



NZ Employment Market Report 2020

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Foreword

Hello, and welcome to the 2020 edition of Madison's Employment Market Report (EMR).

Every year I look forward to the release of our EMR, and without a doubt this year's report has come at a time unlike any we've experienced. It's fair to say that the global health crisis and economic turmoil that followed the outbreak of COVID-19 have had an impact on the lives of every New Zealander. Prior to March, New Zealand's economy had been progressing, albeit at a slow rate. This has of course changed, and how we adapt, recover and rebuild is now top of mind for many.

As I write this foreword, I am pleased to say that together as a nation, we have led the way to achieve relative success in eliminating the virus from our communities, and certainly much faster than many other countries around the globe. We have adapted to the new norm, while staying true to our beliefs. We put into practice what we do best - connecting with people.

One initiative I was particularly proud of during Level-4 of the lockdown involved a selection of Madison's employees, along with others from our wider AWF Madison Group, voluntarily working with the Ministry of Social Development, making calls to nearly 3,000 elderly New Zealanders to check in and offer support. This initiative not only brought us closer to the people who faced significant challenges during lockdown, but also reminded us how powerful connecting with others can be, and how sometimes a short conversation can inspire us all with so much positive energy.

Labelled as a 'once in a generation' Budget, the government's plan includes a \$50 billion COVID-19 Response and Recovery Fund. This is in addition to the \$12.1 billion Economic Recovery Package announced earlier in the year. The initial \$15.9 billion of this newly announced investment has been earmarked to focus on training and apprenticeships, and will also include a targeted extension to the wage subsidy, and a public house building programme with a goal of 8,000 homes. This investment is vital, given predictions of the unemployment rate reaching double digits by September this year.

The speed at which things changed when we moved into lockdown in late March, coupled with uncertainty we face looking forward to 2021, make it hard to include the same type of predictions as we would normally. Our insights were gathered before the full impact of the global pandemic became apparent. We have chosen to include these, for the most part, without change as they offer a good barometer for the trends we have seen emerge over the past year. We hope this report proves both interesting and useful for you.

MADISON'S 2019 EXPERIENCE

Until March this year, the team at Madison had enjoyed a period of steady activity. As the market demanded an evolution in the skills and attributes sought from talent, we have also had to enhance our skills and offerings. Our aim is to always deliver the best possible experience for our candidates and clients, so continually striving to evolve our capability and 'tools of the trade' played an important part in this.

THE EMR 2020

As we publish the 5th edition of our report, it is a great time to acknowledge how it holds a mirror to past market conditions, while highlighting the key skills and trends that we believe are here to stay. It would be an understatement to say that this report comes at a unique and evolving time. Even with the uncertainty we face in the coming year, we will approach it with both optimism and a resolute belief in the capability and resilience of New Zealand.

Our primary goal with the EMR is to provide our readers with a useful, practical and realistic local guide to salaries in New Zealand. Included are multiple roles, industries and locations. The salary tables provide an indicative salary range for each role; a lower and higher remuneration point that might be feasibly paid for the same job title. This range accounts for differences resulting from a variety of factors, like industry and organisational size, public and private sector, the scope of the role and experience levels of the appointed candidate.

The other aim of the EMR is to look beyond salaries; we consider patterns, trends and themes present in the employment market, along with global and local economic conditions. We hope you will find the insights presented in this report interesting and helpful, whether you are an employer, or thinking about job hunting this year.

On behalf of the team at Madison, thank you for your continued support. We hope that we have the opportunity to connect and partner with you over the coming year.



Christian Brown
General Manager



Our Methodology

This salary guide has been compiled from multiple sources that include placements made by Madison throughout the year, market research, and consultant, client and candidate feedback. While we are confident in the accuracy of our data, salary ranges must be used as guides only.

The figures shown are for base salary and exclude the extras found in the full remuneration packages, such as bonuses, commissions, incentive schemes etc. which can vary significantly, depending on the industry, organisation and location.

For some of our Spotlight Sectors, where we have not recruited for a particular discipline extensively enough to provide quality data for all locations, we have opted not to include salary ranges. Instead, included is market commentary about general trends and patterns.

Supporting Data

nzsalaries.co.nz

Our online salary survey tool is designed to enable New Zealanders to easily share salary intelligence, and help ascertain what people in NZ are really earning. The site contains over 19,000 salaries and is growing daily. In this report, we've included information about benefits received, and 'Name your Price' data that has been sourced from this site.

Employer survey

We surveyed 232 employers across multiple locations in New Zealand to gain feedback on pertinent recruitment and employment-market related topics. The results of this survey form the snapshot views illustrated throughout this report, and also support the feedback and insights gathered by Madison Consultants in their daily interactions with New Zealand employers.

Salary table key

.....
Low - Typically the starting salary for a role.

High - The highest expected salary for the role.

Based on trends; we do not include outliers.

Themes & Insights

Flexible Work: Super Trend

Flexible work is not a 'nice-to-have' in 2020; it is an essential feature of business-as-usual activity, and ongoing business continuity strategy. Flexible working provides employees the freedom to work in a way that is beneficial for them, while businesses that embrace robust, well-planned flexible working arrangements are placed in a position of strength during tough times. Plus, by offering flexible work options to all staff, organisations are able to fish in a wider, deeper talent pool, unlocking potential from individuals who may otherwise not have been accessed due to their personal circumstances. The good news for job hunters today is that many employers are responsive to demands for flexibility: our latest employer survey revealed that 72% of organisations interviewed were already offering some form of flexible working arrangement prior to the Level-4 lockdown in New Zealand.

A key point to consider if you are struggling to provide flexibility is that flexibility can take many forms, which may suit a wide range of talent. Why not consider staggered start and end times, condensed work weeks, job shares and part-time hours, if remote working is beyond current capability. However you do it, make sure that you can offer flexibility, if you want to be able to successfully secure quality talent in today's market.

The Rise of Soft Skills

There are plenty of theories about the future impact of Artificial Intelligence on the job market, but there is one area where humans have a clear advantage. Many of today's jobs, and jobs of the future, require a specific set of 'soft skills'. Traits like adaptability (a clear leader in our employer survey), critical thinking, growth mindset, and creativity, have long been recognised by employers as essential ingredients, along with requisite education, technical skills and experience, when taking a potential employee from average to great. In 2020 however, we have seen a much deeper focus on identifying and sourcing for these soft skills than ever before, and we predict that this will continue into the future.

Of course, finding talent with the correct, potent combination of soft skills isn't easy, when many soft skills are unquantifiable, personal attributes accumulated over time. It makes recruiting for them notoriously difficult! While you can make an assessment using specific interview techniques, psychometric testing and robust reference checking, most experts agree that it's not a perfect science. We predict that in 2021 and beyond, employers and recruiters alike will put significant resources and energy into identifying and assessing for a successful soft skills match.

The Candidate Experience IS the Customer Experience

It should not come as a surprise to you that a candidate is simply a customer with another name. Although, considering the state of some lengthy, admin-heavy recruitment processes, you might be forgiven for thinking otherwise!

In a world where a retail customer can order a new pair of jeans using a mobile phone, enjoy frequent notification updates, and then receive their purchase the very next day, expecting great candidates to wait patiently through a multi-step, weeks long process with little communication is not a sensible move.

So, what is your organisation's candidate journey? Do you think about how this process reflects on your brand? We recommend spending some time to identify how you might be able to make the overall experience more engaging and interactive. Wherever possible, keep your process short, timely, digital and mobile-friendly. Communicate well, and often. Personalise the experience where you can. Unfortunately, here in New Zealand we are not leading in this area, but we have the potential to change this. We foresee that candidate experience will be a big area of development in 2021 and beyond.

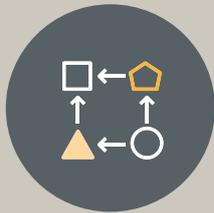
No1 **BARRIER**
to HIRING?

“ Remote working is becoming the new normal with CNN Business reporting that companies like Microsoft, Facebook, Google, Twitter and Amazon have already implemented remote working policies for many or all of their employees around the globe.”

