



NEW ZEALAND
**EMPLOYMENT
MARKET REPORT**

2020

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A portrait of Christian Brown, a man with short dark hair, wearing a blue blazer over a light blue shirt. He is smiling and looking towards the camera. The background is a blurred indoor setting with warm lighting.

Foreword

by Christian Brown

2022 was an interesting year to look back at, and reflect upon. It was a year that was supposed to be more 'normal', yet reviewing our post-COVID reality, it's clear that normal has shifted. In employment market terms, this means that for many, the way we want to work has changed.

Flexible working has catapulted to the top of many job seekers' mandatory requirements. It means that over the last 12 months, many industries and sectors truly thrived in this new landscape—leading to lots of hiring activity, but difficulties in finding a precise skills and experience match to the 'ideal' candidate profile. Our new normal means that though we face a possible recession, unemployment is not expected to increase dramatically, and we will still be dealing with candidate shortages.

2022 delivered an unpredictable, and to be frank slightly strange, year of hiring! Job seekers had big dreams, salaries increased, employers got creative and throughout it all, the wheels kept on turning. We remained resilient.

A difficult beginning

It's fortunate that Kiwis are so resilient. The start of 2023 certainly hasn't been the new beginning we had collectively wished for—and needed. Instead, large segments of our population are coping with the aftermath of significant weather events. Beyond the undoubtedly terrible personal impacts, the towns, roads and infrastructure rebuild is expected to take years, and the economic impact will likely be billions of dollars.

Market impact and skills shortages

These events also had an impact on the employment market in early 2023, further amplifying the need for skilled workers. Certain sectors with staff on the front line; industrial, construction and insurance for example, require additional resources, only adding to shortages we already face.

At the time of writing, the government has announced a specific purpose Recovery Visa, allowing employers to sponsor industry experts to come to New Zealand to support the cyclone and flooding rebuild. We shall hopefully enjoy some relief from this move, though the reality is that we are attempting to access a global market with similar limitations to our own small talent pool.

The ongoing challenge of finding talent

Such is the state of the labour market. With the unemployment rate in Aotearoa currently just above historic lows, at **3.4%**; employers are still climbing over themselves to find great talent. Though thankfully our border is now open, successfully hiring international talent remains difficult. Many of our contacts report that navigating the process to hire overseas talent was headache-inducing over the last year, with visa hurdles making it hard to bring in great candidates, even when they had the skill sets we desperately needed.

The end of 2022 saw some welcome changes from New Zealand Immigration, which will alleviate some of this pain. However, I think it's fair to say that importing talent from overseas is not the panacea to our woes. In addition, levels of net migration are a little concerning. There was a backlog of young people unable to travel during the height of the pandemic, and we're now seeing a steady flow of young Kiwi professionals heading abroad. Finding much-needed resources hasn't been easy over the past two years, and all signs point to it remaining challenging over the next twelve months. The good news? As we have seen time and time again—we will cope and adapt.

Recession looms

As I write this in early 2023, in anticipation of a global recession, we're beginning to see a natural tightening of the permanent employment market. This contrasts sharply with these past few years of a noteworthy growth trajectory in New Zealand. In the Madison Employer Survey, **97%** of surveyed organisations responded that they had hired at least one person over the past 12 months, and **89%** of organisations hired someone on a permanent basis. It will be interesting to revisit these numbers next year.

ASB chief economist Nick Tuffley expects unemployment to rise in 2023, 'partly through some job losses, but mainly as the population grows and more people miss out on work while job creation stalls in a weak economy'. We anticipate that businesses may feel a little more

reserved and hesitant about recruiting, especially given the way the media narrative about the state of the economy swings firmly towards the negative. Of course, even in tight times, businesses still have hiring needs.

Growth in some areas

In fact, in uncertain times, we tend to see the contingent market growing. Organisations who need resources lean towards a preference for hiring on a short-term basis while waiting to see how the market behaves. In mid to late 2023 we anticipate the arrival of bigger numbers of international candidates with Skilled Migrant visas, along with a welcome influx of Working Holiday Visa holders. Subsequently the temp and contractor market will really take off, while permanent hiring may decrease.

Candidate nerves

Economic pressures are already beginning to impact the candidate market. We've seen an uptick in candidates with great opportunities in front of them, who then get cold feet about making a move. Their main worry is becoming a potential victim of that age-old adage 'last in, first out' as the economy dips. However, we are quick to reassure job seekers with the reality - what we hear from our clients is that if a business is looking to make a new hire in this climate, that hire is more likely to align with their strategy and is therefore a role that the business wants to invest in for the long-term.

Rising pay?

We have seen widespread increases in salary ranges over the past two years. Whilst we don't expect to see wages increasing at the same rate continuing into 2023 - we do expect a little growth. The culprit will likely be the inflationary pressures causing challenges for many Kiwi households. Turnover is expensive, and employers will offer pay rises for existing employees to ensure retention - however there will often be limits within which these organisations need to operate, and employers must balance retention with the anticipation of a tightening market.

Flex working and the future

You'll see it time and time again throughout this year's report - not to mention around the world: job seekers want flexibility. Globally, around **70%** of workers now have the opportunity to work from home at least one day per week. Over this last year, we've seen some businesses tightening their work from home policy - only natural given that much of this major change happened 'on the fly'. The perfect flexibility balance depends on the needs of the organisation and the employee, however what is abundantly clear is that many workers will consider an exit, if directed to return to the office full time. Fortunately, most employers are cognisant of this fundamental shift.

A repeat

Here's your gentle reminder that we have been on this merry-go-round before: recession may be here, but it's likely to mean that the market shifts, not that life stops altogether. The global talent shortage is obviously a key, ongoing issue yet we are already seeing the beginnings of impactful changes that can soften this problem. Training, development, digital solutions, adaptability and flexibility - and we see it happening in organisations all around Aotearoa.

We hope you enjoy this year's Employment Market Report. Perhaps we will look forward to the day that we can say 'not much happened', but at least for this 2022-23 period, it was an interesting time!



Christian Brown

General Manager - Madison



Methodology

The salary guide included in this report has been compiled from multiple sources, including placements made by Madison in the past 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.

Salary Data

The figures shown in this report represent **base salary only**, excluding the extras found in full remuneration packages, such as bonuses, commissions, incentive schemes, also omitting any intangible benefits, which can vary significantly, depending on the industry, organisation and location.

For some of our industry sections, 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 nationally.

Employer Insights Survey

We surveyed 250 employers working in a range of industries across multiple locations in New Zealand, to gain feedback on 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. A summary of key findings can be found on the Themes & Insights pages.

Job Seeker Insights Survey

We surveyed 2,420 job seekers in New Zealand to gain feedback on their job seeking preferences, learn what's most important to them when identifying a new employer/during the job seeking process, and identify key trends for the year ahead. The results support the large volume of feedback and insights gathered by Madison Consultants in their daily interactions with candidates. A summary of key findings can be found on the Themes & Insights pages.

Supporting Data

Salary information was collated using data collected from our database, including information from over 18,000 phone screened and interviewed candidates, 4,110+ placements, and feedback from our specialist Consultants in each industry sector.

Salary Tables

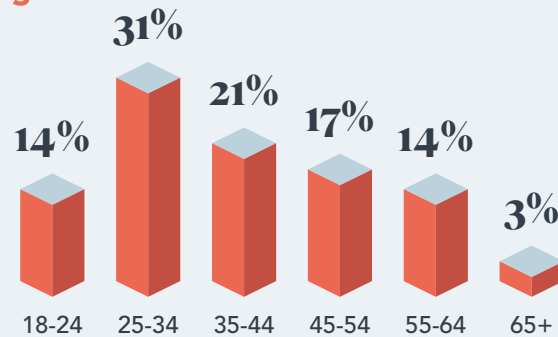
Low	Typically the average starting salary for a role
High	The average highest expected salary for the role

We do not include extreme low or high outliers

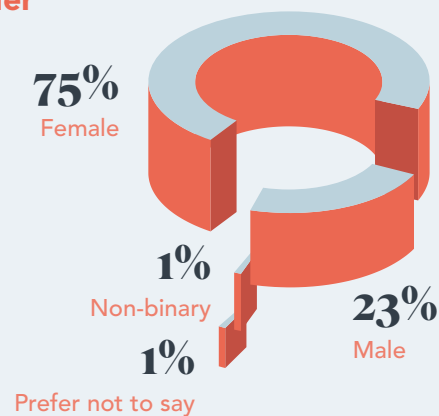
Themes & Insights

Job Seekers

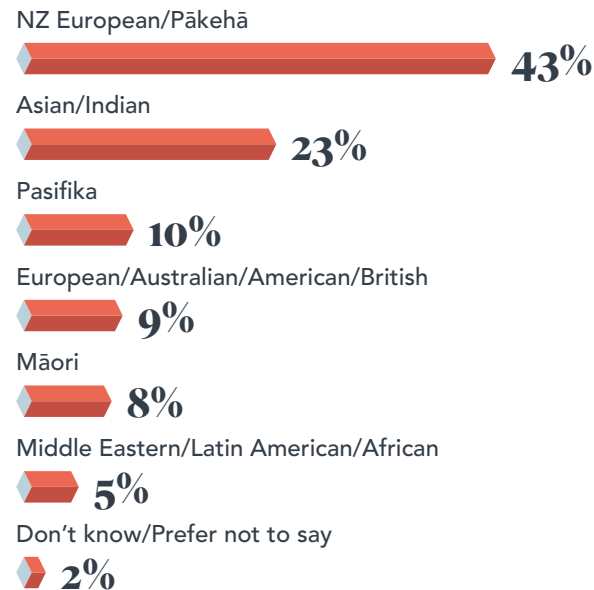
Age



Gender



Ethnicity



88%

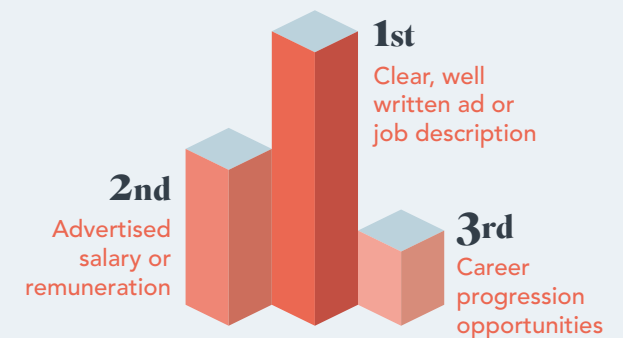
of job seekers consider their workplace a good place to work

Despite this, **57%** of job seekers are considering moving to a new workplace this year.

