 Hours	31%	23%	10%
More than 10 Hours	11%	25%	39%

13. For non-award staff in your organisation, is overtime/extra hours worked...

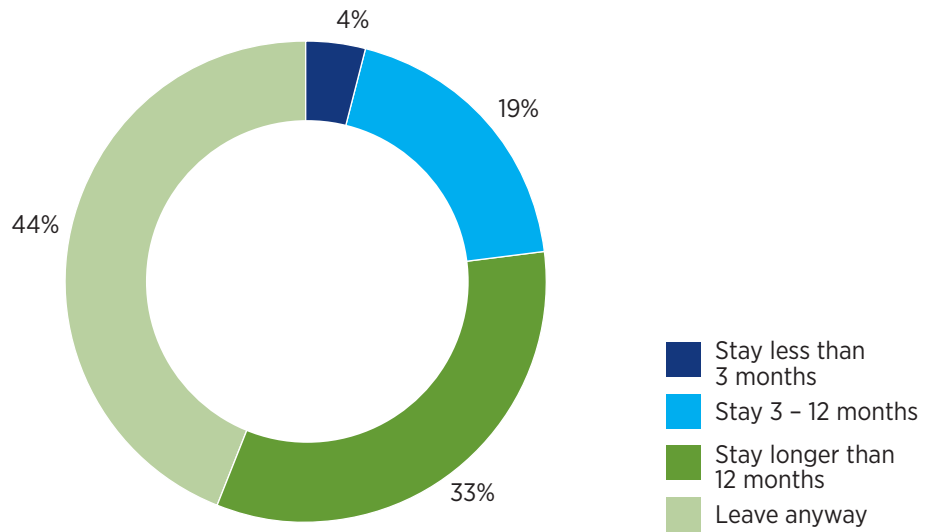


14. Is it your policy to counter-offer staff when they resign?



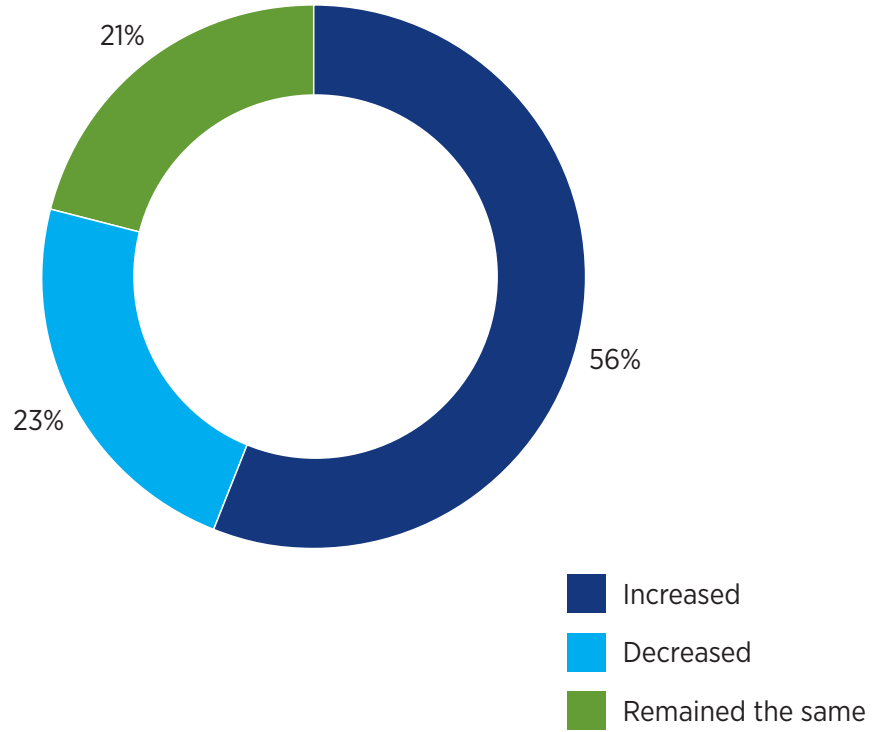
Of those you counter-offered, on average, did they...