Sought by NZ Employers

TOP 3 SOFT SKILLS

1



ADAPTABILITY
25%

2



EMOTIONAL
INTELLIGENCE
22%

3

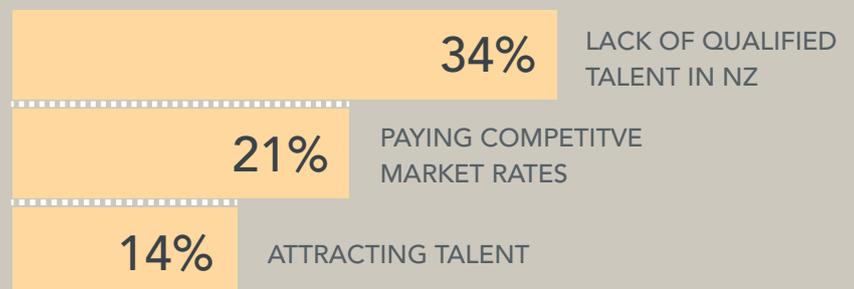


JUDGEMENT
& DECISION
MAKING
13%

Flexible Work Options Provided by NZ Employers



Barriers to Hiring Great Talent



Accounting & Finance

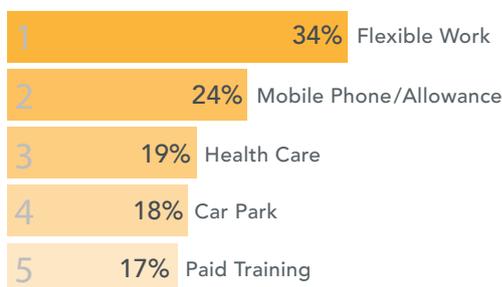
The accounting and finance industries are evolving. Increased automation has irrevocably changed traditional accounting practices, with once-complicated tax and compliance processes now streamlined and simplified. This has brought greater opportunities for the profession. With the need for transactional and routine tasks such as data entry, bookkeeping and compliance work lessened, accounting and finance professionals are able to focus more on value-added services, such as client consultation, and providing strategic insights on critical financial transactions.

The changes are widespread; in April 2019, Inland Revenue underwent a \$1.6 billion upgrade and automated tax refunds and bills. This is further indication that the New Zealand market is now seeking more strategic involvement from their accounting and finance professionals, and we're seeing the full effects of this shift in the employment market, and the patterns of roles in demand.

Despite the pockets of activity and changes in the profiles of in-demand roles, overall the market was fairly flat. Business confidence, reflecting the slowing of New Zealand's economic growth, as well as international issues and events, can be described as cautious. There were exceptions; Wellington had a buoyant, active market over the last 12 months. Public sector change drove this activity, with resource requirements broadened to manage increased levels of work across many areas.

TOP 5 BENEFITS RECEIVED

Accounting & Finance Professionals



Roles & Salaries

Over the last six months, we saw an increase in demand for qualified, New Zealand experienced Chartered Accountants. There was also an interesting rise in Financial Controller roles. With this role evolving to meet market demands, the new generation of Financial Controllers are more hands-on, and have become increasingly involved in board-level strategy, resulting in some growing companies choosing to hire for these roles, instead of the classic Chief Financial Officer (CFO) role, depending on business needs.



The outsourcing of back office functions, combined with increased automation, has created greater demand for Assistant Accountants; a position that is able to oversee multiple functions and activities. It was not uncommon for an Assistant Accountant position to be hired to manage both the accounts payable and receivable streams, requiring a broader skill set than what has been typical for this role in the past. There is a notable shortage of experienced payroll talent in the New Zealand market, and as long as payroll continues to be an in-demand skill, we foresee supply challenges for roles in this function.

Accounting & Finance Salary Guide

2019/20 RANGE IN NZD \$'000s

role	AUCKLAND		WAIKATO / BoP		WELLINGTON		CHRISTCHURCH	
	Low	High	Low	High	Low	High	Low	High
Chief Financial Officer	190	250	170	200	160	250	120	180
Financial Controller	135	180	130	150	120	200	120	180
Commercial Manager	130	180	120	140	120	180	120	160
Finance Manager	130	160	110	130	120	180	100	130
Payroll Manager	95	160	75	85	90	150	90	120
Financial Accountant	90	130	90	100	80	130	80	120
Management Accountant	90	130	90	100	80	130	80	120
Tax Accountant	90	120	85	95	100	150	90	120
Credit Manager	80	120	85	95	80	110	80	120
Financial Analyst	90	100	80	100	80	110	80	120
Accounts Receivable Team Leader	80	90	70	80	70	90	65	80
Billings Operations Team Leader	80	90	70	80	70	85	65	75
Payroll Officer	80	90	65	75	50	90	65	75
Assistant Accountant	65	80	65	70	55	80	65	75
Credit Controller	65	80	60	70	50	65	50	60
Payroll Administrator	60	70	55	65	50	60	50	70
Accounts Payable	55	65	50	55	50	65	45	60
Accounts Receivable	55	65	50	55	50	65	50	55
Accounts Assistant	50	65	45	50	45	60	42	55
Finance Assistant	50	65	45	50	45	60	42	55

TYPES OF EMPLOYMENT

Prioritising efficiency while saving costs was a focus in this sector. Several organisations elected to hire temps or contractors to manage workloads, with the goal being to reduce work backlogs before reverting to regular resourcing levels. We saw this successfully executed across a number of businesses, multiple times over the year. The contracting market was very strong across the country, with contractor expertise deployed for short periods in order to manage projects, or reduce workload bottlenecks. In particular, contractors with auditing skills and experience working in a SME or the Big 4 professional services firms have been highly sought after.



Accounting & Finance

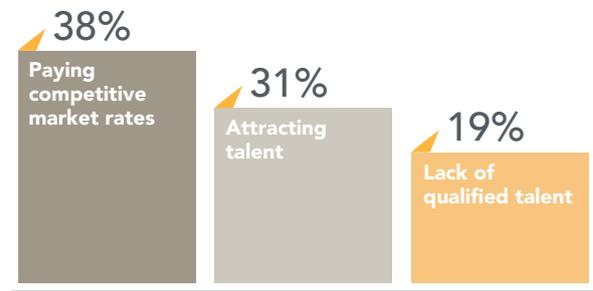
Employers

With many organisations transitioning to new software in recent years, "I'm looking for a candidate who knows 'XYZ' system" was the most common request over the last 12 months. With limited training capacity, system knowledge and busy workloads, hiring managers were always on the lookout for job seekers who would be able to hit the ground running.

For senior roles such as Financial Controllers and Accountants, CPA or CA qualifications continued to be highly desirable, with New Zealand experience routinely preferred, based on the assumption that candidates understand local terms and legislation. Evidence of practical management experience was important for those overseeing teams. This trend has been most apparent in Auckland, with employers in other cities and regions demonstrating more flexibility in their candidate 'wish-list'. Strong communication skills, given the increase in consulting responsibilities of senior finance and accounting professionals continue to be valued.

Employers are more willing to support upskilling on the job for mid-career level roles, and for junior roles such as Accounts Administrators, and Accounts Payable and Receivable, solid evidence of useful soft skills were often enough for candidates to secure an offer.

BIGGEST BARRIER TO HIRING GREAT TALENT / Accounting & Finance Employers



Candidates

When considering their next role, senior level candidates cited growth and progression as key requirements, and were more enticed by roles offering buy-in opportunities, partnerships, and company shares.

Desire for flexibility is commonplace, and candidates did not necessarily believe a corresponding compromise on salary levels should be made. In fact, navigating salary requirements in general were a challenge for us over the last 12 months.

We received frequent requests for base salaries well beyond what were on offer, and job seekers were not necessarily considering the value of the package on offer, with the monetary figure of the base salary being their key concern. We believe this came from talented job seekers understanding their value in a candidate tight market, but unfortunately budgets do not always have the flex to meet these demands.

Candidates with specific software experience had more leverage. Continuing with the year-on-year trend, mid-to senior-level job seekers were also interested in organisational culture, and looked to self-select in to a good culture match.

SOUGHT-AFTER SOFT SKILLS

Accounting & Finance Professionals



A man in a dark blue suit and a woman in a red jacket and floral skirt are walking on a rooftop terrace. The man is carrying a black folder, and the woman is holding a laptop. They are surrounded by modern buildings and large potted plants.

Madison recommends:

Flexible working has emerged as a super trend. Flexible working embraces employees' differences and allows them the freedom to work in a way that suits them, from starting earlier or later, to working from a flexible workspace. When employers allow their people more autonomy over their working day, they increase employee satisfaction, workforce retention, loyalty and wellbeing. For businesses that do not have work from home policies as a normal part of their business operations, a public health crisis such as COVID-19 compels them to rethink the way they operate, and organise the technology they need as part of their business continuity plan.

- If your organisation has flexible practices embedded in your workplace, leverage these in sourcing activities as this will be highly attractive to talented finance and accounting professionals.
- Focus on understanding and communicating team and workplace culture in order to achieve better recruitment outcomes, as well as enhanced retention in the longer term.

Business Support

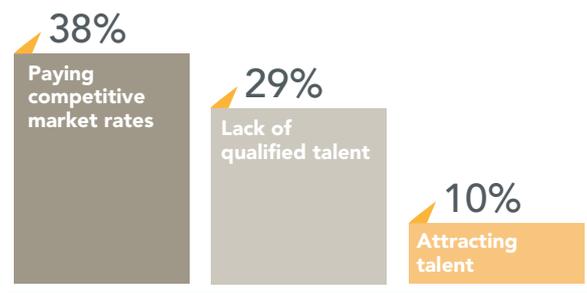
The business support sector is where we saw the magnified impact of economic and societal shifts in New Zealand. Mindful of slowing economic growth here in New Zealand, and the negative impacts of global issues, many organisations recruited cautiously with a focus on cost-savings and efficiency. This often meant handling things internally to avoid spending with suppliers, or bundling tasks and responsibilities into one giant support role.