Top 3 reasons that make a workplace good



Top 3 factors that make job seekers click 'apply'





How salary impacts the decision to leave a workplace

Of the **34%** of job seekers who did not receive a pay rise or bonus in 2022, **76%** are looking to change workplace this year and **28%** said the main reason was for a more competitive salary package.

Of the **39%** who did receive a pay rise or bonus in 2022, **69%** are considering a move to a new workplace and **25%** said the main reason for moving was more competitive salary/total remuneration package.

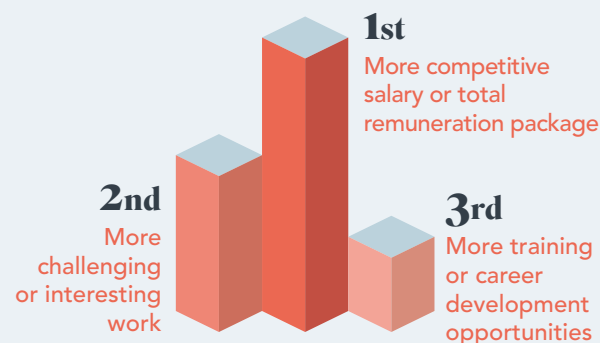


of job seekers received a pay increase in 2022



of job seekers expect a pay increase in 2023/24

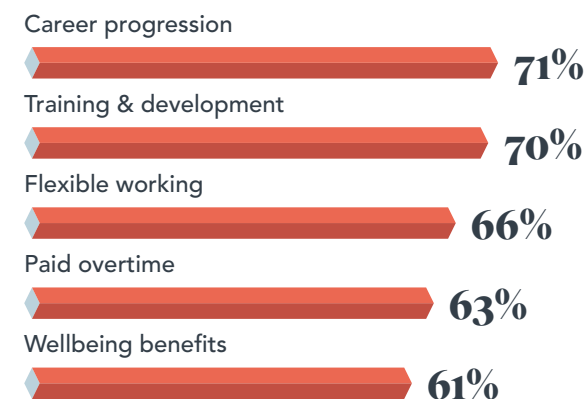
Top 3 reasons job seekers want to move jobs



While competitive salary and remuneration packages are the top reason all job seekers accept a job offer, there are clear differences between younger and older generations. Being earlier in their careers, younger generations rank 'training and career opportunities' as the second most important factor when deciding to accept a new job. For job seekers 35 and older, 'challenging or interesting work' moves into the top three.

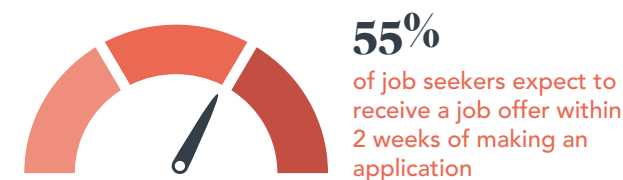


Top 5 non-financial benefits ranked as 'very important' by job seekers



Other important benefits: mental health and wellness checks, team culture, work from home tech allowances and social club budget.

Speed to offer

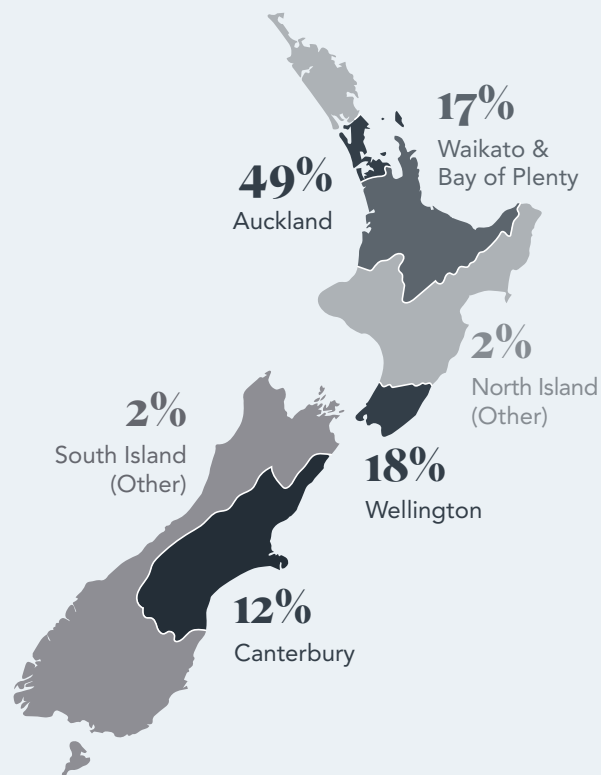


An additional **24%** believe up to three weeks would be acceptable.

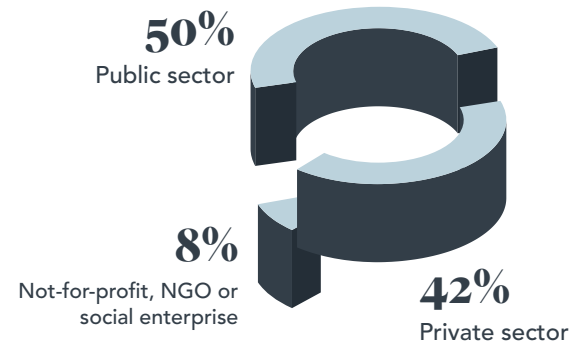


Employers

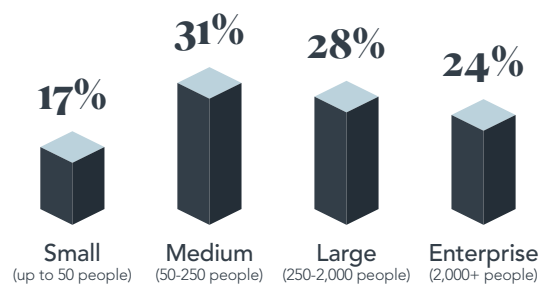
Organisation's primary location



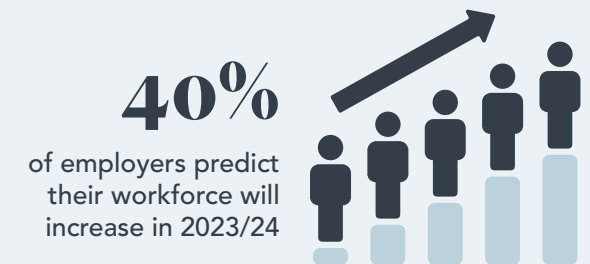
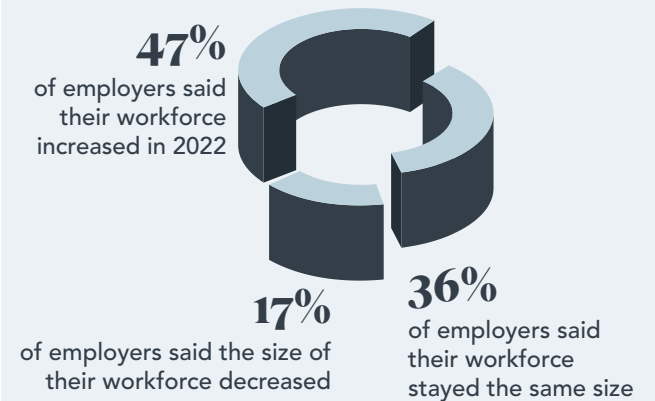
Industry sector



Organisation size



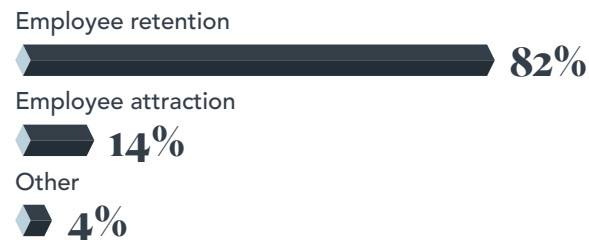
Workforce size



That's a **38%** decrease from last year's prediction – an indication that the employment market is cooling from the peak demand in the middle of 2022.

Of the employers that are predicting a workforce increase **68%** are in the private sector and **32%** are in the public sector.

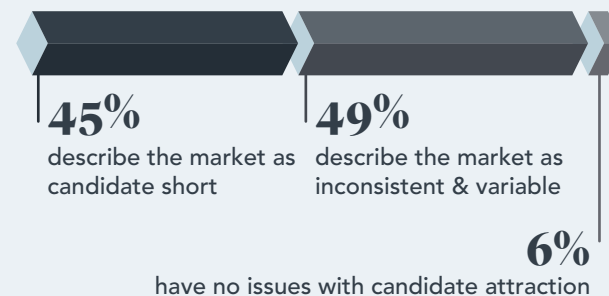
Most important factor for employers to achieve their business objectives in 2023/24



Employers' biggest barriers to sourcing talent in 2023/24



How employers feel about the availability of talent in the New Zealand job market

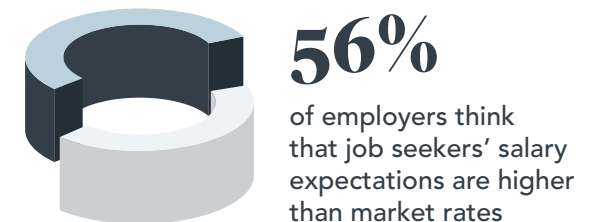
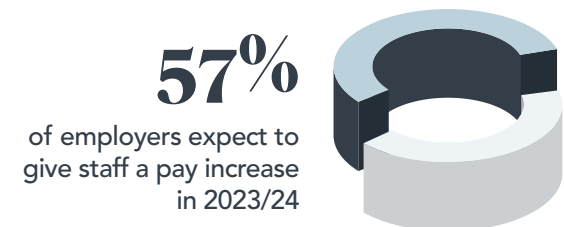
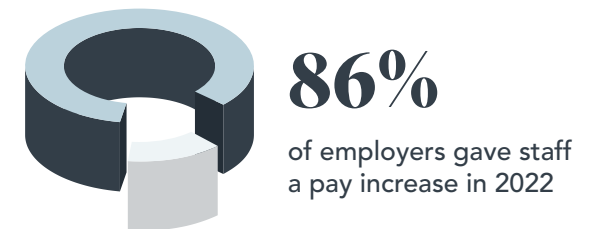


Last year **65%** of employers described the market as candidate short. This year we have seen a **31%** decrease in that opinion and more employers describing the market as variable and inconsistent.