Across all industries

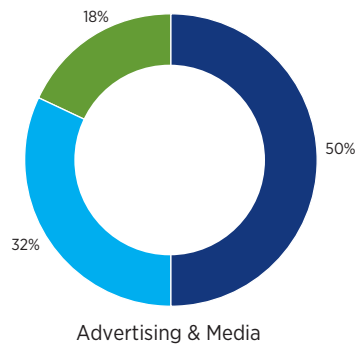


15. In the past 12 months, has business activity...

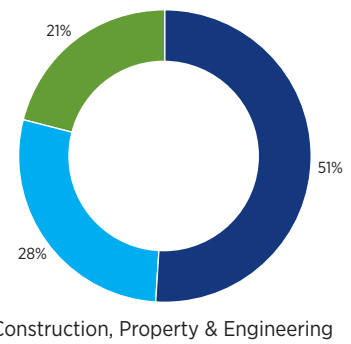
Across all industries



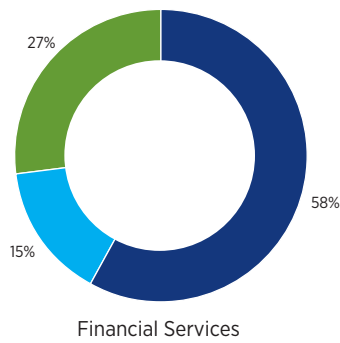
For specific industries



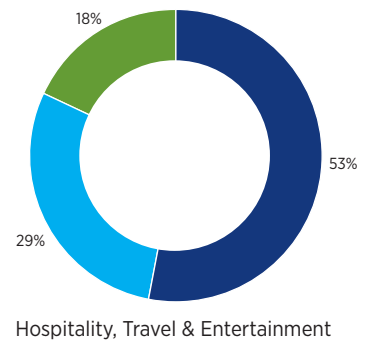
Advertising & Media



Construction, Property & Engineering



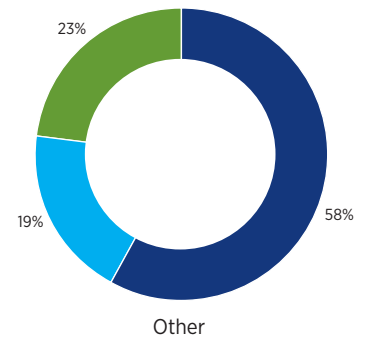
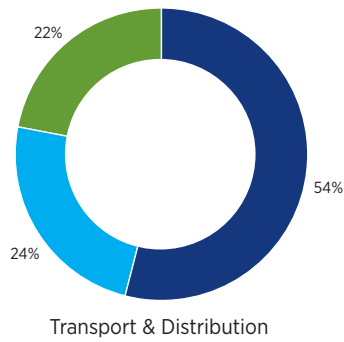
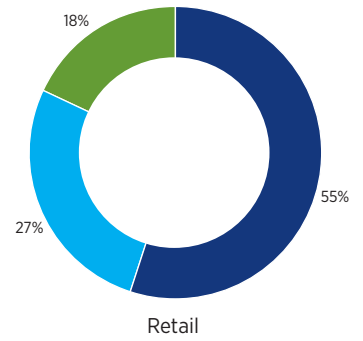
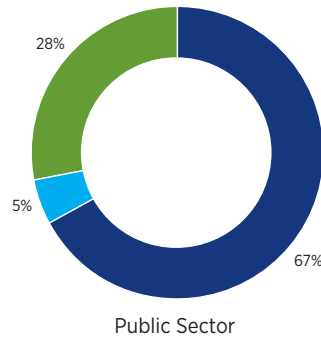
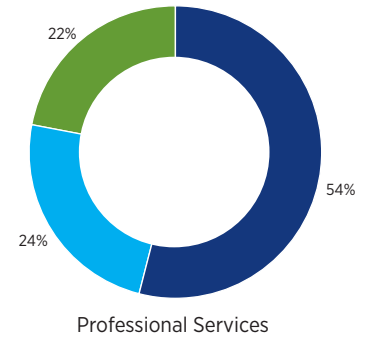
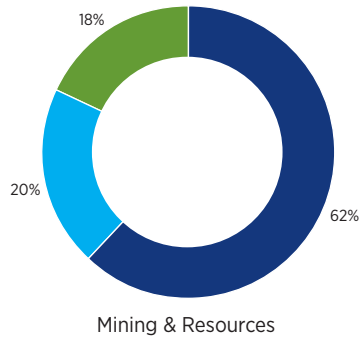
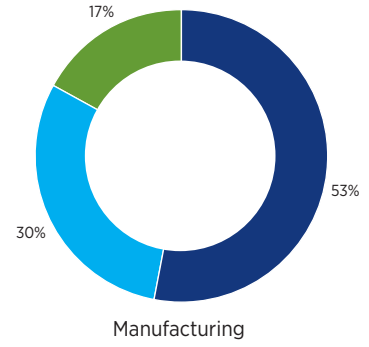
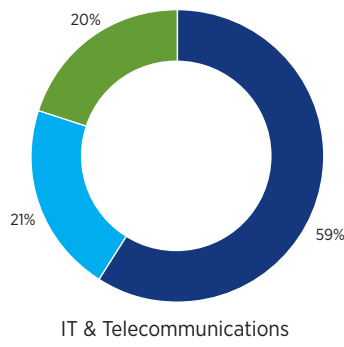
Financial Services



Hospitality, Travel & Entertainment

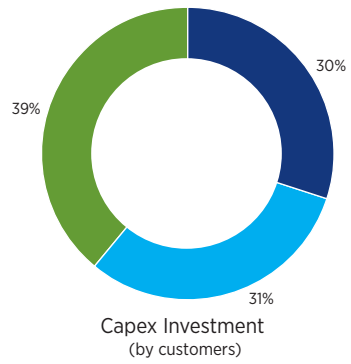
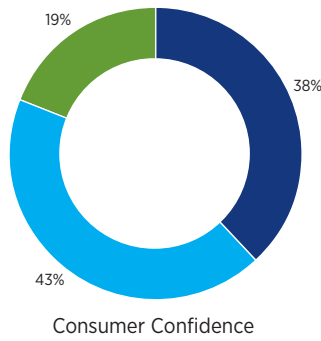
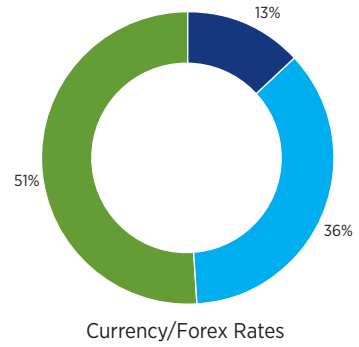
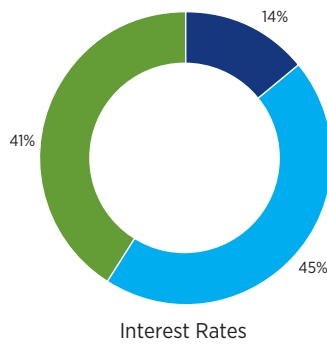
15. In the past 12 months, has business activity... continued...

**For specific industries**

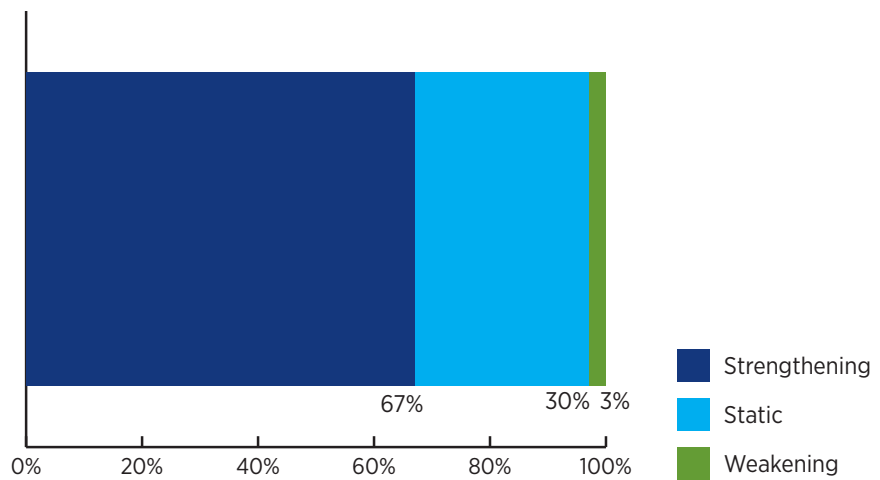


16. What are the key factors driving your business activity?

- Significant impact
- Some impact
- No impact



17. Do you see the general outlook for the economy in the forthcoming 6-12\* months as...



\*This data was collected during March 2010.