While there was steady hiring activity throughout the year—with seasonal ebbs and flows—there was a noteworthy lean towards temporary solutions over adding permanent headcount.

In Auckland, supply did not meet demand. Our consultants managed many instances of candidates receiving multiple job offers, which tend to be uncommon in the business support sector. The growth of the construction market, previously forecasted to peak at a maximum annual value of \$43 billion in 2021, has meant ongoing, high demand for support roles in this sector.



BIGGEST BARRIER TO HIRING GREAT TALENT / Business Support Employers



Roles & Salaries

Continuing the patterns we described in last year's report, we saw an ongoing shift from support roles with a specialised focus, towards support roles with multiple responsibilities and tasks. For example, over the last 12 months there has been a sharp drop in demand for Receptionist roles (typically with a singular focus), while Office Administrator, Team Administrator, and Project Coordinator positions were in high demand. This trend was very evident in the Waikato, where the majority of administrative roles had a multifaceted focus.

The market, however, was not consistent across New Zealand. In Auckland, there was a drop in demand for Executive Assistants (EA). In contrast, in Wellington, with its high concentration of public sector departments, we noticed the demand for EAs skyrocketed. Experienced EAs in the capital were in scarce supply, and employers were prepared to pay the dollars required to secure quality candidates – particularly for temporary positions. In the Canterbury region, we saw a uniquely high demand for Data Entry candidates (predominantly temporary positions), as organisations sought to free up their permanent employees to concentrate on core business.

There is still a consistently high demand for candidates with specific industry experience. The most popular profiles were candidates with backgrounds in Construction, Human Resources, Health & Safety, and Finance.

Business Support Salary Guide

2019/20 RANGE IN NZD \$'000s

role	AUCKLAND		WAIKATO / BoP		WELLINGTON		CHRISTCHURCH	
	Low	High	Low	High	Low	High	Low	High
Executive Assistant	80	110	70	85	65	110	60	90
Personal Assistant	70	85	65	75	55	80	50	65
Office Manager	65	80	65	75	65	90	55	80
Project Coordinator	65	100	65	75	65	85	60	75
Corporate Receptionist	50	55	45	55	43	58	45	55
Events Coordinator	55	75	55	60	50	65	50	60
Facilities Coordinator	55	65	55	60	50	65	45	60
Sales Support	55	65	50	60	50	60	45	60
Team Administrator	55	65	50	55	55	65	45	55
Office Administrator	50	60	50	55	48	58	42	60
Receptionist	45	55	45	50	43	58	40	45
Data Entry / Database Admin	40	45	40	42	43	55	44	47

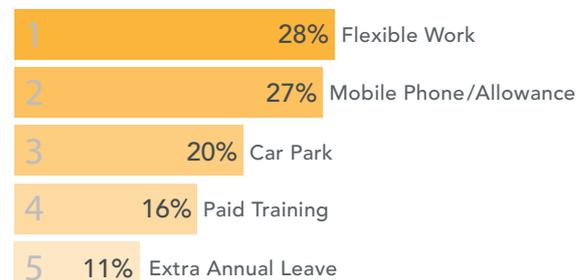
TYPES OF EMPLOYMENT

The temporary recruitment market was particularly active in Wellington, Christchurch and the Waikato with high levels of demand for experienced temps. Sourcing issues were experienced in some regions, but this was not a notable issue in Wellington. We believe this was due to the large population of Working Holiday Visa (WHV) holders who chose Wellington as a base because of the ease of travel to both North and South Islands.

There are always resourcing-related reasons for choosing temporary recruitment. However, this was the first year that we noticed frequent instances of temp employees hired to backfill support positions for more significant periods. This occurred in response to issues such as a favoured candidate dropping out late in the process, and where the recruitment process took longer than normal to complete because of scheduling challenges and approvals bottlenecks.

TOP 5 BENEFITS RECEIVED

Business Support Professionals



Business Support

Employers

There was a lot more fluidity and less certainty in role scoping in 2019. This was likely due to a focus on cost saving, along with the ever-shifting support requirements of the business. This can prove problematic when it comes to refining a job description, and subsequent job brief for recruitment, which makes sourcing and recruiting more difficult. While there are many great business support professionals who are willing to be flexible and grow within a role, a clear job description is vital for the role to appeal to talented job seekers, who have their pick of roles.

Once again, employers sought to find candidates with team fit and culture match, with this requirement prevailing frequently over specific experience. Many times, the 'right' attitude would trump skill set, with employers being more open to train on systems and processes. Bad hiring experiences in the past, and an understanding of the positive, long-term impact of culture alignment, have led organisations to this point. On the subject of skills, "we need a multi-tasking, flexible all-rounder" was a common sentiment.

Candidate reliability has been a big talking point, with many employers who were well aware of the cost of a wrong hire to the business, seeking to avoid this. Over the past 12 months, reference checks designed with questions focused on integrity and reliability were frequently and successfully used to address this problem.



Candidates

Overall, the candidate market in the business support sector was stable, with a consistent supply of experienced talent. Because a decent tenure in a business support position is viewed as two years, sometimes capping out at three years, we do tend to see plenty of movement, regardless of external forces. There were regional differences. For example, in our Christchurch branch we normally have a steady influx of applications from British Working Holiday Visa holders, looking for a South Island experience, but following government changes, Brexit, and now COVID-19, we observed that the numbers of these candidates dwindled. In Auckland, our data reveals fewer new graduates applying for roles, and anecdotally there seemed to be a big shift within our candidate pool, with many travelling, or moving away. Similarly, the shifts between regions that we saw in previous years, such as Auckland candidates relocating to the Waikato for better housing prices, seems to have eased since the peaks of 2018/19.

Roles in this sector do not attract a wide range of benefits in addition to base remuneration, so naturally, the primary focus for most candidates is achieving the highest possible salary. Ambitious candidates are unwilling to spend a long stretch of time in a business support role, and are looking for a step up, or increase their income. We found that on the whole, candidates were realistic about salary (although they were confident about asking for more). Or, if entry-level candidates had unrealistic expectations, we found that they were open to being educated about market rates.

That said, there are several items on the typical business support 'wish-list' that made an advertised role more, or less, attractive. Location is important, with roles closer to home being sought after with the goal of reducing travelling costs and time. In Christchurch, with construction in full swing at the time of writing, and many gravel parking lots absorbed into building sites, onsite parking is a commonly requested benefit. Flexible working is sought after, though less frequently provided, in this sector. Candidates possessing fast typing speeds and high accuracy are becoming a smaller and smaller pool, but this competency is not as big of a requirement as it used to be.



Madison recommends:

- Roles with market-rate salary levels AND flexibility continue to be the most sought-after, so if your organisation can find a way to offer some form of flexible working, then you have the best chance of securing top-level business support talent.
- Losing great candidates due to a lengthy recruitment process is a fixable problem. Candidates in these types of positions are used to life moving at a fast pace, and the recruitment experience needs to match this. Removing potential bottlenecks ahead of time, such as identifying more than one decision maker for faster approvals, offering multiple interview formats and providing a good overall candidate experience, can help reduce attrition during the recruitment process.
- Make sure your job offering is clear, even if the role may have a variety of responsibilities, or things could change. An ambiguous job description is off-putting for talented candidates.



Contact Centre

The contact centre space was a microcosm example of market confidence across New Zealand: more broadly, there was cautious but steady recruitment activity, with some pockets of growth and more vigorous activity. Artificial Intelligence and Customer Experience were big discussion topics within the industry, but we are not seeing a substantial impact from technological developments just yet.

In the Auckland region over the last year, organisations were happy (and quick) to make long-term investments in headcount, growing their contact centre workforces. We recruited fewer contingent roles, and instead saw a significantly higher volume of permanent roles in Auckland. The recruitment markets in Christchurch, Wellington and the Waikato were a slightly different story. Although the markets in these locations were steady, with constant activity, this was mostly due to replacement hires from natural attrition and movement, rather than increasing headcount. The pattern of role types was also reversed, with higher volumes of temporary hiring in the Canterbury region.



With the increased salary threshold for Skilled Migrant Visas coming into effect this year, the candidate pool for low-to mid-level contact centre roles has been reduced, as many contact centre roles do not meet this threshold. While there has not been a lack of active candidates in the market, there is a shortage of talent with the 'ideal' set of attributes sought by employers, which includes the combination of previous high-volume customer service experience, excellent verbal and written communication skills, and technological capability.

Roles & Salaries

There has been ongoing emphasis on scoping and hiring for roles that require broader skills sets, with fewer vacancies now fitting into what was formerly the 'classic' contact centre mould. The result: more contact centre roles require sophisticated communication skills (written, as well as verbal), and digital and technology skills. The change in key tasks for customer service roles has triggered a renewed interest in contact centre careers, mainly from candidates with administration backgrounds. A growing market in Auckland has led to more opportunities, particularly in mid-to senior-level positions. There has been a notable increase in demand for Customer Service Managers and Team Leaders. Interestingly, there has also been an increase in Collection roles. In Wellington, there was a rise in requirements for Customer Service Representatives, and Outbound Sales people.