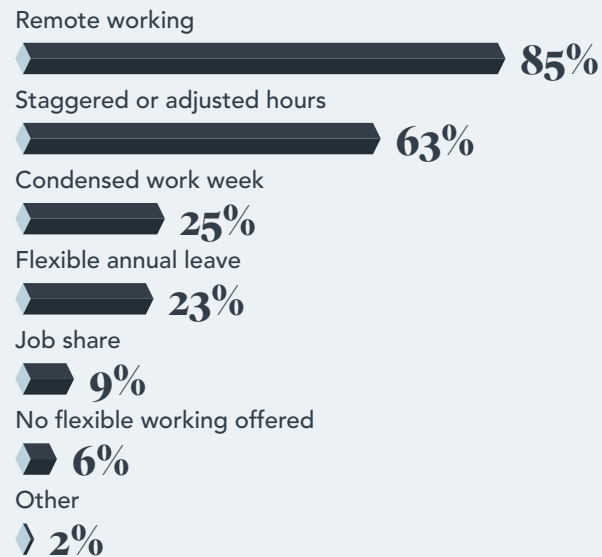
Most important skills when hiring



Of all the soft skills that employers mentioned, having the right attitude is the most important attribute that they look for during the recruitment process.



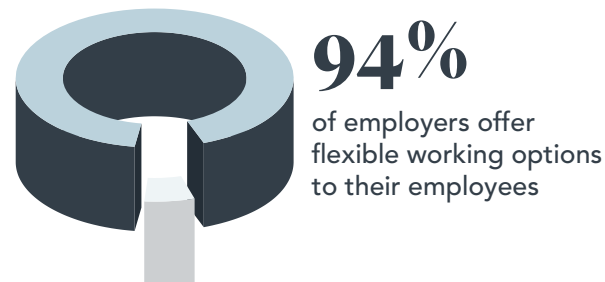
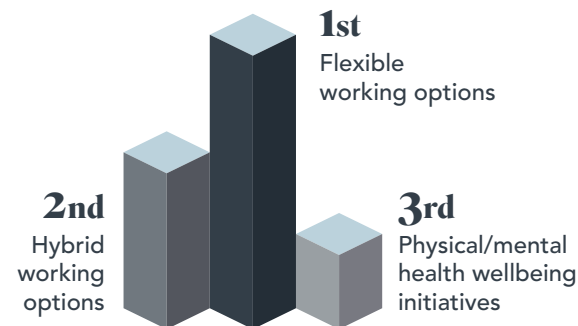
Types of flexible working offered by employers



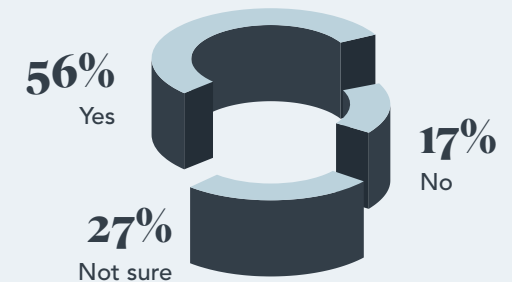
66% of job seekers said flexible working options were very important to them and **54%** said hybrid or remote working options were very important to them.

10% of job seekers said flexible working would be the most influential factor when deciding to accept a job, and **9%** said hybrid or remote working options would be the number one influencing factor.

Wellbeing initiatives implemented in the last 12 months



Employers with corporate social responsibility initiatives



Types of social responsibility initiatives



Accounting & Finance

The Market

Looking back at the Accounting and Finance sectors in 2022, the labour market could be best described as circumspect. Unlike in other sectors during the same period, there was no obvious post-COVID boost in recruitment activity. Organisations undertook steady, predominantly replacement-only hiring for their accounting and finance roles, without adding headcount. The sector overall relayed a lack of business confidence that today seems fairly prescient, given the current economic state; rising inflation and a potential recession looming.

Top 3 reasons

Accounting & Finance job seekers are considering a new job



More competitive salary/
total remuneration package



More training and/or
career development
opportunities



More challenging or
interesting work

The lack of hiring activity was due in part to the well-known difficulties in finding the right people with the right skills for mid and senior-level positions. Rather than attempt to hire the required FTE, organisations managed without, already aware that finding a senior, volume-experienced Payroll Manager, for example, would be near-on impossible. Some exceptions were seen for those finance or accounting departments within growth sectors. Over the last two years, these were manufacturing, transport and logistics, trades and services, and healthcare, which in a continuance of 2021 patterns, continued to grow and had the highest volume of vacancies and demand nationwide.

While the border remained closed during the first half of 2022, it was particularly challenging to source and hire in this sector. There were numerous vacant roles, and never enough applicants to consider and compare during a recruitment process, let alone to fill them. Once the border reopened in July, the problem transformed. We then saw a better volume of applicants—but most did not have the right type of visa. It is interesting to note that unique to accounting and finance, internet-advertised jobs in 2022 attracted an

extremely large number of overseas-based applications—up to 50 percent of all applicants, in some instances. We saw an increase in temporary recruitment over the last 12 months.

There were several contributing factors: when an organisation was unable to source a permanent staff member directly, they would take on a temporary resource via an agency, to fill the gap, while they made a second (or third!) attempt at permanent hiring. Secondly, government agencies frequently had budget restrictions, meaning they were unable to add permanent employees, but could instead take on temporary staff. Finally, on occasion, organisations would utilise temporary staff with a variety of skill sets to better understand what types of skills they needed in a changing environment. This armed them with insights and knowledge as to what profile they would later look for in a permanent hire.

Employers

The expense and difficulty of hiring led employers to show more willingness to look at outsourcing accounting and finance tasks overseas. As more and more employees work partially or wholly from home, having a remote team has become both more commonplace and accepted. An overseas-based remote workforce may be a step further, but it is now seen as a reasonable, and manageable solution for some. This is a significant change from just three years ago.

Another major change in the workforce that evolved in 2020 and 2021 has again been evident over the last twelve months: the rise of 'hybrid' roles. Combining and merging tasks, responsibilities and whole positions was popular with employers, who sought to adequately resource their teams and business, while keeping headcount at conservative levels. Merging Accounts Receivable and Accounts Payable roles, creating an Assistant Accountant with admin, credit control, and debt collection tasks absorbed into Customer Service titles, are just a few examples.

Skill sets that were in demand by employers—but that were challenging to find—included payroll management, mid-level credit control and debt collection, and high volume accounts payable/receivable. Fortunately, employers have adapted to the challenging environment, and are now versed in the language of soft skills. Most understand that considering applicants with the right attitude and a demonstrated willingness to learn can get them closer to their 'ideal' candidate profile. Employers looked for adaptability, resourcefulness, critical thinking and problem solving skills in their job applicants. New Zealand-based experience was still a major concern, but it was not easy to find, particularly for mid-level roles.

Accounting and finance salaries remained fairly static across New Zealand. There were increases at the higher end of the range for a few roles, namely Payroll Managers, Commercial Managers, and Financial Controllers. However, overall, salaries did not match inflationary increases. There has been no notable change in contingent rates.

Job Seekers

As multi-hyphenated hybrid accounting and finance roles have increased, we now see more multi-skilled candidates in the market. Those people who during the pandemic covered multiple accounting and finance positions with wide ranging responsibilities, have bolstered their experience, and are aware of their value. Subsequently, we have seen a large volume of optimistic job seekers with wildly unrealistic salary expectations. This has made negotiating at the job offer stage considerably more challenging, as employers could not or would not meet candidate demands.

There has not been much geographic movement in this sector. Candidates are not shifting for opportunities, but rather, are looking for full or partial work-from-home arrangements. Candidates are willing to commute further afield for roles, if they do not have to be in the office full time. Flexibility continues to be a big driver of movement, with full-time-in-the-office roles far down the ladder in terms of attractiveness. Candidates also looked for a positive workplace culture and environment, and salary, as always, is an important factor.

The Year Ahead

Salaries in this sector will likely rise slightly in 2023, but as they are already lagging in comparison to inflation and economic conditions, this will not greatly impact market movement—no sudden exodus is expected. To enhance retention, employers of finance and accounting professionals will not turn to permanent salary increases, but will instead rely on the positive impact of building up the full package to include lots of extras. This may include incentives such as additional leave (birthday day off, more annual leave days), early finish on Fridays, health and other insurances.



83%

of Accounting & Finance employers
plan on hiring in 2023

Unfortunately, home loan pressures and cost of living challenges may mean that these benefits are not enough to retain good people.

Migration and travel will impact the candidate supply, as younger generations leave Kiwi shores, draining the market of entry- and mid-level talent. Unfortunately, we do not expect that immigration will combat these departures adequately. In overseas markets, New Zealand is no longer seen as attractive as it once was, with our comparatively (to Australia) low salaries, and high cost of living.

Migrant job seekers who do relocate to New Zealand locations will require training and upskilling to meet local employers' requirements (e.g. CA or CPA), and thus we expect learning and development in accounting and finance to be a big focus in 2023/24. Technology will continue to play a big part in the evolution and change of this sector. Further developments and automation may alleviate aspects of the skills shortage.