# **SECTION TWO**

# **SALARY INFORMATION**

# USING OUR SALARY TABLES

Salaries are in '000. The bold number represents the typical salary. The number(s) underneath represent the salary range. Refer to the notes section under the salary table to determine if superannuation or other benefits are included. All salaries are represented in local currencies.

Salaries in '000	Finance Director/CFO (Turnover up to \$50m)	Finance Director/CFO (Turnover \$50m - \$150m)	Finance Director/CFO (Turnover > \$150m)
NSW - Sydney	<b>175</b> 140 - 200	<b>220</b> 170 - 240	<b>260</b> 210+

Salary range

Typical salary

## “Looking ahead we expect candidate shortages to emerge across all levels and specialisms.”

### Australia

#### Market changes

For the first half of the fiscal year, Australia's human resources market lay dormant. Little permanent recruitment took place and many organisations focused instead on cost reductions. In some states, HR positions were pushed back to a company's head office.

However by December 2009 the downturn was put in the past. Vacancy activity for both temporary and permanent staff rose as companies started to grow their HR teams. All states saw an increase in the number of internal recruitment specialist roles together with the emergence of roles at the HR support level.

Federal Government restructures and legislative changes in the form of the Fair Work Act increased the need for temporary staff across Australia as companies acted to ensure compliance.

In January 2010 there was still a plethora of good quality candidates available, but by March the number of available and experienced candidates had dropped. Looking ahead we expect candidate shortages to emerge across all levels and specialisms.

#### Changes to recruitment practices

The movement away from recruiting temporary and contract staff to permanent staff was the most significant change to recruitment practices and a strong indication of the market's rebound in late 2009.

During the downturn many employers choose to try and recruit directly, and only utilise the services of agencies for specialist or hard to fill roles. However we have now seen an increase in the number of employers approaching us at the outset of the recruitment process.

Organisations are using a holistic approach to candidate attraction combined with more rigorous selection processes to ensure they capture all the available talent, including passive job seekers. They are introducing more stages into the recruitment process, including psychometric testing and meeting potential peers to assess cultural fit.

#### Positions in demand

With a focus on business efficiencies and cost savings we expect organisations to continue to recruit OH&S candidates to prevent injuries in the first instance. This is already occurring in Victoria and South Australia. Costs due to work cover premiums have been a measurable way that HR can reduce costs to a business.

In Western Australia there is a shortage of specialist Recruiters for mining services as well as contract HR Officers and Advisors. Queensland needs Internal Recruitment specialists as businesses rebuild their human capital. HR Management positions in remote mining areas are also increasing.

Our nation's capital is experiencing a shortage of candidates at all levels in the Industrial Relations and Employee Relations discipline, which is not exclusive to a specific industry or sector.

#### Public sector trends

In the early part of this financial year the demand for senior Organisational and Change Consultants was high as organisations sought to improve processes and efficiencies in an effort to reduce costs. With confidence returning and the retention and development of key staff again a priority, demand has risen across the entire HR spectrum from Generalist roles through to niche areas such as Organisational Development and Learning and Development.

Occupational Health and Safety candidates continue to be in demand as organisations focus on improvements to their processes to gain efficiencies. Safety roles focus on prevention rather than cure with a higher strategic focus. Wellbeing and wellness programs are a key focus.

Organisations are less willing to offer development opportunities to new employees. Employers expect a candidate to meet all their selection criteria and are often inflexible and non-negotiable about key aspects of their roles.

#### Salary movements

On the whole no significant change to salaries has taken place. We expect salaries to increase over the coming six months as companies rebuild HR teams and act to secure the best talent. Candidates who accepted lower salaries during the downturn will move for more attractive salary packages. We have already seen this in Canberra where employers are increasing IR/ER salaries to attract the required experience.

Salaries in the resources and banking sectors have remained the most consistent compared to last year. The SME sector experienced a slight decline in HR salaries and remains the most cost sensitive.

#### Advice to candidates

While candidates are in a much stronger position than they were a year ago, the market still remains competitive. Be aware that employer expectations are higher than they have been in the past three to four years. Prepare thoroughly for interviews, spend time writing a detailed resume, and consider carefully every job offer.

Do not expect a huge salary increase. Instead look for a role that will add to your suite of skills and offer opportunities with the right organisation.

### New Zealand

#### Market changes

Over the past 18 months the responsibilities of HR professionals changed from actively increasing headcount to actively managing headcount. Recruitment activity reduced and workloads around restructuring and performance management increased throughout most of 2009. The staffing downturn reduced permanent employment opportunities for HR professionals, with many companies employing HR consultants on temporary or fixed-term contracts to complete portions of specialised work.

From late October 2009, vacancy activity rose for a broader range of roles as strategic plans for growth and development took place in anticipation of the economic recovery. While there was a lull over the December/January period, demand again recommenced in February 2010. This was most evident within ER/IR, organisational change and development and more specifically in learning and development. However entry-level roles remain rare as organisations prefer candidates with relevant experience.

#### Salary movements

Even those HR professionals employed throughout the recession were not immune to the human cost of the downturn, with their motivation and engagement levels challenged. As the market improves passive candidates are investigating opportunities to gain new challenges or move into less demanding roles that offer equivalent or better rewards.

Minimal candidate movement took place over the past 18 months. Many highly-skilled candidates are now on a strong salary package as a result of this longevity in their current role. In some cases, new employers are prepared to meet these salaries in order to secure such top candidates. In other areas, such as generalist HR roles, candidate expectations are far lower. This is most obvious for those candidates not in full time employment. Therefore, we may see some upward pressure over the next 12 months in specialist areas.



Salaries in '000	HR Director	HR Manager	Senior HR Consultant/Advisor/Officer	HR Consultant/Advisor	HR Coordinator/Administrator
<b>NSW - Sydney</b>	<b>220</b> 150 - 375	<b>120</b> 85 - 160	<b>95</b> 80 - 110	<b>80</b> 65 - 95	<b>55</b> 45 - 65
<b>VIC - Melbourne</b>	<b>200</b> 150 - 350	<b>110</b> 90 - 160	<b>85</b> 70 - 95	<b>75</b> 65 - 90	<b>52</b> 45 - 60
<b>QLD - Brisbane</b>	<b>200</b> 150 - 350	<b>120</b> 90 - 160	<b>85</b> 75 - 95	<b>75</b> 60 - 85	<b>55</b> 45 - 60
<b>SA - Adelaide</b>	<b>200</b> 150 - 250	<b>130</b> 100 - 160	<b>85</b> 75 - 100	<b>70</b> 60 - 90	<b>55</b> 45 - 65
<b>WA - Perth</b>	<b>200</b> 120 - 250	<b>120</b> 100 - 160	<b>90</b> 70 - 120	<b>80</b> 65 - 100	<b>60</b> 50 - 70
<b>ACT - Canberra</b>	<b>200</b> 120 - 250	<b>105</b> 95 - 115	<b>80</b> 70 - 90	<b>75</b> 65 - 85	<b>52</b> 50 - 55
<b>NZ - Auckland</b>	<b>180</b> 130 - 200	<b>115</b> 85 - 140	<b>85</b> 75 - 90	<b>75</b> 55 - 95	<b>48</b> 42 - 52