Over the previous few years, salaries have risen slightly for most contact centre roles. However, this has slowed down in the last 12 months, and looking broadly at roles across New Zealand, salaries have been fairly static. There were some spikes in the top points of salary ranges for specific roles, such as Team Leaders, most likely due to intense competition in a candidate-short market. The Waikato region was the only outlier, showing slight salary growth across multiple positions. That said, in response to a candidate-short market, the majority of contact centre employers were willing to increase the starting salary point (we did not see as many offers at the bottom of the range as in previous years) as well as looking to entice job seekers with structured progression opportunities.

In terms of temp and contractor rates, businesses remain competitive by paying employees a living wage. We have also seen willingness from employers to negotiate salaries on hard-to-fill roles, especially ones with a requirement for candidates to hit the ground running.

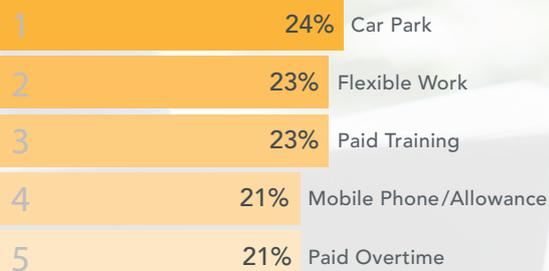
Contact Centre Salary Guide

2019/20 RANGE IN NZD \$'000s

role	AUCKLAND		WAIKATO / BoP		WELLINGTON		CHRISTCHURCH	
	Low	High	Low	High	Low	High	Low	High
Contact Centre Manager / Customer Service Manager / Customer Service & Sales Manager	95	180	110	130	110	150	70	120
Workforce Manager	85	130	70	85	85	115	70	90
Workforce Planner / Scheduler	65	80	60	70	65	80	60	70
Team Leader	65	95	85	95	70	90	55	70
Trainer / Team Coach	60	80	75	85	55	75	55	70
Claims Consultant	50	78	55	60	42	55	40	55
Telephone Account Manager	50	65	55	65	50	55	42	52
Retention Representative	48	58	50	60	45	55	45	55
Collections Officer	50	65	50	55	40	55	45	55
Customer Service Representative - Outbound	48	60	55	60	42	55	42	55
Customer Service Representative - Inbound	46	56	47	55	46	55	42	55
Customer Service Representative - Home Based	46	56	45	50	42	51	40	40
Outbound Sales / Telesales Consultant	45	58	50	55	43	50	40	46

TOP 5 BENEFITS RECEIVED

Contact Centre Professionals



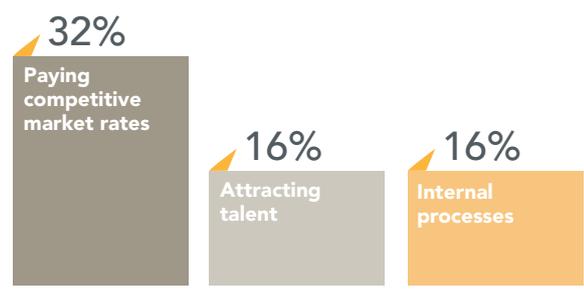
Contact Centre

Employers

It has been relatively easy to recruit in the contact centre space, for low-to mid-level roles, with organisations being more flexible on a candidate's background, and willing to invest in training and development to nurture entry level employees. Understanding that the market is tight, most companies will offer training on systems and processes, as long as the candidate possesses the right aptitude, attitude and motivation to learn. Employers are now more open to hiring workers with visas, particularly the three-year, post-study work visa, as this provides enough leeway for candidates to make a decent commitment to the organisation. Skills and experience were more valued than educational achievements. Employers were also looking for evidence of candidate reliability and integrity when hiring.

In Christchurch, businesses are particularly focused on assessing candidates' written communication skills during the recruitment process, due to a dramatic increase in requirements to complete tasks such as responding to customer emails, or online enquiries. In Wellington, we have seen a spike in demand for candidates with previous contact centre experience, to fill what are classified as 'entry-level' positions. This made it a challenge for candidates coming out of other industries, wanting to expand into the customer services side of the contact centre. Wellington has also seen an increase in outbound sales roles, and we have found that in these roles, the tenure of candidates has been much shorter due to the high demands of the role. Also in our capital, cultural fit and experience were two of the biggest requirements for employers over the past year. We've seen businesses become more flexible with candidate working hours, more so in the part-time space, which was ideal for many students.

BIGGEST BARRIER TO HIRING GREAT TALENT / Contact Centre Employers



Candidates

After completing 18 to 24 months in a contact centre role, today's candidate expects to progress, or move on. We've found that businesses have now adapted to this expectation, with workforce planning successfully centred around managing this timeline.

Geography strongly influences salary expectations. For example, someone in South Auckland would demand a higher salary to travel to the CBD or farther for work. Auckland remains a challenge for commuting and parking, with candidates asking these key questions during their interview process. That said, overall, we have found that Auckland candidates have realistic expectations for salary levels, and would consider the total package and other benefits on offer, coupled with the job location.

In Wellington, following on from the year before, we saw fewer available candidates with contact centre experience. Our assessment is that candidates in this region who are looking to move into contact centre roles from other industries, are more unrealistic with salary expectations, anticipating at least \$50k for entry level positions. Like with other industries, flexibility is a draw card for contact centre candidates, and this is true across New Zealand. Whilst we have not seen work-from-home take off in this sector as it has in others, there has been an increase in flexible work options, such as staggered or adjusted work hours, and part-time hours, though not quite meeting market demand.

As always, we have seen a massive number of great candidates wanting to relocate from overseas, but visa requirements remain a challenge. There has also been candidate movement across New Zealand, with job seekers moving from Auckland to the lower North Island and from other regions to Christchurch, chasing the best possible combination of reasonable housing costs, reduced commuting time and decent salaries. Moves to Auckland from other locations are much more rare.

SOUGHT-AFTER SOFT SKILLS
Contact Centre Professionals

1



EMOTIONAL INTELLIGENCE

32%

2



JUDGEMENT & DECISION MAKING

24%

3



RESILIENCE

16%

Madison recommends:

- We have been delighted to note a more diverse set of candidates looking for work in the contact centre market over the past year. Yet we know, hiring to successfully support diversity and inclusion can be challenging when resourcing requirements are strict, or fixed rosters dictate working hours. It is essential that contact centres focus on finding ways to offer flexible work options that will open up their opportunities to a broader range of job seekers.
- Given several years of minimal salary increases for entry-level to mid-level contact centre professionals, talented candidates are often keen to move for an increase in dollars. Therefore, if you want to differentiate your organisation from competitors and have flex in your budget, this is where you can gain leverage.
- Speed is essential in the recruitment of contact centre staff. This is a sector where candidates flow in and out rapidly, so quick hiring decisions are a must if you do not want to lose out on great talent.



Human Resources

The Human Resources sector continues to be challenging from a recruitment perspective. Hiring activity was steady, and there was movement in the sector, but role requirements have become increasingly technical and specific over the last 12 months. Matching vacancies with suitable, available talent was challenging, especially in the employment relations space, where there was an unusually high demand for talent. As influential business consultants, talented HR candidates are expected to identify business challenges, and work collaboratively with the business to not only develop effective solutions, but also design and implement these strategies across the organisation. We expect to see the widespread use of analytical tools to not only determine competitive advantage, but also assess candidate suitability.

Roles & Salaries

Looking broadly at the HR sector across all regions, salaries have been relatively static over the last year. There were small increases in the top salary range for Assistant and Coordinator positions, as well as for mid-level Advisor type roles in Wellington. Auckland salaries remain at similar levels to what they were 12 months ago, but we found more permanent, mid-to senior-level vacant roles through the latter half of 2019. Additionally, there was more demand for temporary, entry-level HR roles, as businesses sought to backfill vacancies arising due to internal and external market movement.

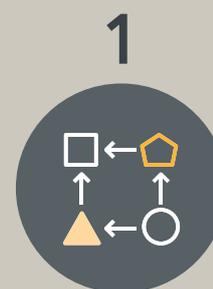
In Wellington, we noticed a general boost in the levels of permanent recruitment across public sector organisations, following the 2018 lift of the FTE cap by the State Services Commission.

With an increase in union activities, the drive for a living wage and changes in employment law, organisations have rightly put focus on ensuring compliance in all areas, and this drove the demand for job seekers with employment relations experience. Throughout 2019, there was also an increase in demand for HR Advisors, Business Partners, and HR Managers, particularly in larger corporations.

We noticed increased requirements for candidates holding human resources qualifications to fill business management roles, with the focus being on direct employment relations experience.