Accounting & Finance Salary Guide

SALARY RANGE IN NZD \$'000s

ROLE	AUCKLAND		WELLINGTON		WAIKATO/BOP		WAIRARAPA		CHRISTCHURCH	
	Low	High	Low	High	Low	High	Low	High	Low	High
Chief Financial Officer	200	330	200	320	190	295	120	240	120	300
Financial Controller	140	210	140	210	140	200	100	180	130	205
Commercial Manager	135	230	145	230	130	200	100	180	140	200
Finance Manager	130	180	140	180	120	150	80	140	130	155
Payroll Manager	110	160	120	160	100	130	80	140	95	130
Financial Accountant	100	135	100	130	110	130	75	100	90	135
Management Accountant	100	135	100	135	110	130	75	100	90	130
Tax Accountant	90	150	100	155	100	110	75	100	90	120
Credit Manager	85	125	85	130	100	110	80	120	85	130
Financial Analyst	100	130	90	130	80	110	70	120	90	130
Accounts Receivable Team Leader	85	95	90	100	80	90	60	75	75	85
Billings Operations Team Leader	90	98	90	100	80	90	60	75	70	85
Payroll Officer	70	100	80	100	70	80	55	75	70	90
Assistant Accountant	75	85	75	87	70	80	55	75	65	85
Credit Controller	65	90	70	85	65	75	55	70	55	80
Payroll Administrator	65	80	65	80	65	75	55	70	60	75
Accounts Payable	60	75	65	80	65	70	52	65	60	70
Accounts Receivable	60	75	65	80	65	70	52	65	60	70
Accounts Assistant	60	72	60	75	55	60	52	65	60	68
Finance Assistant	58	65	58	70	55	65	52	65	60	68



Business Support

The Market

It was 'rinse and repeat' for the business support labour market in 2022; a feeling of more of the same patterns and challenges from the year before, though with minor regional differences. In Tāmaki Makaurau, business confidence tapered off as the year progressed and the narrative around impending recession grew louder. Whereas in contrast, in the Waikato during the same time period, there was increased hiring spend, with confidence steady and even showing an increase towards the end of year.

Sectors where hiring activity was at higher levels reflected the state of the nation. Following the peaks of COVID-19 in Aotearoa, recruitment across the medical sector continued to be active, including a high demand for administrative support staff. Similarly, as the construction industry continued to flourish in the first half of 2022, business support professionals with experience in this industry were highly sought after, and vacancy numbers were high. The property sector was an interesting case: as the housing market experienced some big fluctuations, so too did businesses' need for support staff, which showed a good deal of variation throughout last

year. Large corporates, retail support and FMCG were much more constant in their recruitment activity for support staff.

Low unemployment and a closed border at the start of 2022 meant that regardless of whether an industry had high or low demand, it was difficult to source 'perfect fit' candidates. This was also due in part to the continually changing profile of business support roles. Over the last three to four years we have seen the decline of specialism in this area. For example, it is increasingly rare for employers to hire for a sole receptionist position, or pure data entry role, and increasingly hard to find these candidates. Matching this decline, we have seen a rise in generalist, broad-responsibility support roles.

For those industries with seasonal fluctuations, for example, tourism, farming and hospitality, hiring has been particularly tough. The border reopening certainly did not result in an influx of candidates; it was more of a trickle. Working Holiday Visa holders are often the answer to temporary business support positions, but the number of job seekers in this category are still nowhere near pre-COVID volumes. Permanent hiring was the main focus for many Madison clients.

Employers

Continuing a trend evident over the last three years, employers looked to shape hybrid roles as a way to adequately resource support provision in their organisations. These positions encompass a variety of responsibilities, frequently across specialisations, and requiring multiple skill sets. For example, Personal Assistant with marketing, Admin Assistant plus accounts, Executive Assistant/Office Manager/Events. 'Variety' is the word that frequently appears in job adverts; however variety is not the drawback that it used to be. Candidates have become aware that businesses may use hybrid roles to 'spread the load' and the perception is that these jobs can be overly busy and stressful.

Another employer focus has been hiring for soft-skills, in addition to, or even in place of, the desired 'hard' skills and experience. Attitude, team or culture fit, commitment, loyalty, and reliability were frequently cited as top requirements. To combat the many associated costs of turnover, employers placed a high value on candidates with a history of 'decent' tenure and who looked likely to stay in the role.

In 2022 it was certainly tough for employers to find the business support they needed. To adjust to market conditions, what was required was adaptability: a willingness to shift expectations to what the market provides and to move faster—recruitment process times are still too slow to be assured of securing a new hire in a competitive market, where great candidates often have more than one option. Employers also needed to be willing to provide support and training for the right candidate, and to look inwards to develop a compelling offer—this is not just about remuneration.

We did see some great benefits offered, which often became the deciding factor for talent in this space. Examples include relocation expenses paid (unusual for support staff), wellness packages, working from home set-up-costs covered, remote work options and flexible start and end times. We also saw KiwiSaver contributions above the standard three percent, the offer of insurances, five weeks' annual leave, and providing free access to tools such as mental health apps.

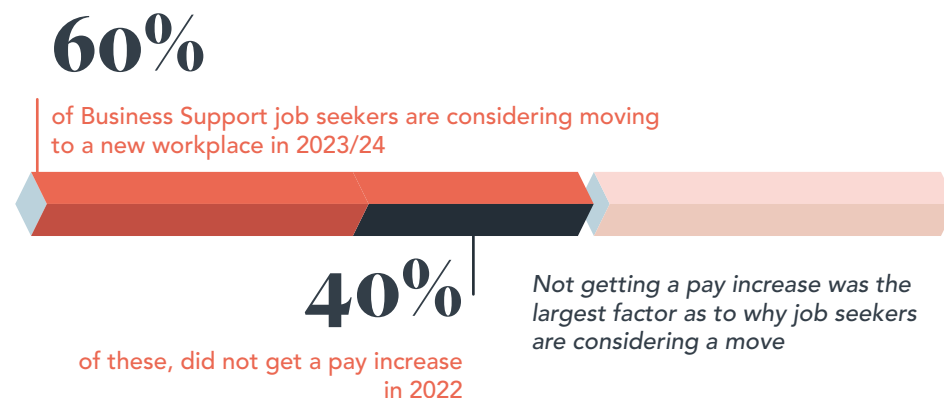
Job Seekers

In the tight 2022 market, job seekers in this sector still held the balance of power. Talented candidates held off for exactly the 'right' offer, and were not hesitant about weighing up multiple offers and asking for more: both money and benefits. Overall, we found that candidates were realistic with salary expectations, while leaning towards the higher end of the range, there certainly were not outrageous demands. In 2022 there was more emphasis on the complete package, which is new for this sector. Hourly rates for temporary roles increased this year.

We now see fewer job seekers with a desire or willingness to take on multiple-responsibility, hybrid positions—even as employers create more of them.

Previously popular, the tide has turned, and the current view is that these types of jobs often grow too large to be comfortably undertaken by one person, and anecdotally, we have heard more job seekers saying 'no, that won't be good for my mental health'.

Candidates were very aware of economic conditions, and cost of living was front of mind. Resignations were not given lightly—moves were made for more money, for better benefits and perceived stability. Flexibility, specifically working from home, and opportunities for career progression, were also highly regarded. We have seen greater numbers of candidates expressing an interest in health benefits in all formats.



The Year Ahead

While economic markers, and softer consumer demand mean belt-tightening and cost cutting for Kiwi business, we nevertheless predict hiring activity for business support roles will continue at a steady pace. This will be necessary to maintain headcount, which is already at a fairly tight level in many organisations, in order to be adequately resourced for business-as-usual.

The result will be that candidate supply issues will endure. The struggle to recruit will remain for the next six to nine months at a minimum, though potentially an influx of Working Holiday Visa and other visa holders may positively impact next summer's seasonal demands.

The year ahead will also see the ongoing impact of technology and the phasing out of 'old fashioned' business support tasks. For example, reception, scanning and printing are increasingly automated, leading to fewer requirements for these skills. The demand for remote and partially work-from-home business support positions will continue its upward trajectory.

Top non-financial benefits for Business Support job seekers



Ongoing training & development



Flexible working options



Paid overtime

Business Support Salary Guide

SALARY RANGE IN NZD \$'000s

ROLE	AUCKLAND		WELLINGTON		WAIKATO/BOP		WAIRARAPA		CHRISTCHURCH	
	Low	High	Low	High	Low	High	Low	High	Low	High
Executive Assistant	95	140	80	110	75	95	60	85	68	95
Personal Assistant	85	100	65	85	70	85	60	70	60	75
Office Manager	80	100	75	100	65	85	60	75	65	80
Project Coordinator	80	110	70	110	65	80	55	80	65	90
Events Coordinator	65	80	60	75	60	65	50	60	60	70
Facilities Coordinator	65	80	60	80	60	65	50	60	55	65
Sales Support	65	75	60	70	60	70	50	65	55	65
Team Administrator	68	80	60	75	60	65	50	60	55	65
Office Administrator	62	75	60	70	55	65	50	60	57	70
Receptionist	60	70	55	60	52	60	48	52	53	58
Data Entry/Database Admin	55	60	52	60	50	55	48	50	53	58

The rise of the Senior EA

In the past couple of years, we have increasingly encountered more EAs with 'Senior' as a part of their job title and have had several employers using 'Senior' to describe the level of EA experience required when hiring. Most common in government and large organisations, Senior EAs often have increased responsibilities ranging from supporting Chief Executives and Board Members to having multiple direct reports. The seniority and duties of the senior designation mean these positions are compensated in the top quartile of the EA salary range.



Business Transformation

The Market

The rapid development of new technologies is increasing automation, and reducing the requirement for manual and repetitive manual work tasks in just about every industry across the globe. Simultaneously, the knowledge-based business currency is growing. Future-focused organisations wanting to be nimble and to increase the speed of business activity, in response to this rapidly changing work environment, are moving towards project-based work systems.

As a consequence of this changing landscape, a new sector has emerged within the labour market that we feel is highly relevant to delve into in this year's report. Business Transformation is about understanding what is not working and where potential lies, implementing solutions that increase customer satisfaction, gain market share and revenue, and then managing the significant change that is needed to achieve this. Practitioners of business transformation require a uniquely modern set of skills, and breadth of experience.

In 2022, the business transformation market mirrored many of the trends we saw in other sectors. Particularly at the start of the year, the labour market was active; hiring was regular and steady, New Zealand businesses and government agencies were in recovery mode as we moved past peak-pandemic concerns and restrictions. Yet despite the action, the sentiment was best described as cautious. Well aware of the economic markers suggesting we are heading for recession, we began to see business transformation professionals making the move from contract positions, towards the relative stability of permanent jobs. Employers began to signal they were more hesitant about adding to headcount, though with work still to be done, hiring continued.