Salaries in '000	Head of Learning & Development	Learning & Development Manager	Learning & Development Consultant	Trainer	Training Coordinator
<b>NSW - Sydney</b>	<b>200</b> 150 - 250	<b>120</b> 85 - 160	<b>85</b> 65 - 95	<b>65</b> 55 - 80	<b>55</b> 50 - 70
<b>VIC - Melbourne</b>	<b>150</b> 120 - 210	<b>115</b> 90 - 130	<b>75</b> 55 - 85	<b>65</b> 55 - 80	<b>55</b> 40 - 60
<b>QLD - Brisbane</b>	<b>190</b> 120 - 200	<b>120</b> 90 - 140	<b>75</b> 65 - 90	<b>65</b> 55 - 80	<b>55</b> 45 - 60
<b>SA - Adelaide</b>	<b>190</b> 150 - 200	<b>120</b> 90 - 140	<b>80</b> 65 - 90	<b>65</b> 60 - 80	<b>55</b> 48 - 65
<b>WA - Perth</b>	<b>190</b> 125 - 210	<b>110</b> 90 - 130	<b>75</b> 55 - 100	<b>70</b> 60 - 80	<b>55</b> 50 - 65
<b>ACT - Canberra</b>	<b>185</b> 120 - 200	<b>110</b> 80 - 130	<b>75</b> 65 - 85	<b>65</b> 60 - 70	<b>55</b> 50 - 60
<b>NZ - Auckland</b>	<b>175</b> 120 - 200	<b>115</b> 80 - 140	<b>75</b> 57 - 85	<b>70</b> 50 - 85	<b>50</b> 45 - 55

Salaries in '000	Organisational Development Manager	Change Manager	Head of Remuneration & Benefits	Remuneration & Benefits Manager	Remuneration & Benefits Analyst
<b>NSW - Sydney</b>	<b>140</b> 100 - 180	<b>160</b> 120 - 350	<b>200</b> 180 - 300	<b>140</b> 100 - 180	<b>70</b> 65 - 90
<b>VIC - Melbourne</b>	<b>120</b> 100 - 140	<b>140</b> 110 - 180	<b>200</b> 150 - 230	<b>120</b> 90 - 150	<b>68</b> 65 - 95
<b>QLD - Brisbane</b>	<b>120</b> 100 - 140	<b>150</b> 120 - 200	<b>190</b> 150 - 220	<b>120</b> 90 - 150	<b>70</b> 60 - 90
<b>SA - Adelaide</b>	<b>115</b> 80 - 140	<b>105</b> 80 - 115	<b>190</b> 150 - 250	<b>120</b> 90 - 140	<b>75</b> 65 - 90
<b>WA - Perth</b>	<b>120</b> 80 - 140	<b>120</b> 80 - 140	<b>180</b> 130 - 220	<b>120</b> 90 - 140	<b>75</b> 60 - 90
<b>ACT - Canberra</b>	<b>120</b> 90 - 140	<b>140</b> 80 - 150	<b>185</b> 130 - 220	<b>110</b> 105 - 120	<b>70</b> 60 - 75
<b>NZ - Auckland</b>	<b>125</b> 100 - 140	<b>110</b> 85 - 140	<b>175</b> 150 - 200	<b>105</b> 80 - 130	<b>75</b> 55 - 85

#### Notes

- All salaries shown exclude superannuation
- New Zealand salaries are represented in New Zealand Dollars

## Human Resources

Salaries in '000	Industrial Relations Manager	Inhouse Recruitment Manager	Inhouse Recruitment Specialist	Recruitment Coordinator
<b>NSW - Sydney</b>	<b>125</b> 85 - 130	<b>115</b> 110 - 160	<b>85</b> 65 - 100	<b>50</b> 45 - 60
<b>VIC - Melbourne</b>	<b>110</b> 90 - 120	<b>100</b> 65 - 120	<b>70</b> 55 - 80	<b>55</b> 45 - 65
<b>QLD - Brisbane</b>	<b>120</b> 90 - 150	<b>100</b> 85 - 140	<b>70</b> 50 - 85	<b>50</b> 45 - 60
<b>SA - Adelaide</b>	<b>115</b> 90 - 140	<b>100</b> 80 - 125	<b>75</b> 65 - 85	<b>55</b> 50 - 65
<b>WA - Perth</b>	<b>150</b> 100 - 200	<b>120</b> 80 - 160	<b>75</b> 65 - 90	<b>60</b> 50 - 65
<b>ACT - Canberra</b>	<b>105</b> 90 - 120	<b>85</b> 70 - 120	<b>72</b> 65 - 80	<b>50</b> 45 - 55
<b>NZ - Auckland</b>	<b>100</b> 80 - 120	<b>100</b> 75 - 120	<b>75</b> 55 - 90	<b>50</b> 45 - 55

Salaries in '000	OH&S Director	OH&S Manager	OH&S Consultant	OH&S Coordinator
<b>NSW - Sydney</b>	<b>180</b> 130 - 250	<b>110</b> 75 - 150	<b>85</b> 60 - 90	<b>60</b> 50 - 65
<b>VIC - Melbourne</b>	<b>135</b> 110 - 160	<b>95</b> 80 - 110	<b>65</b> 50 - 85	<b>55</b> 45 - 60
<b>QLD - Brisbane</b>	<b>150</b> 145 - 250	<b>110</b> 75 - 150	<b>65</b> 50 - 75	<b>50</b> 45 - 60
<b>SA - Adelaide</b>	<b>135</b> 100 - 160	<b>100</b> 80 - 110	<b>70</b> 60 - 85	<b>60</b> 55 - 65
<b>WA - Perth</b>	<b>130</b> 105 - 200	<b>100</b> 90 - 120	<b>80</b> 65 - 90	<b>60</b> 50 - 70
<b>ACT - Canberra</b>	<b>110</b> 100 - 125	<b>85</b> 80 - 90	<b>62</b> 55 - 68	<b>62</b> 55 - 65
<b>NZ - Auckland</b>	<b>120</b> 95 - 150	<b>90</b> 60 - 110	<b>63</b> 50 - 80	<b>48</b> 42 - 52