SOUGHT-AFTER SOFT SKILLS
Human Resources Professionals



ADAPTABILITY
21%



EMOTIONAL INTELLIGENCE
21%



CRITICAL THINKING
21%

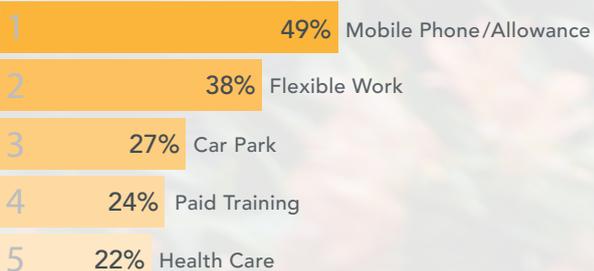
Human Resources Salary Guide

2019/20 RANGE IN NZD \$'000s

role	AUCKLAND		WAIKATO / BoP		WELLINGTON		CHRISTCHURCH	
	Low	High	Low	High	Low	High	Low	High
Human Resources Director	160	250	130	160	160	230	120	180
Change Manager	120	200	110	130	120	180	150	200
OH&S Manager	120	160	110	130	95	120	80	100
Human Resources Manager	120	170	110	130	115	160	110	150
Training Manager	100	140	80	100	110	125	85	120
Internal Recruitment Manager	100	160	85	100	100	130	90	120
Remuneration Specialist	90	130	80	100	90	110	80	100
Human Resources Business Partner	95	130	80	95	95	130	85	120
Learning & Development Manager	90	120	85	95	110	125	85	120
Human Resources Advisor	90	110	80	95	65	95	80	90
Internal Recruitment Advisor	75	95	80	90	65	95	70	90
Internal Recruitment Consultant	68	85	70	80	65	95	60	75
OH&S Assistant	60	75	55	60	55	60	55	60
Recruitment Coordinator	55	65	60	65	50	60	50	60
Human Resources Coordinator	58	65	55	65	50	60	50	60
Learning & Development Coordinator	58	65	55	60	50	60	50	60
Human Resources Assistant	50	60	50	55	50	60	50	55

TOP 5 BENEFITS RECEIVED

Human Resources Professionals



Human Resources

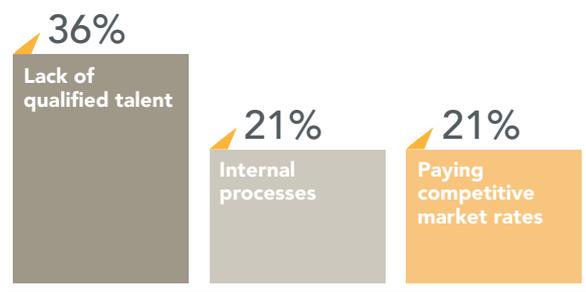
Employers

In 2019, with wellbeing programmes becoming a common feature of modern workplaces, there was a significant increase in requirements for HR professionals with proven experience in the set up and running of wellness initiatives.

As previously highlighted, candidates with demonstrable employment relations experience were in hot demand, which continues a pattern that began in 2018. With the Privacy Bill making its way through Parliament as we write this, and with the changes most likely becoming law in 2020, workplaces across New Zealand are attempting to refresh and update their privacy regulations. Subsequently, many employers wanted to hire HR professionals with skills and experience in managing privacy. Experience with Health & Safety cases was also a common request.

Because of the focused nature of many HR programmes of work being undertaken, employers were very specific about what constituted the 'ideal' candidate profile. Good all-round experience and demonstrable soft skills were not enough to procure an offer for an otherwise decent candidate. Subsequently the most experienced, specialist and skilled talent were in high demand, across all regions.

BIGGEST BARRIER TO HIRING GREAT TALENT / Human Resources Employers



Candidates

2019 followed a similar path to the previous year, and the first few months of 2020 have been no different, it remains a very tight candidate market. We're seeing significant tenure from HR professionals in senior level roles, and in general, the pool of experienced candidates for very senior roles is already small. Candidates in these roles have been able to push offered salary levels upward - to a point. There haven't been many outliers beyond the reported top of the range. Networking and headhunting is likely to be the best sourcing approach for candidates at this level.

HR professionals would move for a pay increase and the all-important flexible work option. Specifically, the desire for remote working, and flexi-hours were frequently cited. This year, we heard much talk of reducing commutes, so location (and the ability to park) mattered. When considering opportunities, candidates would make a quick calculation of distances and travel time and proceed accordingly. Career progression opportunities and good culture were also frequently mentioned by our candidates in driving their desire to secure a new role.

We saw noticeably fewer graduates entering the market in the latter half of 2019, which was an interesting and unexpected development.

Madison recommends:

- Taking the long-term view, and doing strategic HR-function workforce planning is essential if your organisation may have movement in the senior HR space within the next two to five years, which will be the case for many organisations. You can work with your Madison Consultant to complete a market map of your ideal talent; and look to build a pipeline for when the time comes.
- Providing the opportunity for new employees to upskill in employment relations continues to be a good option, especially if you are having trouble finding existing candidates with the required knowledge and experience.



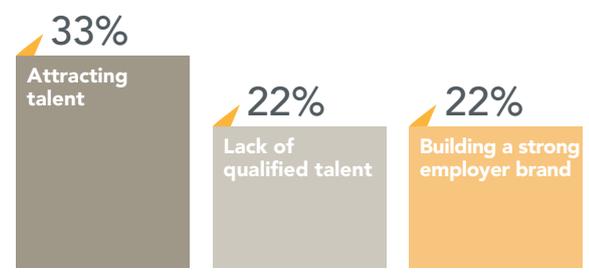
Marketing

It has been a robust, dynamic year of recruitment in the marketing space, and Auckland has demonstrated the most business confidence. As organisations in our largest city continue to invest in improving their digital presence, the digital marketing and communications space has become increasingly busy. Not surprisingly, government changes were the biggest influence in Wellington.

The generation of new projects within the government sector has resulted in a spike in demand for talent with experience in communications, and job seekers with experience in handling the media. In contrast, the market in Canterbury was a little more steady.

Hiring was predominantly due to staff replacement, as opposed to new role creation. However, last year we saw many Christchurch businesses expanding across New Zealand, and therefore focusing on hiring new roles in those regions instead.

BIGGEST BARRIER TO HIRING GREAT TALENT / Marketing Employers



Roles & Salaries

Data is looming large as a major focus within the marketing space and there has been a subsequent increase in demand for people with the ability to derive insights from significant data sources. Innovation in how data is used to improve targeting and trigger communication has highlighted the key skill shortages that are driving recruitment activity.

With many organisations placing a greater focus on customer experience, there has been more investment in website development and mobile-first responsiveness, leading to a surge in requirement for roles to support this activity. With the latest launch of 5G technology, we can also expect to see the proliferation of mobile commerce. Tools such as Apple Pay will continue to become more mainstream, which will change the way we operate.

Marketing teams across New Zealand continue to move their marketing spend away from traditional advertising channels, towards advanced marketing technology and content personalisation. This ever-evolving marketing space has resulted in an increase in demand for skilled analytics professionals, automation specialists, as well as Content Managers. In Christchurch, base salaries have dropped slightly, though with other incentives added, but this has not been enough of a driver for candidates to move roles. This has made the pool of potential talent a lot smaller than it already is.

Salaries stayed more or less the same in Auckland, with occasional slight increases due to an urgency to fill a role. Also in Auckland, there was a growing need for contract workers in this space. However, we have seen many more temporary employees and contractors who are hired for specific projects and campaigns being offered permanent roles based on evolving business needs.

Marketing Salary Guide

2019/20 RANGE IN NZD \$'000s

role	AUCKLAND		WAIKATO / BoP		WELLINGTON		CHRISTCHURCH	
	Low	High	Low	High	Low	High	Low	High
Chief Marketing Officer	180	260	140	180	160	250	130	200
Marketing Director	170	240	140	180	160	250	140	200
Group Marketing Manager	130	200	110	150	130	180	100	160
Communications Director	120	180	110	140	140	200	120	150
Communications / PR Manager	110	130	100	110	110	160	75	120
Customer Experience Manager / Designer	105	160	80	110	110	180	75	120
Marketing Manager	90	150	85	85	85	135	100	150
Brand Manager	70	125	85	85	80	120	85	120
Marketing Executive	60	70	65	75	60	85	60	80
Events Coordinator	55	65	60	75	50	80	55	65
Communications Assistant	55	65	50	60	50	70	50	60
Communications Coordinator	55	60	50	60	50	75	55	65
Marketing Assistant	50	60	50	60	50	65	48	55
Marketing Coordinator	50	55	50	60	50	70	48	55

TOP 5 BENEFITS RECEIVED

Marketing Professionals

- 1 54% Mobile Phone/Allowance
- 2 53% Flexible Work
- 3 30% Car Park
- 4 29% Paid Training
- 5 20% Health Care



Marketing

Employers

With increased use of technology and data in marketing, employers sought candidates with specialist technical, analytical and digital skills. Companies want to digitise their business to meet customer needs, and enhance user experience, which resulted in a spike in demand for marketers with specific skill sets to lead and execute marketing strategy. Demand increased for marketing professionals, who have capability using data to make evidence-based decisions. Skills in Adobe, HTML and digital communications have also been in high demand.