Factors contributing to the increase in Business Transformation roles



Automation practices

Manual & repetitive tasks



Employers

Observing that existing organisational issues and roadblocks were amplified during significant global events, including COVID-19, government agencies have realised that to be able to deliver their programmes of work effectively, they need to streamline and speed up. To achieve this faster pace, and more efficient business practices, these agencies want significant change—and soon, and have looked mostly to the Agile approach to achieve this. Major business transformation projects throughout the public sector have naturally led to massive surges in staffing needs for transformation talent over the last 12 months, in both the government and private sectors.

The most in-demand role was, and continues to be, the Project Manager. This is something of a catch-all job title, but within project management, employers looked for a generalist, certified PM professionals with niche skills gained in a related agency or industry. Also in extremely high demand were Change Managers and Business Analysts. Prior experience working in an Agile environment was highly regarded.

Hiring managers were open to taking less-experienced job seekers and those who did not necessarily fit the job description perfectly, if they showed promise and had the right soft skills. There was also a willingness to employ candidates on a part-time basis, for roles that were originally full time, if market response indicated this would be preferred.

Underpinning any role in demand by employers was the all-important set of soft skills that are essential for success in this type of work: critical thinking, creativity, collaboration, adaptability and flexibility. Correctly identifying and assessing these skills during a recruitment process remains a challenge.

Given the difficulties in finding adequate talent to meet demand, employers were willing to wait longer to find the 'right' someone. They were more understanding when an immediate start was not possible, considering candidates with four-week (or even longer) notice periods. Whereas in years prior, they may have passed on any candidates who were unavailable for this length of time.

Job Seekers

Average tenure for business transformation roles has reduced, with a lot of movement due to candidates seeking new experiences and a bump in their rates or salary. Specific to these types of roles, it is not seen as a shortcoming to have held multiple positions over a few years, because of the fast-moving pace of the work itself, and the project structures. We have had many conversations with candidates who declare they will not stay more than two years in a role—maximum. The traditional ten-year tenure in a role was seen by some employers (and candidates themselves) as somewhat stale.

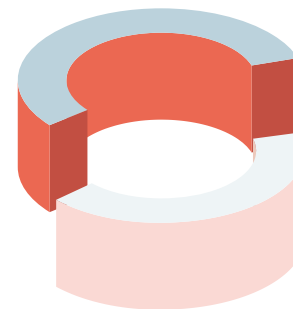
The key drivers of movement in this sector echo the 2022 patterns in other industries. Salary is very important, especially with increasing economic pressures. We have found that candidates are very cognisant of market rates, and for the most part, are realistic with salary expectations—for private sector jobs. However, these same expectations are carried across when considering government roles, where there is less flexibility in budget, and organisations are unlikely to be able to match demands.

Almost equally prized by job seekers is flexibility—the hybrid arrangement, with two or three office days and the remainder at home, has become the norm. Candidates are less likely to consider a job that does not have this benefit. The opportunity for growth is a particularly big factor when weighing up offers, for ambitious Project and Change Managers who eventually wish to move into programme management. A chance for learning, development and growth tends to be important to all candidates in this space. We have seen good Project Coordinators move very quickly into junior project management roles; a desirable pathway, but one that has left a notable shortage of project coordinators in the market, and employers ‘paying through the nose’ to secure one. Candidates looked for the chance to have a positive social impact. Interesting work, an affirming, genuine culture and freedom from micromanagement were also frequently mentioned by job seekers.

The Year Ahead

Diversity, inclusion and Environmental, Social and Corporate Government (ESG) has become a bigger focus for the private sector, alongside Government, where it has been a priority for some time. Thus hiring within these parameters will be a big feature of the sector, in the year ahead. Similarly, at minimum, a basic understanding of the principles of Te Tiriti o Waitangi, and familiarity with Te Reo Māori are often entry-level requirements for candidates wishing to gain government employment in business transformation roles.

We only expect to see growth in the demand for skilled analyst, change and project professionals in the year ahead. Supply will be an issue, as the candidate pool is already limited. Even if the recession hits New Zealand hard, this sector will continue to be relatively buoyant. Employers see the programmes of work engaging these people as being essential for both cost savings and delivering greater value. Because of this, we believe this is one of the few areas where salaries may continue to nudge upwards for permanent hiring.



57%

of Business Transformation job seekers received a salary increase or bonus in 2022

Of these, **85%** expect another salary increase or bonus in 2023/24

Business Transformation Salary Guide

SALARY RANGE IN NZD \$'000s

ROLE	AUCKLAND		WELLINGTON	
	Low	High	Low	High
Change Manager	140	210	120	200
Programme Director	170	220	180	250
Programme Manager	130	210	135	220
Senior Programme Advisor	95	120	90	120
Programme Advisor	85	115	80	115
Programme Coordinator	75	110	80	110
Senior Project Manager	110	170	120	160
Project Manager	115	130	92	140
Project Coordinator	75	105	65	115
Senior Business Analyst	120	170	120	180
Business Analyst	80	130	70	120



Contact Centre

The Market

The size of New Zealand's contact centre market saw a slight overall decline in 2022, according to global research organisation IBISWorld, which was reflected in hiring activity. Business confidence, defined in terms of recruitment activity, was subdued in most locations. Yet, despite fewer vacant roles than in previous years, it remained difficult to hire, due to the extremely sparse candidate market. The exception was in the government sector, which was buoyant, with many open jobs and high volumes of activity. Repeating what we saw occurring in late 2021, government organisations were continuously focused on recruitment. This effort was needed in order to adequately resource the many contact centres dealing with the ongoing impacts of COVID, numerous legislative changes, and backlogs from previous years, for example, in passport processing.

The contact centre market has been especially impacted by border closures, but the reopening did not quite have the hoped for effect. At the point in time that the border opened, the candidate pool of active job seekers had been thoroughly exhausted, so we did see a small, temporary improvement in supply. However, changes in immigration requirements and the rising cost of living meant fewer international job seekers

applying for roles at the entry and mid-level. This was where a greater candidate supply was particularly needed.

New Zealand's economic conditions were felt strongly in this sector, where salaries and hourly wages are at the lower end of the scale. When considering a job paying minimum wage versus a job paying living wage, the salary difference would be the determining factor ensuring a job seeker would choose one employer over the other. Every dollar counts.

Likely because of these pressures, salaries rose in this sector in 2022. Employers had to stretch budgets, to meet expectations and be able to secure talent in a candidate-short market. We saw some noteworthy increases in salary ranges. For example, general Customer Service positions used to pay in the range of \$45-50k per annum, but are now consistently offering \$55-60k. However, while permanent salaries increased, temporary hourly rates remained at similar levels to 2021.

\$56k Average
CSR salary
↑5% increase
from last year

Employers

It has been a challenging few years of sourcing, and in a positive twist, during 2022 we saw increased adaptability and flexibility from employers. Highly motivated and keen to fill their vacant positions, employers were much more open to considering applicants from hospitality and retail backgrounds—not only those with office and phone experience. Once new employees were secured, in an effort to enhance engagement whilst also pragmatically covering bases, some organisations used a 'scatter training' approach, whereby new starts completed training in several different areas of the business. This was both useful to the organisation and appealing to job seekers.

Considering future mid and senior role vacancies, savvy employers took a long term view, hiring to bring in new starters at contact centre level, with crystal-clear pathways to promotion and progression clearly outlined for candidates. Those organisations with such visible career pathways used them to great effect during talent acquisition processes. This feature was seen as highly attractive to job seekers looking for a career and long-term stability.

We saw a significant increase and creative spin on the benefits offered as a part of the employment package. Some employers offered a Working From Home subsidy,

additional annual leave, mental health days, gym memberships, or a wellbeing allowance. There was an increase in training offerings, with funds committed to a wide variety of courses. We saw retention bonuses offered for six months tenure, and even public transport subsidies. These benefits were effective in swaying a job seeker towards accepting one offer over another, in a scenario where salaries for competing roles were at similar levels.

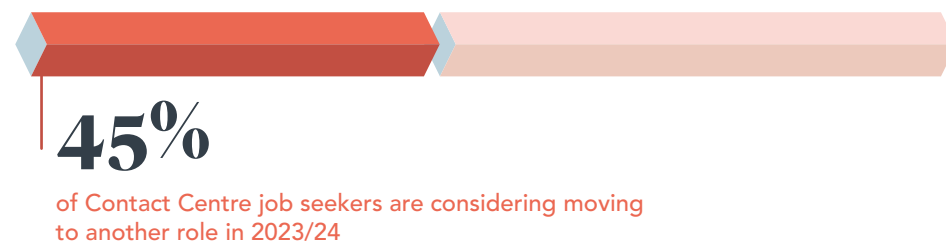
In Wellington and Christchurch, due to the volume of government contact centres, there was a significant proportion of temporary recruitment. Auckland leaned more towards permanent recruitment across the year, with headcount remaining stable.

The big wish list item for employers in this sector—wearied from the churn of the last few years—was for candidates willing to commit to the role and organisation. The key driver of this was to increase the tenure of new hires, and limit the spiralling costs of turnover. It was tough recruiting in this space: response to advertisements that in previous years would have seen applicants in double or even triple figures, was patchy and sparse in 2022. Even pulling out all the stops, proactive sourcing applicants in the market did not yield the desired volume of applicants.

Job Seekers

2022 was a candidate-driven market. With low unemployment, a closed border for part of the year and high volumes of advertised roles, there were simply fewer job seekers around, giving those candidates with industry skills and experience their pick of the jobs. Experienced Contact Centre professionals also had opportunities galore if they wished to make the transition out of the industry. We saw a fair amount of movement into administration and business support, when in previous years, making this type of move would not have been so straightforward. The Contact Centre environment can be tough, especially when the role involves listening to complaints, so we had some reports of job seekers wanting to focus on their mental health, and move out of the sector.

There has been some geographic movement of candidates due to economic conditions and lifestyle choices. Working from home options have made this possible and continue to be seen as highly desirable by job seekers. We regularly ask job seekers their reasons for looking for another job, and in 2022, a notable amount of movement was due to people wanting a work-from-home option, not offered by their current employer. Despite the rise in remote work, there are few 100 percent work-from-home opportunities, with the hybrid model being the most popular offering from employers who want to preserve a sense of organisational culture.