Salaries in '000	Injury/RTW Manager	Injury/RTW Specialist	RTW Coordinator
<b>NSW - Sydney</b>	<b>120</b> 80 - 140	<b>70</b> 55 - 75	<b>55</b> 40 - 60
<b>VIC - Melbourne</b>	<b>90</b> 75 - 115	<b>70</b> 60 - 85	<b>55</b> 45 - 65
<b>QLD - Brisbane</b>	<b>N/A</b> N/A	<b>N/A</b> N/A	<b>N/A</b> N/A
<b>SA - Adelaide</b>	<b>N/A</b> N/A	<b>70</b> 60 - 85	<b>60</b> 55 - 65
<b>WA - Perth</b>	<b>100</b> 80 - 120	<b>70</b> 55 - 85	<b>55</b> 50 - 65
<b>ACT - Canberra</b>	<b>82</b> 78 - 90	<b>70</b> 65 - 75	<b>60</b> 53 - 62
<b>NZ - Auckland</b>	<b>85</b> 60 - 85	<b>75</b> 60 - 80	<b>48</b> 42 - 50

### Notes

- All salaries shown exclude superannuation
- New Zealand salaries are represented in New Zealand Dollars

## “Counter offers are becoming more prevalent as (employers) realise the cost and time factors involved in finding staff.”

### Australia

#### Market changes

As the shadow of the GFC recedes, Australia's energy market is gaining much needed momentum. Significant investment decisions regarding the state networks and the strong push on clean and renewable energy (in the form of the renewable energy target) have increased investment, particularly from overseas.

State-by-state, Victoria's energy industry is looking at clean coal initiatives and companies are piloting alternative methods of carbon capture and storage. Following the state's 2009 bushfires, the maintenance of transmission and distribution lines has also been a priority.

Renewed demand for specialist trades from the generation industry was the first sign of a turnaround in Western Australia's energy market. Other contributing factors included new power stations, increased demand on existing stations and major wind farm and solar projects at feasibility and planning stages. While the transmission and distribution industry is yet to fully recover, employers are recruiting experienced Designers and Drafters.

Growing residential and industrial demand brought investment in the Northern Territory's energy sector to the fore. A number of solar projects will continue to be a focus of both private enterprise and government.

New South Wales' major utility companies continue to update an aging infrastructure, which has created job opportunities within the transmission and distribution industry. The state's renewable energy sector has grown and opportunities within wind, geothermal and solar are increasing.

Queensland has focused on carbon reducing technologies for existing hydrocarbon power generation assets.

#### Changes to recruitment practices

During the last 12 months employers were understandably selective when recruiting. Limited graduate recruitment took place, which could put further pressure on skills shortages long-term. The recruitment of overseas talent also fell as organisations reduced their demand. But as the market improves at a significant pace, the search for high calibre talent will once again make the importation of international candidates a necessary option.

We also expect to see an increase in candidates moving interstate. A number of organisations are already proactively targeting regions of lower demand. As projects are completed they are also redeploying staff to states with increased demand or projects.

The improving market has also led to the return of counter offers. In such a market, both employees and employers need to consider the career planning, training and development offered.

#### Positions in demand

Candidates with transmission and distribution experience are definite winners in Australia's energy market at present. These skills are sought in most states and territories, and include Drafters and Designers, Electrical Engineers and Project Managers.

In other areas of demand, Perth requires Mechanical and Electrical Design Engineers with experience on generation projects, in particular gas and steam turbines. Demand is also high for OH&S Officers and Maintenance Technicians (electrical).

Queensland's growing list of skills in demand includes Senior Protection Engineers, Primary and Secondary Design Engineers, Mechanical Power Generation Engineers, Project Managers with switchgear experience, Contracts Managers, Civil Site Engineers with substation/power station experience and Senior Design Managers.

In the Northern Territory there is a continuing requirement for Mechanical Engineers to design and maintain both developed and remote turbines and diesel engines.

Victoria needs candidates with niche renewable energy skills and New South Wales wants both commercial and technical candidates within the wind, solar and hydro power sectors.

#### Salary movements

Salaries were fairly static in 2009. In fact the majority of organisations had a salary freeze in place and instead attracted candidates on the basis of the quality and security of their projects.

Today however salaries are increasing and employers are willing to be more flexible for top candidates. For example, good Design Engineers with project experience are in demand and salaries are slowly increasing back to the levels that they attracted 12 months ago.

There has been a marked change in the reluctance to offer fly-in fly-out packages to the Northern Territory, although employers are instead offering flexibility when it comes to housing packages, transport and career development.

#### Advice to candidates

Career planning remains a critical component of your professional development. Ensure that you continue to achieve continuous progression in your field of expertise. If you are looking to move interstate ensure that you have the right qualifications and tickets required to work.

When deciding on future employers take into consideration an organisation's project pipeline.

There is a shortage of candidates with renewable energy experience so it is worthwhile considering your transferable skills.

### New Zealand

#### Market changes

Company restructures and the delay of major projects had an impact on the demand for staff within this sector over the last 12 months. But with a number of major projects now underway or scheduled to start across the generation and transmission sectors, the country is expected to be operating in a highly competitive candidate short-market once again. In fact, the energy sector is poised for a significant uplift.

#### Changes to recruitment practices

In response to market changes employers are increasingly considering the way they attract and retain talent. Counter offers are becoming more prevalent as they realise the cost and time factors involved in finding staff.

Employers are moving towards strategic partnership recruitment for enhanced candidate attraction. As the search for talent moves offshore organisations with a greater global reach are preferred.

#### Positions in demand

Transmission Line Engineers and Protection Engineers are in demand across the market. The need for skilled project professionals with geothermal experience is expected to become a hotspot of demand moving forward.

#### Salary movements

Salaries have remained largely static across the market, but as the candidate shortage tightens this will change. As mentioned, counter offers are already taking place for skills in high demand, and it is only a matter of time before these salary increases filter through to the remainder of the workforce.

#### Advice to candidates

To be successful candidates need to avoid multiple applications. Instead, we suggest you select one or two consultants who have a good reputation and knowledge of the market to represent you. Keep a track of companies you have applied to directly and ensure you focus on key vacancies relevant to your skill set and experience.