There has been a rise in the volume of temporary marketing and communications talent, recruited to fill gaps in resourcing, such as to cover annual leave. This is a good indicator of the amount of work, and constant need for talent in this space. With the general election taking place in September, combined with the project-based nature of roles in Wellington, there has been, and will continue to be, a strong demand for short-term, senior-level candidates. While the market in our capital is not candidate short, businesses who react fast are the ones who snap up the best talent. We believe that the demand for talent with excellent media and communications experience will not subside following the election.

While technical skills are always paramount in marketing, nationally we have noticed an increase in the demand for candidates with relevant soft skills such as the ability to collaborate effectively, particularly in public sector roles. We have also seen an increasing number of businesses drive a positive inclusion culture, and more often than not, these businesses have internal committees set up to support and drive a positive working environment for their employees.



Candidates

While generally there isn't a lack of candidates in the market, in Auckland the pool of highly-skilled and experienced talent is very small. Perhaps an awareness of this is why we are finding that job seekers are positioning themselves at very high salary levels. It is a common challenge to have candidates with significantly higher salary expectations than the packages on offer. Across the country, the base salary is usually the primary focus for candidates.

Throughout New Zealand, tenure levels amongst marketing professionals have receded, but organisations are forgiving of this trend, and accepting of market movement after two to three years, in mid-to senior-level roles.

In Christchurch, there was a noteworthy shortage of communications experts for full time, permanent positions. Senior candidates with these skills preferred to work as independent contractors, though many struggled with the natural fluctuations in available assignments. To secure and retain candidates, Christchurch-based businesses have been responsive and inventive in offering other incentives to keep employees engaged, such as extra projects, additional annual leave or start/finish time flexibility.

On the subject of flexibility, there has been a massive upsurge in demand for flexible options, particularly reduced hours and four-day week options. Many candidates in the Auckland region are looking to work closer to home, or want the option of working from home, due to transport, traffic and parking considerations.

Career progression and the ability to take on new projects to improve learning experiences were top of list for many. With marketing and technology always evolving, general marketers want to develop specific skills in order to expand their skill sets. Retaining autonomy with sufficient support was also very important to candidates when looking for their next opportunity. We are still seeing some candidates move from Auckland to Wellington, and a handful to Christchurch to get on the property ladder, with a requirement for better work-life balance.

In Christchurch, there has been an increase in demand for digital experience or candidates wishing they had completed some form of digital training to increase their worth in the market. Candidates are continuing to upskill themselves to keep up with trends.

SOUGHT-AFTER SOFT SKILLS
Marketing Professionals

1



CRITICAL
THINKING

22%

2



EMOTIONAL
INTELLIGENCE

22%

3



GROWTH
MINDSET

22%



Madison recommends:

- Think about your Employer Value Proposition and how to entice good candidates to apply for permanent roles.
- Be proactive with your recruitment process and act on good candidates quickly. Candidates are more market savvy than ever, and notice the time businesses are taking to make decisions. They like to see decisions made in a timely manner if they are going to be working for the organisation, so remember the old adage that still rings true, "if you snooze, you lose".
- To attract talented candidates, consider unique opportunities that your organisation can offer that perhaps others cannot. Incentives like insurance subsidies, unlimited sick leave and gym contributions are now more common than not. We recommend looking at offering training and development opportunities, (along with the space to complete them), growth opportunities through special projects, assignments or secondments, and longer holidays or a shortened working week.

Sales

A strong market and obvious business confidence, particularly in the engineering and manufacturing sectors, has led to a stronger-than-usual demand for sales talent throughout the latter half of 2019. Over the past 12 to 18 months, we have seen several international brands expanding into our local market as part of their growth strategies, which has also fuelled demand for sales candidates. This demand was also evident across the government sector in Wellington, interestingly related to the infrastructure expansion and investment happening in Auckland. Christchurch bucked this trend, with a slower year to date, and recruitment activity focused on replacements, rather than growth.

Unfortunately for the Wellington candidate market, over the last year many head offices and managerial roles have relocated to Auckland. More often than not, we find candidates reluctant to move to Auckland, and great talent are therefore left to compete over fewer sales roles in Wellington.



SOUGHT-AFTER SOFT SKILLS

Sales Professionals



Roles & Salaries

There has been a noticeable increase in requirements for experienced Business Development Managers (BDMs) across the country, especially those with a proven track record of increasing sales and achieving financial KPIs and/or targets. Due to rapid business expansion, the scope of these roles tend to require less transactional experience, but with more consultative solution experience. There has been a matching increase in Sales Support roles, to assist with administration and reporting, and to allow BDMs and Key Account Managers more time to develop their portfolio, in order to bring on more leads. Due to a huge demand for talent in Auckland, we have seen an increase in base salaries for most sales roles, alongside a competitive commission structure.

In contrast, base salaries in Christchurch have flattened due to the slower pace and nature of recruitment, and there have been no competition-driven increases, unlike in other regions.

With government ministries moving into cloud based environments, we have seen an increase in demand for tech sales talent, and a reduction in demand for phone based sales consultants.

Across New Zealand, the demand has been strongest for permanent sales people. There is little to no requirement for temporary employees or contractors. The exceptions being when a company is growing their sales team, or when testing out the viability of a new market segment; a temporary sales expert may then be hired. In general, permanent staff are often preferred in this space due to the nature of sales: businesses understand that it takes time to create a sales funnel, and for professionals to build their brand in the market.

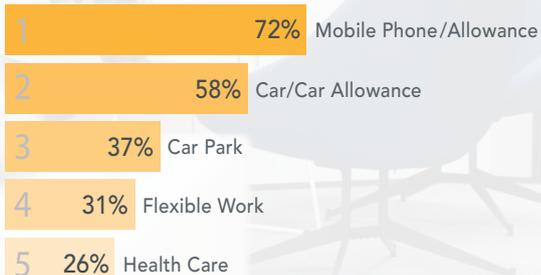
Sales Salary Guide

2019/20 RANGE IN NZD \$'000s

role	AUCKLAND		WAIKATO / BoP		WELLINGTON		CHRISTCHURCH	
	Low	High	Low	High	Low	High	Low	High
Sales Director	180	250	120	180	140	250	120	150
Sales Manager	110	135	110	140	105	150	100	120
Senior Account Manager	120	135	110	140	115	130	90	120
Key Account Manager	100	130	110	140	85	120	70	100
Customer Relationship Manager	100	120	70	85	75	110	75	120
Business Development Manager	80	110	75	100	65	100	75	120
Account Manager	70	100	65	85	60	90	60	75
Account Executive	55	75	60	70	60	70	55	70
Sales Coordinator	55	60	55	65	55	60	48	60

TOP 5 BENEFITS RECEIVED

Sales Professionals



Sales

Employers

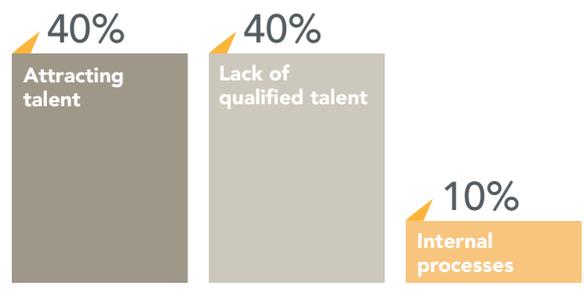
Multinationals situated in Auckland constantly try and secure senior-level BDMs with local networks and connections when hiring. As previously mentioned, proof of increasing sales, evidenced by actual dollar returns and meeting KPIs, are what employers were looking for amongst the candidate market.

Experience trumps qualifications when it comes to comparing candidates. Additionally, employers are becoming more sophisticated in their recruitment when obtaining evidence of experience, for example during interviews, candidates are asked to provide working examples and statistics to be a real contender for roles on offer.

Broadly speaking, there are fewer skilled candidates available in the mid-to-senior bracket, yet businesses are still not willing to consider candidates without experience in the New Zealand market.

Reflecting societal shifts and an emphasis on diversity, we have seen an increasing number of businesses request for 'blind' profiles with no indication of gender or nationality of the candidate, to ensure that they are hiring based on suitability for the role, rather than candidate demographic. Many more businesses are bringing in frameworks around mental health and being comfortable in the workplace, irrespective of gender, race, ethnic background, age, disability or sexual orientation. We believe that this will be a big focus for larger organisations within the next financial year.

BIGGEST BARRIER TO HIRING GREAT TALENT / Sales Employers



Candidates

It is not a candidate short market in Auckland and Wellington, however, there are only a handful of people that sit in that category of highly skilled and experienced. The typical profile of a highly sought-after candidate is a sales professional with outstanding communication skills, resilience, previous account management experience and a strong sales focus, usually due to a background in face-to-face sales.