The Year Ahead

The salary range increases that we saw in 2022 will stabilise in 2023; employers simply do not have the budget to consistently compete. However, we do expect to see incremental increases for employees, via internal performance and salary review processes, in order to maintain desired retention levels.

When it comes to flexible working, the hybrid model is the approach that will be most evident in the next 12 months. Technological advancements certainly allow for this, as long as businesses and government agencies have the additional people and culture structures to support it. We are also expecting to see a continuation of the trend in supporting mental health, through provision of health-focused benefits, and internal programmes.

The news around the market supply of candidates is lukewarm rather than resoundingly positive. Recession in New Zealand may mean that people who might have otherwise contemplated a move, will sit tight. There are fewer potential candidates entering the Kiwi market via immigration channels in comparison to pre-COVID immigration when many work visa holders made up a larger portion of the candidate pool.

Overall, there will not be a bountiful supply of suitable, experienced candidates, and sourcing will remain challenging for many positions. However, employers will have other opportunities for talent acquisition success: career pathways and learning and development opportunities are highly attractive, as are the other benefits we are starting to see emerge such as more work from home options and flexible start times. Creative thinking about the complete package and offering will ensure recruitment success.

#1

More training or career development opportunities

is the top **non-financial reason** Contact Centre job seekers are looking for a new job

Contact Centre Salary Guide

SALARY RANGE IN NZD \$'000s

ROLE	AUCKLAND		WELLINGTON		WAIKATO/BOP		WAIRARAPA		CHRISTCHURCH	
	Low	High	Low	High	Low	High	Low	High	Low	High
Contact Centre Manager/ Customer Service Manager/ Customer Service & Sales Manager	110	200	110	190	110	170	90	170	100	170
Team Leader	70	110	70	110	90	100	65	90	70	90
Trainer/Team Coach	70	95	60	90	80	90	65	75	65	75
Claims Consultant	55	80	55	78	60	70	50	65	55	65
Claims Manager/Senior Claims Consultant	80	95	75	90	65	75	62	75	65	78
Telephone Account Manager/Inside Sales	65	80	55	70	60	70	50	63	55	65
Retention Representative	60	70	55	65	55	65	50	60	50	60
Collections Officer	60	75	50	60	60	65	48	60	55	65
Lending Officer	55	65	55	65	60	65	50	55	50	55
Customer Service Representative - Inbound	55	65	52	60	50	58	49	55	55	60
Customer Service Representative - Outbound	52	65	50	60	55	65	49	55	55	60
Customer Service Representative - Home Based	55	60	50	60	50	55	49	55	55	60
Outbound Sales/Telesales Consultant	55	65	50	60	55	60	50	60	55	62
Workforce Manager	95	130	85	115	90	110	70	90	70	90
Workforce Planner/Scheduler	75	95	65	100	75	90	65	75	65	75



Government & Policy

The Market

In 2022, the rate of growth of the government workforce dropped slightly. It was only a small 1.2 percent decrease as published by the Public Service Commission, which was expected as we moved past the peak-COVID period, and due in part to the natural end of related short-term roles, for example, the staffing of Managed Isolation facilities. It is interesting to note over the last five years New Zealand's public sector workforce has increased by 15.3 percent—a few percentage points more than the **9.4%** growth in the private sector during the same time period.

We use the term 'business confidence' to describe the forward-looking expectations of business, with our specific interest being the relationships with, and impact on the employment market. The government's workforce behaviours and patterns typically reflect what is happening in the private sector (with some idiosyncratic variations) and 2022 was no different. We saw caution and hesitance to hire, as economic pressures began to impact, but yet recruitment continued. There was a lot of job hopping, as skilled Policy Analysts, Advisors and Managers looked to move organisations (or were shoulder-tapped) and shift up a salary band.

The mid-year border opening did not have a positive impact on the candidate pool. For the most part, recent migrants have not fitted the required skills profile to fill policy resourcing gaps, and of course, did not possess the desired NZ experience. The reverse flow of talent out of the country meant the net effect on candidate supply was overwhelmingly negative. During this past year, the sector has been abundant with interesting job opportunities, particularly roles centred around the planning, development, review and implementation of government policies. Finding the staff to fill these jobs was difficult. Competing with private sector business and their generally higher salaries was a consistent challenge.

Employers

Hampered by the strict banding of salary ranges and with an inability to get too creative with benefits, government employers stretched where they could, in order to attract talent. Highlighting five weeks' annual leave, offering to the top of the salary band, placing emphasis on the culture, service-focus and intrinsic value of the role itself was how employers worked to attract talent.

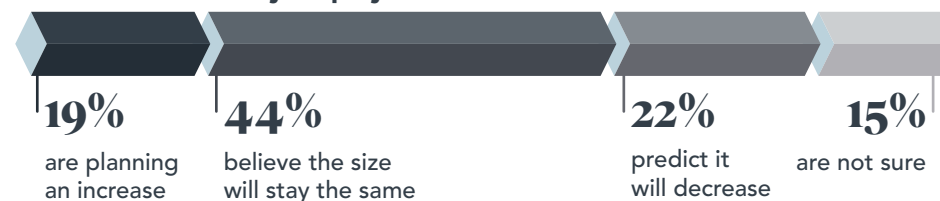
Flexibility has always been a hallmark of government work, but now the private sector has almost surpassed them with the breadth and variety of flexible working on offer, and it has become harder to compete on this feature. We did see pockets of government offering fully remote work—though there were teething issues on occasion, resulting in challenges

in other areas. For example, last year it was difficult to find skilled policy management talent for Auckland-based positions. We identified a pool of great local candidates via our searches, only to discover they were already working for Wellington-based agencies, but from Auckland, in fully-remote positions.

Government employers are highly focused on diversity and inclusion, which sat at the heart and forefront of all recruitment activity. In continuation of previous years, candidates with understanding and awareness of Te Ao Māori, Te Tiriti, and at least a foundational grasp of Te Reo Māori, were highly desirable—this continues to be a gap area. Due to the nature of much of government work, communication skills at high levels, both verbal and written, were highly sought after.

Unfortunately government employers were challenged by the fast pace and competitive nature of the labour market. Thorough, lengthy recruitment processes, long timeframes for security clearance, and taking into account collective agreement considerations somewhat hindered responsiveness, and they sometimes lost out on great talent.

Government & Policy employers on the size of their workforce



Job Seekers

There tends to be a cohort of candidates who are drawn to the public sector. They are motivated by the social impact and feel good factor of serving our people, along with the other well-regarded features of government employment such as security and clear pathways for progression. Candidates seeking work-life balance in the post-pandemic period found Government appealing due to its comprehensive wellbeing practices. However in 2022, despite all these positives, the candidate pool was a shallow one, especially if you were looking to fill vacant mid- to senior banded positions. The best candidates were already gainfully employed, and the supply was scarce.

While we typically see longer tenure in government, this has shifted in recent years, with 18 months to two years being commonplace. Over the last twelve months, there were greater numbers of accelerated internal promotions, rewarding workers with only a few years of experience—fewer than what would have been required for a promotion, pre-pandemic. This opened up opportunities at the entry level for new candidates to join the workforce. The regular cycle of promotion and progression had a

further impact, in that it has created a group of candidates with highly desirable CVs and experience, who then had the internal government profile to be able to successfully move into contracting. This is a recognised occurrence, but again, it is happening much earlier in the employee lifecycle than in the past. These candidates have become comfortable with higher pay rates and are now reluctant to return to permanent positions, at a lower salary. This may of course shift again, with the impending recession, as candidates move towards prioritising stability.

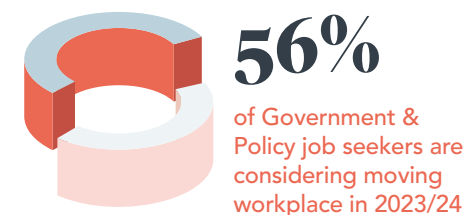
The 2021/22 period saw an increase in spend on consultants and contractors, according to 2022 Public Service Workforce data. Government did try to limit contractor spend, but with high resourcing needs, and essential work to be done, the 'last resort' of hiring contingent workers was regularly deployed.

The Year Ahead

It is an election year, which means that government agencies will soon be in a holding pattern with regards to work schedules, projects and the related resourcing. In the policy space, if there is turnover, and therefore recruitment activity, it is likely to be in the first few months of the year, with talent moving into private sector roles (rather than across government). Those job seekers who are comfortable enough where they are, will wait to assess until after the October election. At that point we may see significant movement, as policy practitioners at all levels make moves based on Member of Parliament wins, losses and new positions.

Whereas in the recent past, we have seen great candidates comfortable with taking a small pay cut for the opportunity to work in government, given the pressures from our cost of living crisis, we no longer expect to see this occur at any great rate. However this may be balanced by candidates drawn to the stability and transparency that government employment offers.

Demand may be a little lower but recruitment, particularly for specialist roles, will still be challenging, given the already stretched-and-sparse state of the talent pool. We are expecting to see a willingness to invest in employees' learning and a commitment to enabling their progression. This will come with a corresponding focus on training for capability development, leadership and management effectiveness.



Government & Policy Salary Guide

SALARY RANGE IN NZD \$'000s

ROLE	AUCKLAND		WELLINGTON	
	Low	High	Low	High
Policy Manager	180	240	180	230
Principal Policy Advisor	130	160	130	180
Senior Policy Advisor	100	135	90	125
Policy Advisor	80	95	80	100
Policy Analyst	80	100	80	100
Principal Advisor	120	140	120	160
Senior Advisor	90	140	100	140
Advisor	80	115	70	90



Industrial

The Market

Many of the industries that thrived during the pandemic had an industrial component, for example FMCG, manufacturing, construction, transport and healthcare. This has meant a busy but challenging sector over the last few years, and 2022 was not vastly different. The soaring levels of online retailing we saw from the year prior continued, and the knock-on effect was an elevated demand for warehousing staff in all role types, particularly once delayed shipping containers made their highly anticipated arrival into ports around Aotearoa.