## Transmission &amp; Distribution/Generation

Salaries in '000	Design Engineer	Senior Design Engineer	Principal Design Engineer	Engineering Manager	Design Manager
NSW - Sydney	65 - 95	100 - 140	145 - 160	150 - 200	110 - 150
VIC - Melbourne	65 - 85	100 - 140	120 - 150	140 - 180	110 - 150
QLD - Brisbane	70 - 100	90 - 120	110 - 150	140 - 180	110 - 160
WA - Perth	70 - 110	90 - 130	100 - 150	130 - 170	110 - 160
SA - Adelaide	70 - 85	80 - 120	100 - 130	120 - 140	110 - 140
NT - Darwin	85 - 110	110 - 140	120 - 150	130 - 180	130 - 150
New Zealand	65 - 80	80 - 90	90 - 110	120 - 150	100 - 140

\* Design Engineer - Discipline (Mechanical/Process/Elec/I&amp;C)

Salaries in '000	Design Drafter	Senior Design Drafter	Project Engineer (EPCM)	Senior Project Engineer (EPCM)
NSW - Sydney	50 - 80	70 - 100	90 - 120	120 - 160
VIC - Melbourne	50 - 80	70 - 100	90 - 120	120 - 160
QLD - Brisbane	55 - 80	65 - 90	85 - 110	110 - 150
WA - Perth	60 - 85	70 - 110	100 - 130	125 - 165
SA - Adelaide	55 - 75	70 - 90	90 - 115	130 - 145
NT - Darwin	65 - 80	75 - 90	95 - 125	120 - 155
New Zealand	55 - 60	70 - 80	70 - 85	85 - 100

Salaries in '000	Power Systems Engineer	Protection Engineer	Transmission Line Design Engineer	Project Manager
NSW - Sydney	80 - 115	110 - 140	100 - 120	125 - 175
VIC - Melbourne	80 - 120	110 - 140	100 - 120	120 - 170
QLD - Brisbane	85 - 130	115 - 145	90 - 130	110 - 160
WA - Perth	80 - 135	120 - 150	110 - 120	130 - 190
SA - Adelaide	80 - 115	100 - 130	110 - 120	125 - 160
NT - Darwin	95 - 135	100 - 145	100 - 125	120 - 160
New Zealand	70 - 120	70 - 110	65 - 110	100 - 135

## Renewable

Salaries in '000	Wind Farm Engineer	Solar Engineer	Geothermal Engineer	Technician
NSW - Sydney	95 - 135	95 - 125	85 - 120	65 - 80
VIC - Melbourne	100 - 135	100 - 135	90 - 125	65 - 90
QLD - Brisbane	90 - 120	85 - 115	90 - 140	65 - 95
WA - Perth	110 - 140	100 - 120	120 - 150	70 - 90
SA - Adelaide	90 - 125	100 - 120	115 - 140	70 - 90
NT - Darwin	N/A	105 - 125	95 - 125	85 - 115
New Zealand	90 - 120	N/A	80 - 120	60 - 80

## Notes

- All salaries shown exclude superannuation
- New Zealand salaries are represented in New Zealand Dollars

## Operations &amp; Maintenance

Salaries in '000	Control Room Operator	Control Room Manager	Maintenance Superintendent	Maintenance Planning/Scheduler
NSW - Sydney	55 - 75	70 - 100	85 - 100	80 - 95
VIC - Melbourne	55 - 75	70 - 100	85 - 100	85 - 105
QLD - Brisbane	65 - 80	75 - 110	95 - 110	95 - 115
WA - Perth	70 - 100	85 - 130	110 - 135	95 - 120
SA - Adelaide	70 - 100	85 - 125	90 - 110	85 - 100
NT - Darwin	85 - 95	95 - 110	105 - 115	90 - 110
New Zealand	65 - 75	80 - 100	75 - 80	N/A

Salaries in '000	Asset Engineer (3-7yrs)*	Leading Hand	Electrician	Mechanical Fitter	Instrumentation Technician
NSW - Sydney	70 - 90	65 - 80	70 - 85	70 - 85	60 - 75
VIC - Melbourne	70 - 90	65 - 85	70 - 85	70 - 85	70 - 85
QLD - Brisbane	80 - 105	70 - 100	65 - 85	65 - 80	65 - 85
WA - Perth	100 - 125	100 - 130	80 - 100	80 - 100	90 - 115
SA - Adelaide	75 - 85	75 - 95	65 - 85	65 - 80	70 - 90
NT - Darwin	100 - 130	80 - 90	70 - 90	70 - 85	75 - 90
New Zealand	80 - 90	60 - 75	55 - 60	55 - 60	65 - 80

\* Engineer (Mechanical/Electrical)

## Notes

- All salaries shown exclude superannuation
- New Zealand salaries are represented in New Zealand Dollars

## Project Delivery

Salaries in '000	Project Manager	Project Engineer	Construction Manager	Site Superintendent
NSW - Sydney	120 - 175	80 - 130	160 - 180	110 - 140
VIC - Melbourne	120 - 175	80 - 125	140 - 180	110 - 140
QLD - Brisbane	130 - 160	90 - 130	140 - 185	95 - 130
WA - Perth	140 - 175	110 - 140	150 - 170	120 - 145
SA - Adelaide	140 - 160	80 - 115	130 - 160	100 - 135
NT - Darwin	110 - 130	95 - 120	110 - 140	95 - 125
New Zealand	110 - 120	80 - 90	110 - 120	70 - 80

\* Mechanical/Electrical/Instrumentation &amp; Controls

Salaries in '000	Site Engineer	Commissioning Engineer	Commissioning Manager
NSW - Sydney	80 - 110	110 - 135	140 - 190
VIC - Melbourne	90 - 125	110 - 135	140 - 185
QLD - Brisbane	85 - 120	115 - 145	130 - 170
WA - Perth	120 - 130	120 - 150	155 - 185
SA - Adelaide	85 - 110	100 - 130	130 - 165
NT - Darwin	105 - 125	95 - 120	110 - 140
New Zealand	75 - 85	90 - 120	110 - 135

## Project Services

Salaries in '000	Estimator	Senior Estimator	Planner/Scheduler	Planning Manager
NSW - Sydney	90 - 105	120 - 150	85 - 115	115 - 140
VIC - Melbourne	90 - 110	120 - 150	85 - 120	120 - 140
QLD - Brisbane	95 - 130	110 - 150	95 - 135	120 - 150
WA - Perth	100 - 140	130 - 170	110 - 145	130 - 160
SA - Adelaide	90 - 105	120 - 150	85 - 110	120 - 135
NT - Darwin	85 - 100	90 - 120	85 - 95	95 - 125
New Zealand	65 - 90	80 - 95	70 - 80	85 - 90

