



# NEW ZEALAND EMPLOYMENT MARKET REPORT 2022

People & Culture

# People & Culture

## The Market

Hiring activity in the People and Culture sector over the last 12 months has been a little slower than in previous years, but as we head towards mid-2022, there's evidence of an increase in confidence and a return to normal levels. In contrast with other sectors, there has been less permanent recruitment but instead a major increase in long term temporary hiring and fixed-term contracts. Organisations have been adding contingent HR professionals to their workforce in order to get through workloads relating to compliance, policy and protocols.

Certain sectors have been busier than others; FMCG, building supplies, logistics and transport have all had a high need for people and culture expertise, though have struggled to replace employees and backfill COVID-19-related gaps. In these industries we've seen frequent hiring of additional internal recruitment expertise, with the sole focus of sourcing talent from overseas to fulfil core business resourcing.

Government itself has been busy, and government mandates and policies have impacted industrial businesses, unable to operate until the necessary policies and actions are taken to allow workers safely on site. Human resources and recruitment consultancies are busy supplying consulting expertise, as businesses reach out for support. Of course, consultancies are operating in the same job market, and have similarly struggled to get the staff they need with the expertise to deal with changing traffic light systems, residency changes, and the multitude of pandemic impacts.



## Employers

People and Culture is another sector where organisations are turning to hybrid roles as a solution to resourcing challenges. The mantra, 'if you can't hire it, create it' has been adopted by savvy hiring managers, who have created new positions to battle skills shortages; for example, the now-common combination of HR Assistant and HR Coordinator or combining Health and Safety into an HR role. In the same vein, there's been a shift towards 360 degree recruitment. This has led to internal recruiters taking on more HR responsibilities, which serves to both help with resourcing challenges and provides development for recruiters, encouraging learning and engagement. There has been ongoing investment in technology and with it has come an increase in demand for HR specialists with technical expertise and experience in e-learning; this is expected to continue.

During the peak of the pandemic in New Zealand, employers were naturally hesitant to invest in learning and development, with a resulting decrease in demand in this area.

However, with lockdowns and the height of the Omicron wave behind us, we've more recently seen a slight increase in L&D roles. Organisations are attempting to return to business as usual and are mindful of retaining their staff in the face of an extreme shortage of candidates.

Organisations hiring in this sector have been educated by the People and Culture professionals within their business and are therefore very aware of the state of the market, accepting of extended timelines, and prepared to make the necessary salary and package and benefits offers to secure the talent they need.

The most significant and impactful shortages are mid and senior level HR advisors, and candidates with employment relations experience; both skill-sets are incredibly scarce and hard to find. In demand skills also include Employee Relations with union experience, and mid-career professionals who have managed and run wellbeing and employee experience (EX) programmes.

## Job Seekers

Confident HR professionals are treating the current market as an opportunity to 'sample' different sectors and organisations; contractors have had their pick of roles, and there has been plenty of market movement in the mid to senior levels. The number of contractors has risen, as the perceived risk of being out of work in such times of low unemployment has diminished. In fact, we've seen a broad, sector-wide shift in the attitude towards tenure, even on the permanent side. A resume that shows a longer list of job titles, in a shorter time period is no longer viewed in a negative light by potential employers.

Job seekers in this sector know what benefits are possible, and are willing to ask for them. Flexibility is a must-have.

The base salary is very important, and candidates know their value and will push for more dollars. Support, career pathways, training opportunities and progression opportunities are what will secure the interest of most job seekers in this sector, once their (high) salary expectations are met.

## The Year Ahead

This is a sector that leads by example; flexible working is well entrenched, and will become ever more prevalent. Job seekers continue to expect flexibility in work location and hours, and there's no doubt this will continue. Smart employers will ask their preferred candidates what kind of flexibility they desire, and mould the role to fit this profile.

Salaries are a little harder to predict. For those large corporates with more bountiful budgets, we may see some slight increases in salaries for mid to senior roles, as organisations compete to secure the best talent. Smaller and mid sized organisations have already been stretched over the last 12 months to provide attractive salary level. These businesses may not have any more give in their budgets to further top up salaries in 2022/23.