Overall, the job market within the industrial job market space was active, though with clear differences between smaller and larger-sized businesses. The former are more sensitive to the rising economic pressures, which began to have an impact during the second half of the year, and they became increasingly hesitant about hiring, both contingent and permanent, as the year progressed. In contrast, large organisations maintained a robust hiring presence for the full 12 months. They added staff numbers to their headcount, evidence of confidence in their ability to weather the storms of recession predicted by economists.

Collectively, there has been a hope that post-COVID, the labour market will return to 'normal' but the reality is that our post-pandemic state is forever changed. When the border opened in mid-2022 there was no great relief felt, nor significant change in the candidate supply, with very few international candidates added to the mix. In fact, the open border was a problem: significant numbers of Kiwis working in industrial roles departed our shores for holidays, an overseas work experience (OE) or tellingly, to relocate to Australia for exciting opportunities accompanied by higher pay.

Most in-demand skills

- Specialist Driver
- Machine Operator
- Electrician
- Fork Hoist Operator

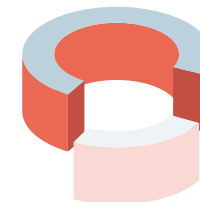


Employers

There was huge demand from employers for candidates with technical skills; specialist drivers, machine operators, electricians, fork hoist operators. The market simply did not meet these demands, and employers in this space had to be flexible, and think broadly when considering applicants. With the skills shortages reducing full productivity, and therefore productivity becoming a massive business priority—the focus moved from sourcing hard skills, towards finding candidates with the right attitude, alongside a willingness and the capability to learn and grow into a role.

Auckland was one of the few centres where the open border led to a real increase in job applications from overseas candidates. However, generally, Auckland employers were not willing or even equipped to sponsor international talent, and did not wish to engage with these potential candidates. Instead, organisations put their hope and focus into the local markets, and fought hard to secure the talent they needed.

Forced to be creative and more responsive, organisations adapted. We saw a welcome reduction in the recruitment process time. For example, if a candidate deemed suitable was presented, hiring managers would drop other tasks to spend time connecting and interviewing, ensuring decisions were made at speed, making offers on the spot and completing necessary checks and references simultaneously. This attitude shift was what separated the businesses 'winning' in the current market, versus those who struggled to hire. If an employer was too slow, it was common knowledge that other organisations might swoop in with a counteroffer, and secure the candidate. Additional benefits were added to entice candidates, such as sign-on bonuses and gym memberships, though the annual base salary endured as the main attraction.



64%

of Industrial
job seekers are
considering moving
workplace in 2023/24

Job Seekers

The cost of living crisis was keenly felt in this sector, as wages and salaries tend to be on the lower side, and the jobs are physically demanding. This meant that the number one driver of movement was always the money on offer. Talented candidates with the appropriate licenses, technical skills and great experience, were fully aware of their value and we saw much job hopping and chasing the dollar. Any negative perception of short tenure on their CV was of no concern to these job seekers, who knew that the next job was just around the corner. To entry-level candidates, who had likely experienced a lot of overtime due to understaffing, the overtime pay rate was of high importance. Job seekers at this level were predominantly interested in jobs that paid weekly, and would even decline an offer if this was not the case.

A perceived poor work culture or bad management, plus a salary at the bottom of the range is what prompted most job seeking activity, followed closely by a lack of flexibility. Candidates moved for a 'better' location (closer to home, good transport links) and a desire for further career progression.

With respect to flexibility, this is another one of these sectors where working from home is often not possible due to the nature of the work. When it was offered, job seekers were keen. If not, candidates looked for the right attitude from management, and flexibility in start and finish times, or schedules and rosters which looked a little different, e.g. 4 x 10 hour days.

We saw an increase in candidates seeking part-time work, wanting a better work/life balance. There were no significant volumes of geographical movement, only in some instances for more mid to senior level industrial roles, where remote work-from-home is possible. In this situation, candidates would consider a move out of the city centre or more travel, if the days in the office or on site were limited.



Paid overtime

is the most important **benefit** for Industrial job seekers

The Year Ahead

A full 18 months of candidates presenting their pumped-up salary expectations, combined with talent pool scarcity issues, led to an increase in the salary ranges in this sector during 2022. However in 2023, economic pressures may put a freeze on employer budgets. This could create tension, as it is also likely that the increase in minimum wage from 1 April 2023 will impact pay expectations. Specifically, those workers currently earning a slightly higher rate will want and expect a pay rise, to maintain relativity with minimum wage earners.

Despite this pressure, we still expect that salaries overall will stabilise, along with an easing-off in the provision of the extra, nice-to-have benefits and bonuses which worked so well during 2022 to source and secure candidates. Rising petrol prices, mortgage rates and food prices will keep mid to senior level candidates, who tend to have more personal responsibilities, looking for permanent positions closer to home.

The Recovery Visa (a Specific Purpose Work Visa) that was introduced by the Immigration Minister in February 2023 to deal with the clean up and rebuild following the devastation of Cyclone Gabrielle, will bring sector specialists, such as infrastructure and utilities engineers and technicians and heavy machine operators, into the country in the short term. It is hoped that this action—along with further support that has been requested of immigration, may help to alleviate a little of the pressure from an acute skill shortage in the industrial sector.

The challenging reality is that we are facing an ongoing shortage of skills, across the board. Rising unemployment may give employers the opportunity to be a little more selective, but to be able to adequately staff businesses, it will still be necessary to look at other ways to resource. Training and development of all employees (not just new starts) and a keen focus on retention, is what will ensure organisations are able to keep staffing levels where they need to be to achieve business objectives.

Industrial Salary Guide

SALARY RANGE IN NZD \$'000s

ROLE	AUCKLAND		WAIRARAPA	
	Low	High	Low	High
Operations Manager	110	150	80	140
Logistics Manager	100	135	80	110
Warehouse Manager	95	130	80	110
Branch Manager	100	135	80	110
Team Leader/Operations Supervisor	78	90	70	90
Industrial Electrician	93	115	75	95
Electrician	66	125	65	85
Qualified Builder	90	125	75	95
Mechanical Service Person	72	95	60	85
Automotive Mechanic	60	75	60	75
Diesel Mechanic	79	96	65	85
Qualified Gardener	60	68	58	66
Gardener	54	64	52	63
Machine Operator	52	65	55	65
Class 2-5 Driver	59	80	50	75
Fork Hoist Operator	56	66	48	54
Ride on Mower Operator	58	66	50	55
General Store Person (Pick Packers & Devanners)	48	56	48	54

ROLE	AUCKLAND		WAIRARAPA	
	Low	High	Low	High
Commercial Cleaner	52	59	48	52
General Labourer	52	58	48	54
Cabinet Maker	68	96	65	85
Plumber	79	99	65	85



Marketing & Communications

The Market

It was a much more sedate experience in the marketing and communications employment space, in comparison to the year prior. The surge of hiring we saw in 2021 that was required to manage increased volumes of online retailing, customer contact and daily communication levelled off. Business confidence was steady, the employment market was much more about replacement hiring, than managing growth.

E-commerce in Aotearoa continued to flourish—while slightly down from the 2021 peak, in 2022, online spending reached \$6.07 billion (still significantly higher than pre-Pandemic levels). Online commerce continued to be a strong driver for digital marketing skills. In fact, the skills needed are becoming increasingly specialised, as the sophistication of online retailing grows, and consumers with access to multiple devices and channels demand a personalised, high-touch and efficient service, with seamless integration to the offline retail experience.

The Te Whatu Ora transition and the dissolution of DHBs absorbed a large amount of communication specialists within government, but as the change projects came to an end towards the end of 2022, we saw a large pool of comms

contractors re-enter the market. With the election now confirmed for October, and a new Prime Minister already this year, hesitance to add permanent headcount in the government space is strongly evident. The post-election period will naturally bring changes in direction and priorities.

We have seen the beginnings of the impact of economic pressures on the candidate market. For example, there has been a growing number of marketing and communication professionals who have worked for a long time in contingent roles, but who now are looking for a more stable, 'safer' permanent position.

Top 3 important benefits for Marketing & Communications jobs seekers



Flexible working options



Career development opportunities



Ongoing training & development

Employers

As COVID restrictions eased, and we returned to something more like business-as-usual, there was an uptick in employers looking to add communications to their internal portfolios, whereas over the last 24 to 36 months, these skills had often been outsourced or filled by contingent resources. There has been a subsequent increase in demand for communications specialists.

When the border opened and New Zealand was once again connected with overseas markets, there was an increase in global marketing with the goal of reaching international markets—this was most notable in tourism and tourism-adjacent sectors. This came with an increased need for the skills to manage these responsibilities.

Employers went to market with a wish-list of marketing skills, particularly digital, as in previous years. However in 2022 they were particularly focused on achieving cultural fit. There was even a willingness to forgo some technical skills, if the personality and cultural fit with the team and organisation was met. Effectively measuring and assessing for cultural fit, while ensuring non-bias (no 'gut feel' fit conversations) remains a challenge.

Across all marketing roles, employers were more likely to ask job seekers for proof of competency. The evidence required depended on the role itself, but as examples, we have seen employers ask for: demonstrated story telling ability; knowledge of design programmes along with a full design portfolio, social media tools and platforms knowledge, tests on technical, analytical and SEO experience and providing writing samples.

The most sought-after soft skills were creativity, innovation, collaboration and adaptability in a changing environment.

Despite a returned sense of normalcy in the market in the latter half of the year, it was challenging for employers needing to recruit marketing professionals. The entry and mid-level space, particularly in Auckland, was lacking in available talent, as many of this cohort took advantage of the open border to resume travel or planned overseas moves. Chat in the market is that significant volumes of younger marketing professionals have headed to London. We have also seen Australian companies attempting to poach Kiwi talent for positions in Melbourne, Sydney and Brisbane, with the promise of higher salaries tempting many to make the leap.

Immigration helped to fill a small number of the gaps but did not fully answer supply issues.

Successful hiring for communications roles was a slightly easier endeavour, as long as employers were prepared to meet the salary requirements of candidates—which sometimes came as a surprise, being higher than what was offered.