Salaries in '000	Contracts Administrator	Contracts Manager	OHS Supervisor	OHS Manager
NSW - Sydney	70 - 110	120 - 160	75 - 100	90 - 120
VIC - Melbourne	70 - 110	115 - 155	80 - 105	90 - 125
QLD - Brisbane	80 - 120	110 - 160	80 - 120	100 - 140
WA - Perth	85 - 130	140 - 160	100 - 125	110 - 145
SA - Adelaide	70 - 100	110 - 140	80 - 110	90 - 120
NT - Darwin	70 - 90	95 - 130	85 - 105	100 - 120
New Zealand	55 - 65	90 - 100	75 - 95	95 - 120

## Notes

- All salaries shown exclude superannuation
- New Zealand salaries are represented in New Zealand Dollars

## “Experienced professionals in the oil and gas industry continue to command higher salaries than other industries.”

### Australia

#### Market Changes

With prices stabilising, confidence is returning to the Australian oil and gas industry. Projects put on hold during the global financial crisis are in focus again and with more than \$200 billion of work due to come on line over the next 12 months in Australia's gas infrastructure alone, a major skills shortage is imminent.

Western Australia remains the hub of activity and the advancement of major LNG projects like Pluto, Gorgon and Prelude will continue to spur momentum.

The industry is waiting for a number of final investment decisions to be made on major CSG/LNG projects in Queensland. Exploration and drilling activities continue and engineering consultancies are starting to strengthen their oil and gas capabilities locally rather than relying on international or interstate staff to deliver the work.

For the most part there has been a major shift from temporary to permanent staff. The Downstream sector is the exception; refineries are facing increased pressure on profit margins and favour temporary staff to supplement peak workload requirements.

#### Changes to Recruitment Practices

Prior to the GFC, sponsorship of overseas workers under the 457 visa program was a popular solution to address the shortage of skilled Australian oil and gas professionals. There has been significant changes to the program, making the process more onerous on the employer. As a result there has been some reluctance from employers to enter into such agreements. As the market tightens again this will slowly change however it's clear that employers still have a strong preference for candidates with full Australian work rights.

In terms of the interview process, the lead time between initial interview and acceptance of an offer has proven to be a lot longer than during 2007/08. Employers risk missing their preferred candidate as competition for the best talent is high.

Candidates in some disciplines are now going into interviews with at least one other offer on the table or are being counter offered when handing in their notice. These candidates are aware of this shift and some are becoming less flexible during negotiations with their salary expectations increasing. So retention will be a primary focus as organisations face the threat of losing their valued staff members.

#### Positions in Demand

There has been an increase in demand for permanent staff and this will continue into 2011.

Projects in Western Australia are creating opportunities for Senior Geoscientists, Technical Assistants and Data Managers, Subsea Engineers, Commercial Advisors and Analysts, Drilling Engineers, Offshore Process Technicians and Mechanical Engineers.

Both operators and engineering consultancies have increased resources. There is demand for Geologists, Geophysicists, Reservoir Engineers and Design and Project Engineers of all disciplines.

In Victoria, the majority of opportunities are for Senior and Principal level roles within Mechanical and I&E. We are starting to see a demand for strong applicants in Health & Safety, Quality and Geoscience.

CSG/LNG projects in Queensland will create openings for Lead Pipeline Engineers, Senior Pipeline Engineers, Lead Electrical and Instrumentation Engineers, Civil Engineers – Design, Study experience, Technical Service Engineers – Water treatment, Application Engineers – Natural Gas Compression and Reliability Engineers.

#### Salary Movements

Experienced professionals in the oil and gas industry continue to command higher salaries than other industries. Day rates for engineers, particularly in Subsea and Drilling disciplines are on the rise but overall annual salaries haven't changed dramatically.

While base salaries need to be competitive, candidates are interested in the overall salary package including bonuses, superannuation higher than the statutory nine per cent, and in some cases equity in the company.

Expatriate packages are becoming a thing of the past, with major operators insisting that their international employees accept local Australian salary packages or be rotated to other locations.

#### Advice to Candidates

Whilst the industry is project driven and candidates are more mobile than in other sectors, employers are growing increasingly wary of candidates who jump from company to company. Make sure you are making the right move.

Also, be mindful that while salary is an important component when considering a new job, it is not the only factor – be sure to consider advancement opportunities, quality of work environment and scope of project work as well.

### New Zealand

#### Market Changes

Renewed confidence in the oil and gas industry in New Zealand has seen a number of permits released to the marketplace. The impending drilling on the Great South Basin and the continued exploration and production in the Taranaki region have seen the sector bounce back in 2010, however, with oil prices at such a low last year most companies are still recovering and are somewhat cautious when it comes to future recruitment.

#### Changes to Recruitment Practices

Many New Zealanders are returning home so companies have had more choice when recruiting for specialist roles. However this does not diminish the importance of the recruitment process. Hirers have been thorough with recruitment practices, utilising psychometric profiling and behavioural interviews in addition to normal screening practices.

#### Positions in Demand

With exploration and drilling back on the agenda, Drilling Engineers and Superintendents will be in high demand. There will also be opportunities for I&E Engineers, Lead Process Engineers and Reservoir Engineers. The lure of higher salary packages, particularly in Australia, will be a major challenge for employers when trying to fill these positions.

#### Salary Movements

While salaries have remained stable, organisations have made packages more attractive through non-monetary benefits such as flexible working hours, education and gym memberships. Approximately 80 per cent of companies now have extensive benefits packages.

#### Advice to Candidates

As the global economy moves out of recession, the increased demand for resources will create greater opportunities for exploration investment. Highly skilled candidates will be in demand to facilitate this growth, and many are starting to look now, particularly those currently in unsatisfying jobs due to a lack of recent options elsewhere. Candidates should not expect immediate salary movements and employers will need to promote job satisfaction and lifestyle improvements to compete with remuneration packages offered in Australia.