Within People and Culture, we tend to see more uncommon and innovative benefits. For example, organisations are offering mental health leave which provides a day per quarter that must be taken by the employee, or extended leave options, such as the ability to take a sabbatical. We expect to see offerings like this continuing as the rising focus on wellbeing and health takes a stronger hold. With an increase in technology implementation, comes a need for technical skills. This will be an in demand, growth area.

### IN DEMAND HR SKILLS



- Mid-level & Senior HR Advisors
- Employment Relations
- Specialist Union Employment Relations
- Wellbeing Programme experience
- Employee Experience (EX) knowledge

# People and Culture Salary Guide

2022/23 RANGE IN NZD \$'000

ROLE	AUCKLAND		WELLINGTON		WAIKATO/BOP		CHRISTCHURCH	
	Low	High	Low	High	Low	High	Low	High
Human Resources Director	170	300	180	280	130	270	150	270
Human Resources Manager	125	200	130	200	120	180	120	180
Human Resources Business Partner	95	175	120	175	90	165	90	165
Human Resources Advisor	85	130	80	130	80	110	80	110
Human Resources Coordinator	65	90	65	85	60	70	55	70
Human Resources Assistant	60	80	65	80	55	65	55	65
Employment Relations Consultant/Specialist	110	160	100	160	80	110	90	130
Remuneration Specialist	100	150	100	140	85	120	90	130
Internal Recruitment Manager	100	190	130	220	95	120	100	150
Internal Recruitment Advisor	85	130	80	130	85	115	75	115
Internal Recruitment Consultant	75	110	80	110	85	100	65	90
Internal Recruitment Coordinator	60	80	65	85	65	75	55	70
Training Manager	110	160	110	150	90	120	85	150
Learning & Development Manager	95	160	110	160	90	120	85	120
Learning & Development Coordinator	65	80	65	85	60	70	55	65
Change Manager	140	240	120	250	110	150	120	200
Health & Safety Manager	120	200	120	180	110	135	100	150
Health & Safety Assistant/ Coordinator	70	90	70	90	65	75	55	70

# About Us

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

We operate across seven key locations in Auckland Central, Auckland South East, Hamilton, Tauranga, Wairarapa, Wellington and Christchurch.

In the past year, we have placed 2,400 temporary and contract staff into work on client sites, and filled over 4,100 roles. 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 almost all industry sectors, with companies ranging from small start-ups to global blue-chip organisations, 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
- Engineering
- Government and Policy
- Human Resources and Recruitment
- Industrial
- Marketing and Communications
- Procurement and Supply Chain
- Programme and Project Management
- Property and Construction
- Sales and Relationship Management
- Volume and Project Recruitment

## Expertise To Suit

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.

## 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. Not only do we understand New Zealand, but we have been specifically built and grown for this market.

## Support & Partnership

We offer specialist consulting services to support our client organisations’ talent lifecycles. 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
- High performance profiling

## The Accordant Group

The Accordant Group is comprised of four trading entities: Madison, AWF, Absolute IT and JacksonStone & Partners. The Group has capability spanning all aspects of commercial and industrial recruitment services including permanent, temporary and contractor assignments. Collectively, the Group employs close to 300 full time staff across 22 towns and cities.

For more information visit [accordant.nz](https://www.accordant.nz).

## CONTACT US

To find out more about Madison and our services, you can visit our website at [www.madison.co.nz](http://www.madison.co.nz) or call us on 0508 MADISON

For queries about this report, please contact Christian Brown, General Manager on 09 303 4455

**madison.co.nz**

### Auckland

Ph 09 303 4455  
Level 6, 51 Shortland St  
Auckland CBD

### Auckland South East

Ph 09 271 1152  
Level 1, Building 5, The Crossing  
60 Highbrook Drive  
East Tamaki

### Hamilton

Ph 07 839 5660  
Level 5, 127 Alexandra Street  
Hamilton

### Tauranga

Ph 07 834 0834  
By appointment only

### Wairarapa

Ph 06 370 2400  
441 Queen Street, Kuripuni,  
Masterton 5810

### Wellington

Ph 04 499 8055  
Level 9, Cnr Customhouse Quay  
& Johnston Street, Wellington

### Christchurch

Ph 03 366 6226  
Level 1, Building 3  
1 Show Place, Addington