The landscape is different in Christchurch. There are fewer candidates available, due to the fact that businesses are now offering other incentives to keep them engaged in their roles. This can be anything from extra projects, extra annual leave or better flexibility.

Given the nature of sales, candidates are often expected to be on the road, making remote work an expectation. In Auckland, we noticed that candidates are comfortable with travel, but want to keep nights away from home to a maximum of five nights each month.

In terms of salary, across the country, candidates' expectations have often been higher than the employer's rate of pay. We have seen companies reduce base rates but offer bonus incentives, however more often than not; this has been rejected by candidates.

Flexibility and career progression were the most sought after requirements across New Zealand, followed closely by uncapped commission, parking and vehicle allowance. Entry-level sales support candidates looked for environments where they could learn and have a structured training plan to develop their skills. Candidates in general tend to look for roles where they can attend appointments, pick up kids or work from home on a regular basis. We have also seen a lot more businesses striving to make this happen for candidates.



Madison recommends:

- A focus on enhancing the candidate experience during recruitment will improve results. In this sector, more so than others, we noticed candidates missing out on personalised feedback after interviews and receiving standardised, impersonal decline emails for example. All candidates want decent feedback but sales candidates in particular, due to the nature of the work they undertake, are big on communication. This also will protect your employment brand in a community of professionals who are well networked.
- It is essential to be proactive, and timely with the recruitment process. Top sales talent who are used to working to tight timeframes and meeting challenging KPIs, have limited tolerance for perceived 'unnecessary' delays and will quickly move on to the next opportunity if you do not act fast.
- Every industry, including the sales sector, needs to do some out of box thinking when it comes to benefits. Insurance, extended sick leave and gym memberships are not enough in 2020/21 to differentiate your offering from your competition.

Industrial

Business confidence has remained stable over the last 12 months in the industrial sector, but looks unpredictable moving into 2020. There have been some instances of organisations scaling back, which is partly an economic reaction, but also in preparation for greater integration of technology, specifically AI into their workplaces. This will allow increased visibility into operations; enable substantial cost savings and faster production times, while enhancing the customer experience.

Changes to visa requirements, specifically the increase in the minimum salary levels threshold for Skilled Migrant Visas, has led to many organisations being unable to bring in and support overseas workers, as they have done in the past to meet resourcing needs. For example, a CNC Operator role that typically pays \$60,000 no longer meets the threshold. This has had a detrimental effect on many engineering and manufacturing employers' ability to source the talent they need.

In South Auckland, there was continued growth leading to ongoing, high demand for industrial talent. We saw a trend, whereby we register candidates for our temp pool, only for them to soon be unavailable, as they are offered multiple assignments through various channels.

Roles & Salaries

The areas of warehousing and distribution are where we saw the highest demand for staffing. The skill set required for workers in these areas have expanded, with more demand for F-endorsed forklift licences for example, and now it's also not uncommon for roles to require SAP experience and computer skills.

We expect the increase in minimum wage to have an impact on this sector, and foresee salary rises in the latter half of this year, and into 2021. With Auckland Council adopting the living wage, including for temporary employees, there may be another potential impact on market rates.

Employers

Primarily, employers look for candidates with a requisite set of skills to immediately meet the needs of the role. A classic example would be a request for a candidate with an F-endorsed forklift licence, and at least three years of direct warehousing experience. However, coming in a very close second was the need to recruit candidates with demonstrable commitment and reliability. This is a reaction to the challenges of the recruitment process-drop off, and retention in this sector.

Candidates

The desire to secure a full time, permanent role has been a regular talking point amongst our candidates over the past 12 months. While there is a group of candidates who prefer working in temporary positions, we have also encountered a sizeable portion of industrial talent, for whom securing the ideal permanent role is a key goal.

Job security and development are fundamental for our candidate pool. They are conscious of not being stuck in entry-level roles, and clients who offer growth opportunities are perceived favourably. There is clear evidence that today's candidates make the choice to build a career in this sector. Candidates also look for certain fixed shift patterns to fit in with their lifestyle, which is still, and always will be, part of the industrial sector candidate wish list.

Perhaps in line with the shift in perception of the industrial sector, we have recorded that job seekers (including those new to the workforce) are no longer accepting of minimum wage for industrial roles, and expect a pay rate of \$20 per hour, or higher, which could be due to more people travelling outside of their residential area in order to secure a 'good' job, and require higher remuneration to cover commuting costs.

Industrial Salary Guide

2019/20 RANGE IN NZD \$'000s

<i>role</i>	AUCKLAND	
	<i>Low</i>	<i>High</i>
Operations Manager	95	140
Logistics Manager	85	135
Warehouse Manager	75	110
Branch Manager	65	95
Team Leader / Operations Supervisor	60	85
Industrial Electrician	80	110
Qualified Builder	80	120
Mechanical Fitter	55	70
Qualified Gardener	46	55
Gardener	40	45
Machine Operator	43	60
Class 2 – 5 Driver	45	60
Forkhoist Operator	43	52
Ride on Mower Operator	45	55
General Store Person (Pick Packers & Devanners)	40	45
Commercial Cleaner	41	46
General Labourer	40	44

Madison recommends:

- The big draw card for talented candidates in this sector is the opportunity for growth and progression. Therefore, the provision of visible, structured growth opportunities and in-house training to build skills is highly recommended for organisations wishing to source and retain talented candidates.

It is extremely important that an organisation is actually able to deliver on these promises. We have unfortunately seen several instances when 'potential opportunities for development' were sold to candidates, but later did not materialise. There may be valid reasons for this, but the negative impact is still hugely detrimental for organisational retention, and employer brand.



Government & Policy

While the government and policy employment market has been hectic over the last 12 months, the pandemic has caused a fundamental change specifically within the public sector. Funding, which has been earmarked for wellbeing activity, has been reallocated to protect existing jobs where possible, create new work opportunities, and ultimately establish positive economic conditions for the country. With all these new initiatives in place, we have seen a dramatic spike in demand for policy professionals. We also foresee a further increase in demand for policy professionals at all levels as a result of the government's efforts on accelerating its long term infrastructure investment plan.

While there was a slight increase in staffing requirements within the public sector itself, key policy changes have also had an impact on small-to medium-sized businesses. Many organisations looked to seek advice from external professional consultancies, or recruit in-house experts to review their policies and operational changes.

Roles & Salaries

The market is very cyclical within the government sector, so as decisions are made as to whether programmes and projects go ahead, we have seen surges in demand for Business Analysts to scope work, and then subsequent surges in demand for Project and Programme Managers to deliver the work. However, because there is still work sitting in the pipeline, the levels of demand have spiked for all related roles, and some salaries have increased. There is a shortage of great candidates in the market, which is also influencing this increase.

Over the past 12 months, under the Labour Government and due to the removal of the headcount cap, there has been more Permanent and Fixed-Term offers, and a decrease in the numbers of contractors used. Interestingly, most ministries will pay the going rate for contractors, and overall, we have seen a minimum of \$10 an hour increase for contractor rates. The government sector is one of the few industries that have not increased salaries for new, permanent employees, most likely due to constraints controlled by policy. We expect this pattern to shift with the upcoming New Zealand election. Organisations will be a little less keen to commit to increasing permanent headcount, with a predicted upturn in contractor and temporary employee numbers.

Employers

With many ministries moving into an Agile environment, certifications in this area, as well as project management certifications such as Prince2, are very much sought after. Having said that, experience generally trumps qualifications in this space, so a proven track record is the most important requirement of government employers.

With the ever changing nature of ministry workplace environments, such as the prevalence of hot desking or multiple work sites due to spatial restrictions, there has been an increase in requirements for candidates who can be flexible and comfortable with change and ambiguity. Team fit is also high on the list of things that government employers are looking for from candidates, and evidence of strong communication skills is an evergreen request.

Candidates

It was sometimes challenging to recruit in the government space, since it is not unusual to find that salary bands offered by ministries do not match up to market rates for the same role in private industry. Unfortunately, high quality candidates are not always swayed by the desire to work in the public sector, and ministries can miss out on great talent, drawn to better paying opportunities.

That said, candidates in today's market seek flexibility which ministries can deliver. The majority of public sector organisations have well established flexibility practices, which are effective in luring talent away from the (sometimes) more rigid working conditions of private businesses.

Madison recommends:

- If you are a public sector organisation, it is important to play to your strengths in your sourcing and attraction tactics. This means highlighting the purpose and values of the role, team and ministry, and promoting key benefits, such as flexible working options, that are not as well established in non-government businesses.
- Unfortunately, it's not uncommon for hiring processes in government to be lengthier and time consuming than best practice would recommend. The key to managing this is to ensure that the communication and candidate engagement practices are thorough and water-tight. Process drop-out is greatly reduced when organisations and/or recruiters communicate regularly with candidates, even if it is simply to update them on their status.