## Design/Engineering

Salaries in '000	Graduate Engineer	Design Engineer	Senior Design Engineer	Principal/Lead Engineer
Australia	70 - 100	100 - 140	140 - 180	160 - 220
New Zealand	40 - 50	75 - 80	90 - 100	115 - 150

Salaries in '000	Engineering Manager	Senior Design Drafter	Design Manager
Australia	180 - 260	110 - 140	140 - 180
New Zealand	150 - 210	70 - 80	90 - 105

\* These salaries represent Onshore salaries - for Offshore you can typically add 15-20 per cent

## Subsea Design/Engineering

Salaries in '000	Graduate Engineer	Engineer	Senior Engineer	Principal/Lead Engineer	Manager
Australia	80 - 110	110 - 150	160 - 220	180 - 250	200 - 280
New Zealand	40 - 50	70 - 90	90 - 110	110 - 130	150 - 200

## Project Delivery/Controls

Salaries in '000	Planner	Senior Planner	Planning Manager	Contracts Admin	Senior Contracts Admin	Cost Engineer
Australia	120 - 160	140 - 180	170 - 220	80 - 130	120 - 180	120 - 160
New Zealand	70 - 90	90 - 120	120 - 150	55 - 75	75 - 100	80 - 100

Salaries in '000	Senior Cost Engineer	Commercial Manager	Project Controls Manager	Commissioning Engineer	Commissioning Manager
Australia	130 - 180	180 - 220	180 - 250	120 - 150	150 - 210
New Zealand	100 - 130	130 - 160	100 - 140	70 - 110	110 - 150

Salaries in '000	Project Engineer	Senior Project Engineer	Project Manager	Senior Project Manager	Superintendent
Australia	120 - 170	140 - 200	170 - 220	180 - 240	140 - 180
New Zealand	80 - 100	100 - 120	110 - 170	170 - 200	80 - 90

## Project Delivery/Controls HSEQ

Salaries in '000	Onshore Advisor/Officer	Offshore Advisor/Officer	HSE Manager	QA/QC Manager	Corporate HSE Manager
Australia	90 - 140	180 - 260	150 - 200	140 - 170	220 - 290
New Zealand	90 - 120	90 - 120	100 - 160	85-120	150 - 180

## Subsea Project Delivery

Salaries in '000	Technician (non degree)	Senior Technician (non degree)	Installation Engineer	Senior Installation Engineer	Installation Manager/Client Rep	Vessel Mgr/Marine Ops Manager
Australia	80 - 120	100 - 160	130 - 175	160 - 220	180 - 260	160 - 220
New Zealand	60 - 80	70 - 90	90 - 110	100 - 140	120 - 150	130 - 150

\* Design Engineer - Discipline (Civil/Mechanical/Process/Elec/I&C)

\* Project Engineer - Discipline (Civil/Structural/Mechanical/Process/Elec/I&C)

\* Superintendent - Discipline (Civil/Structural/Mechanical/Process/Elec/I&C)

## Notes

- New Zealand salaries are represented in New Zealand Dollars



**Operations & Maintenance**

Salaries in '000	Discipline Engineer	Maintenance Planner	Maintenance Supervisor	Production Superintendent	Production Manager
<b>Australia</b>	140 - 200	110 - 140	120 - 160	120 - 170	150 - 210
<b>New Zealand</b>	120 - 180	75-100	80 - 100	120 - 160	140 - 180

Salaries in '000	Discipline Tech	OIM	Ops Support Engineer	Ops Superintendent	Ops Manager
<b>Australia</b>	85 - 120	190 - 250	100 - 150	150 - 190	210 - 290
<b>New Zealand</b>	60 - 80	190 - 240	100 - 130	110 - 150	180 - 250

\* Discipline Engineer - Discipline (E&I/Mech/Process/Corrosion/Materials/Reliability)  
 \* Discipline Tech - Discipline (E&I/Mech/Process)

**Notes**

- New Zealand salaries are represented in New Zealand Dollars

## Geosciences

Salaries in '000	Graduate Geoscientist	Intermediate Geoscientist	Senior Geoscientist	Lead Geoscientist	Exploration Manager	Technical Assistant
Australia	70 - 110	90 - 140	130 - 200	200 - 280	230 - 300	80 - 110
New Zealand	60 - 80	100 - 140	130 - 170	200 - 280	230 - 300	50 - 70

## Petroleum/ Reservoir Engineering

Salaries in '000	Graduate Engineer	Intermediate Engineer	Senior Engineer	Lead Engineer	Engineering Manager
Australia	80 - 100	100 - 150	140 - 185	170 - 240	230 - 300
New Zealand	60 - 80	80 - 100	100 - 120	150 - 190	180 - 220

## Drilling

Salaries in '000	Drilling Engineer	Senior Drilling Engineer	Drilling Manager	LWD/MWD Engineer
Australia	145 - 180	170 - 240	240 - 320	120 - 150
New Zealand	150 - 180	180 - 230	250 - 300	N/A

## Notes

- New Zealand salaries are represented in New Zealand Dollars

## Australia New South Wales

### Sydney

Chifley Tower	T: 02 8226 9600
Hunter Street	T: 02 9249 2200
Spring Street	T: 02 9221 5852
City South	T: 02 9280 3577
North Sydney	T: 02 9957 5733
Chatswood	T: 02 9411 8122
Parramatta	T: 02 9635 1133
Liverpool	T: 02 9601 8822
Burwood	T: 02 9744 3344
Hurstville	T: 02 9580 8333
Newcastle	T: 02 4925 3663
Wollongong	T: 02 4222 0100

## Victoria

### Melbourne

360 Collins St	T: 03 9604 9604
410 Collins St	T: 03 8638 8400
St Kilda Rd	T: 03 9804 5313
Mulgrave	T: 03 8562 4250
Moonee Ponds	T: 03 9326 2149
Camberwell	T: 03 9946 3500
Geelong	T: 03 5226 8000

## Queensland

### Brisbane

Brisbane	T: 07 3243 3000
Brisbane City	T: 07 3231 2600
Mt. Gravatt	T: 07 3349 6563
Ipswich	T: 07 3817 1900
Gold Coast	T: 07 5571 0751
Townsville	T: 07 4771 5100
Maroochydore	T: 07 5412 1100
Chermside	T: 07 3259 4900

## ACT

Canberra	T: 02 6257 6344
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## Western Australia

Perth	T: 08 9254 4595
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## South Australia

Adelaide	T: 08 8231 0820
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## Tasmania

Hobart	T: 03 6234 9554
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## Northern Territory

Darwin	T: 08 8943 6000
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## New Zealand

Auckland	T: 09 377 4774
South Auckland	T: 09 525 1333
Wellington	T: 04 471 4490
Christchurch	T: 03 377 6656

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