Procurement

The employment market was stable in the procurement sector, with a large portion of recruitment activity driven by the government's need for procurement expertise in the Wellington region. In Auckland, recruitment was steady but focused on replacement rather than growth. That said, there is a global shortage of procurement professionals with commercial expertise, and the New Zealand market is no different. Throughout the year, we felt both the demand for, and shortage of, procurement expertise.

It is interesting to note that procurement is not as high-profile a sector here in New Zealand; it doesn't enjoy quite the same level of kudos as other professional services areas, and doesn't attract the same interest from prospective employees. In contrast, in organisations abroad, procurement is seen as an exciting function in which to build a career. International procurement functions have more autonomy to introduce noteworthy, beneficial initiatives across the business, which are not solely about saving money, but aim to achieve streamlined processes and mitigate risks. There is much scope for sector expansion locally and with this, will come more demand for talented professionals.

Roles & Salaries

While the overall demand for procurement talent rests at similar levels to previous years, government projects have created pockets of high demand, specifically for Project Managers, and roles centred around commercial procurement expertise. Other roles that are in high demand are Procurement Specialists and Analysts, and middle management level positions, such as Contracts and Purchasing Managers.

Despite market forces, salaries in the sector have remained fairly static, and we expect the next year to be the same. The exception will be for those roles at the mid-to senior-level with a more commercial, strategic focus. The top point of salary range will nudge upwards by up to 10%.

Employers

Unfortunately for employers on the hunt for mid-management procurement talent, over the last year there has been a noticeable dearth of available, quality candidates. Demand has stripped the pool of top talent, and it is a competitive space for organisations. There are great candidates available at the very senior end of the market, but this is not where we see the biggest demand.

We note an interesting trend of contractors moving into fixed-term or even permanent roles, which has also meant a reduction in the pool of short-term resources. While perhaps this has been influenced by a government focus on reducing contractor and consultant numbers, we believe this is a separate trend towards seeking stability, in the consideration of local and global economic trends.

Employers are keen and enthusiastic to find candidates who can show evidence of a strong commercial focus, sound business acumen and negotiation skills. It is also important for candidates to demonstrate an understanding of digital technologies, along with their experience of the full procurement cycle, including managing compliance and regulation. While the Chartered Institute of Procurement & Supply (CIPS) qualification is viewed favourably and is the most relevant in the industry, for most employers, it must be complemented with relevant work experience.

Candidates

Candidates move primarily for culture and the work environment. Ensuring a good fit with their direct manager, and flexibility, were also highly sought after. Surprisingly, compared with some broader market trends, in the procurement space we have seen many instances of candidates trading off salary increases for roles that offer clear flexibility in working practices.

Candidates in this sector definitely know their worth, but have been realistic when job hunting and were accepting of salary ranges and packages offered.

Madison recommends:

- While some employers offer graduate procurement opportunities, these are limited. Yet, there has been increased interest in the procurement sector as a career, with university courses lifting community understanding of the potential career opportunities. We believe, facing mid-to-long term shortages, employers would benefit from more focus on graduate careers, as well as training and developing talent from other industries.



Property & Construction

The construction and property markets have surpassed conservative economic predictions and there has been continued growth in both areas, predominantly in – though not limited to – the Auckland region.

At the time of writing, there is \$74 billion worth of construction projects in progress across Tamaki Makaurau. This includes residential, commercial, education, healthcare and infrastructure projects. Of course, because of the scale of these projects, the demand for talent continues, and salaries have increased correspondingly.

Due to government investments into social housing and other projects, the market in Wellington was also strong and steady, with consistent demand for talent in the construction sector.

The construction and property employment market has also been buoyant across the Canterbury and Waikato regions. It was undoubtedly a candidate short market. We found that many candidates we talked to were often active in the recruitment process, with multiple interviews scheduled. Demonstrating insight into their own market value and the possibility of the next big, exciting job opportunity on the horizon, we found that passive candidates were very receptive to being shoulder-tapped and engaging with recruiters to discuss potential opportunities.

Employers views

For employers in the construction sector, New Zealand experience, which means local knowledge and market experience, accompanied by an understanding of our building legislation and compliance, is the biggest and most essential requirement. To combat skill shortages, there has been a rise in the application numbers of overseas candidates with building and construction backgrounds. Yet, there is still reluctance from employers to engage candidates who lack the all-important, New Zealand experience.

Employers expect contractors to be tertiary qualified, or bring equivalent levels of experience. They seek candidates who are experts their field, with proven, relevant industry experience, and want to see evidence of job seekers' ability to add significant value to a project or organisation. This is an understandable 'ideal candidate' profile - no small feat to achieve in this market.

Roles & Salaries

Construction roles dominated in both the contracting and permanent space. Project Managers, Quantity Surveyors and Construction Project Coordinators were all in very high demand. Talented candidates with the right experience could command top salaries for these roles, with salaries moving upwards from \$150k. Similar to prior years, there was significant demand for Property Specialists, Commercial Contract Managers and Asset Managers, on both the permanent and contract side.

People with commercial construction project management skills were in high demand in Auckland. Experienced candidates in this market have awareness of their value, in particular if they offer experience working on large-scale, high value projects and expertise in commercial, contractual and human resource management, all of which can be required for contracting positions. We found that organisations are prepared to meet the expectations of the market, to secure the right talent. Over the past year, the demand for candidates with programme, portfolio and project management backgrounds has contributed to a significant portion of contractor business in Auckland.

Attractive contracting rates have drawn new candidates into considering contracting opportunities in place of permanent roles. Candidates relocating outside of Auckland are often flexible and will consider lower salaries complemented by additional lifestyle benefits such as easy commuting times, on-site parking, and flexible work arrangements.

TYPES OF EMPLOYMENT

Public sector organisations were expected to reduce contractor numbers, therefore more permanent contracts were offered to candidates with the exception of project roles that have a finite end date – these roles are contract based (fixed term or rolling contracts), due to the project nature of the work.



Candidates

Due to rigorous industry standards, tight project timelines and skill shortages, this is a demanding industry to work in. We frequently hear from construction and property industry job seekers about their desire to change roles and achieve better work/life balance; more so than in other sectors.

The money on offer is always a factor. Candidates know their worth and are able to command high salaries. Expectations are often met, so it becomes less of a discussion point, with assumptions made that salary levels are a given. Having said that, there is a cohort of talented contractors who will move from project to project, chasing the highest possible income. The other key drivers for contractors are the opportunity to broaden their experience, and the chance to be involved in interesting or high profile projects.

We find that candidates with work visas are more open to considering positions anywhere in New Zealand, whereas local candidates want to stay put in their 'home' region. That said, Auckland based candidates are open to considering roles in Hamilton and surrounds. Attracting candidates from other regions to work in Auckland still remains a challenge.

Madison recommends:

- Given that the market simply does not contain enough talent currently to meet market demands, we recommend going to schools, universities and job fairs to entice candidates. The provision of structured training, with a focus on developing and mentoring students for them to learn and grow within your organisation could be an effective solution to the supply problem.

About Us

Madison was established in 1998 and is a wholly owned subsidiary of AWF Madison Group, New Zealand's largest recruitment company and the only in our industry to be listed on the NZX.

We operate across six key locations in Auckland Central, Auckland South East, Hamilton, Tauranga, Wellington and Christchurch. There is no other New Zealand-owned recruitment agency that handles the volume, scale and range of work that Madison does. Each week, there are up to 1,200 temporary workers and contractors on client sites around the country and in the last year we filled 905 permanent placements. This gives us access to the real-time market information, salaries and trends that have allowed us to compile this employment market report.

What We Do

Madison works across virtually all industry sectors, with companies ranging from small start-ups to global blue-chip organisations and large public sector and not-for-profit organisations. Our track record includes full service recruitment covering temporary, permanent and contractor needs across the following sectors:

- Administration and Business Support
- Accounting, Banking, Finance and Insurance
- Contact Centre
- Human Resources
- Industrial
- Procurement and Supply Chain
- Programme and Project Management
- Property and Construction
- Sales and Marketing
- Volume Recruitment
- Government and Policy

Within disciplines, we recruit for the full range of positions from entry-level through to executive appointments. Depending on our clients' needs, our recruiters will deliver an end-to-end solution or unbundle the recruitment process to supplement the expertise and resources you have in your organisation.

Support & Partnership

We offer specialist consulting services to support our client organisations' talent life cycles. Some of the key services we deliver via workshop, training or coaching include:

- Talent development
- Assessment centre design
- Outplacement services
- Psychometric profiling and skills testing
- On-boarding of talent high performer profiling

How We Do It

Because we have a broad focus but we are staffed by specialist recruitment professionals, we're able to offer the combined benefits of breadth, reach and personalised, expert service. Collaboration, sharing, building a real relationship and true partnerships are what set us apart.

We not only understand New Zealand, but have been specifically built and grown for this market alone.

Contact Us

To find out more about Madison and our services, you can visit our website at madison.co.nz or please call us on **0508 MADISON**.

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