Must have technical skills

- Content writing
- Design programmes
- SEO
- Social media
- Data analysis



Must have soft skills

- Creativity
- Ability to innovate
- Collaboration
- Adaptability



Job Seekers

Our experience suggests that over the last 12 months, there was a much smaller pool of 'active' job seekers, particularly in the mid-to-senior level. By this, it means that we saw fewer candidates initiating the job search; applying to an advertised role, or approaching a recruitment agency with the goal of securing a new job. There was still plenty of hiring activity. However, the trigger tended to be a recruiter approaching a passive candidate with opportunities. It is not that these candidates were not considering a move; they were waiting to be approached, and not the other way around.

This trend had an impact on tenure, with two years in a role being seen as a 'long time'—many candidates believed a hard and fast six months in a position was often enough time to then consider a move. Employers of course, did not see it in quite the same way! Adding the rising costs of living and industry pay freezes into the mix was a further trigger of movement, as candidates would consider a move to secure the next ten or twenty thousand bump to their annual income.

As in other sectors, flexibility is a major concern of marketing and communications job seekers.

Interestingly, job seekers we spoke with about this topic were happy to go into the office most of the time, but wanted the option of flexibility. This is really about feeling valued and trusted, and the allowance of flexible work—or lack thereof—was seen as reflecting the company's ethos. No flexible work/working from home meant an organisation might be viewed unfavourably as rigid and 'old school'.

For senior-level candidates, the ability to work from home was a big deal, but this was not as important to candidates in entry and junior level roles. The latter were more concerned with career pathways and learning development opportunities. We heard more queries in this sector than any other, about the personality of the direct manager, with candidates keen to build strong relationships; they would be loyal to those they perceived as great leaders. Many job seekers in this sector are extremely concerned with the ethics of the potential employer and will look to align an organisation's values with their own. These candidates would not consider an otherwise viable and attractive opportunity if they had concerns about the business's ethics.

The Year Ahead

Current indicators suggest Aotearoa may already be in recession, and yet the job market in this space remains steady. However, if recession takes a greater hold and economic conditions worsen, it will be interesting to see how retail and consumer organisations respond, in terms of their marketing departments. On the one hand, we may see organisations holding on to their marketing departments but pushing harder for ROI. Alternatively, we may see a stripping back of departments, with we may see a release of any roles not directly linked to revenue. Relating to this, it is possible that demand for communications skills may decrease.

There are signs that New Zealand may enjoy a boost to the supply of skilled and experienced international candidates, as the amended visa and immigration rules come into play in 2023. Any international candidate with specialist digital skills, obtained in large overseas markets, will be highly regarded here, and snapped up by digital agencies, big corporations or retailers. Technology, analytics and social media will continue to play a major part in marketing activities, thereby intensifying the need for technical skill sets at a pace that is faster than the candidate pool can match.

Marketing & Communications Salary Guide

SALARY RANGE IN NZD \$'000s

ROLE	AUCKLAND		WELLINGTON		WAIKATO/BOP		WAIRARAPA		CHRISTCHURCH	
	Low	High	Low	High	Low	High	Low	High	Low	High
Chief Marketing Officer	220	280	200	270	150	250	140	180	140	250
Marketing Director	180	280	170	260	140	230	140	230	140	230
Group Marketing Manager	160	240	150	210	110	200	120	160	120	200
Marketing Manager	110	180	110	160	90	150	100	150	100	150
Marketing Executive	75	90	70	90	65	90	65	90	60	90
Marketing Assistant	65	80	65	80	55	70	50	65	50	60
Marketing Coordinator	65	80	60	80	65	80	50	70	55	80
GM/Head of Communications	160	200	160	220	150	180	130	150	130	200
Communications Manager	120	160	120	170	100	130	90	120	90	150
Change Communications Consultant	110	150	100	165	120	150	90	130	120	150
Principal Communications Advisor	105	145	120	160	110	140	90	130	80	140
Senior Communications Advisor	95	125	100	130	90	110	80	100	90	110
Communications Advisor	75	90	75	90	70	80	65	80	70	90
Stakeholder Relations Manager	120	160	120	160	100	130	90	120	100	170



People & Culture

The Market

There was a welcomed buoyancy in the people and culture market at the start of 2022. We saw a boost in business confidence, increased hiring activity and even a bump in wages for some roles. Leaders in this space were forecasting with a longer-term view, hiring for where their business is today, tomorrow and into the future. Businesses added resources to enhance and strengthen their people function so they could fully support anticipated business growth—paving the way for success.

In the early months of the year, confidence was particularly strong in those companies and sectors that thrived during the pandemic; FMCG retailers with a strong online presence, construction and property, healthcare, and government. However, business confidence dwindled towards the end of 2022, after a tough period impacted by variables like bad weather (impacting food crops), and rapidly rising inflation. The start of 2023 has been tougher still, as we collectively deal with the aftermath of natural disasters.

We saw growth in the people and culture space for small to mid-sized Kiwi businesses. Adding talent to the permanent headcount was a way to free up leaders and other employees from having to manage HR functions and responsibilities, allowing them to focus on their core business. Wellbeing was a meaningful priority for many organisations recovering from the detrimental impacts of COVID-19 on their workforce. The desire to help employees return to health and productivity was a key concern, and the catalyst for the hiring of experts with proven experience in delivering wellbeing initiatives.

Most in-demand skills

- Learning & development
- Employment legislation
- Employee relations
- Employee experience
- Technical HR systems skills



Employers

As we recovered from the tumultuous and demanding pandemic period, employers looked for ways to fully support their workforce and enhance retention, and productivity. To achieve these goals, over the last 12 months organisations were focused on building organisational capability and effectiveness, and enhancing the employee experience (EX). These objectives became the driving force behind much of the hiring activity for additional headcount.

In-demand skill sets across 2022 included learning and development expertise, with a focus on leadership and management effectiveness. Also in-demand were strategic skills in organisational design, and prior experience building integrated EX programmes. Employers had high expectations, and believed they could find candidates for their generalist HR roles who also possessed these necessary skills. The confronting reality was that finding interested job seekers at the right level (and for the 'right' price) was difficult. Recruitment had to lean strongly in the direction of head hunting to be effective; placing an advertisement was no guarantee of

attracting even a handful of applicants to consider. Employers plugged their resourcing gaps with longer term contracts, where they could.

Finding practitioners with deep knowledge of New Zealand employment legislation to provide employment relations support, continued to be a challenge—as it has been over the last two years. A lack of access to this knowledge can be risky for businesses, given the rapidly changing employment law landscape.

As organisations looked to improve structures and systems so they could compete in volatile markets both locally and globally, we saw a natural flow-on and impact on people and culture functions. Businesses were hungry for the efficiencies that come from technology, and the adoption of agile, responsive frameworks for project and workflow management. This led to an increased demand for HR practitioners with change experience, and knowledge of HR technologies.

Job Seekers

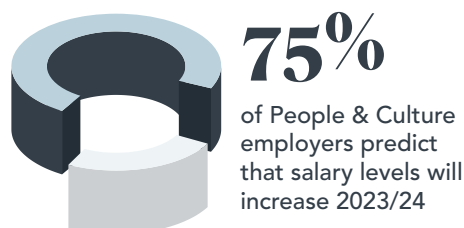
At the start of 2022, employers were not just having to dangle the proverbial carrot—it had to be a 24 carat gold opportunity for talented people and culture practitioners to consider a job opportunity. A substantial monetary increase, extra special benefits, autonomy plus support and the promise of great culture were the not-insubstantial requirements that candidates demanded.

Towards the end of the year, the negative press around the state of New Zealand's economy helped to nudge a few job seekers towards permanent work, over more potentially lucrative contracts. However, the labour market had a limited supply of HR talent to fill vacant roles, whether they be permanent, contract or temporary positions.

The wish list for candidates in this space is similar to what we see in other sectors. The option for flexibility remains in the premier place. Even if candidates are happy to go into the office, having a sophisticated, modern flexible work policy is seen as a sign of a progressive organisation. Career development opportunities, plus the training, support and mentoring to get there, are

highly desirable in this space, where practitioners are well aware of what can be done to develop an employee's career. Wellbeing benefits are highly valued by HR candidates.

There was some geographic movement of job seekers in this sector. Many businesses have adapted, and now provide the highly desirable hybrid work arrangement, giving people the freedom to move outside of the city centre, and even into rural areas, to take advantage of lower housing costs and to enjoy more space. We have seen some organisations deliberately organise their workforce in this way as a sustainability endeavour: reducing carbon footprint by reducing the number of staff heading into the office.



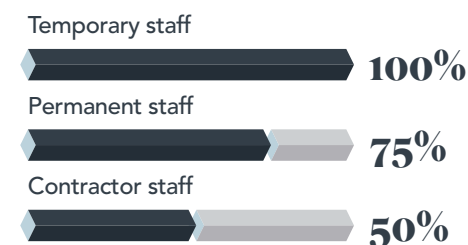
The Year Ahead

With organisations deploying digital solutions to achieve efficiencies and productivity gains, technology implementation into people and culture will be a big priority for organisations in 2023; with this comes a rapidly rising demand for technology skills and experience. We also expect to see more use of technologies such as the now-infamous ChatGPT. In the human resources space, potential uses for the AI include writing job advertisements and job descriptions—we will be keeping an eye on this trend to see if there is more widespread and successful use.

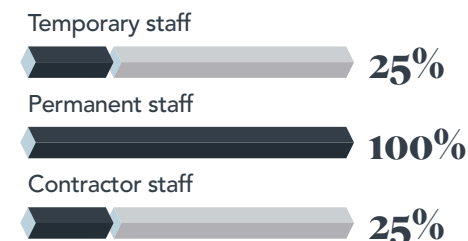
The bump in salaries we saw in 2022 is unlikely to continue. However, with retention being a key concern, it is expected organisations will provide some employee pay rises so they can hang on to their good people. Where pay rises are not financially feasible, employers should focus on other benefits and tools, which in general are greatly appreciated by this community.

Learning and development will be a big focus for the year ahead. 'How do we help employees succeed?' is the question on every leader's lips, and resourcing to meet this need will be a priority.

During **2022**, People & Culture employers recruited:



In **2023/24**, People & Culture plan on recruiting:



People & Culture Salary Guide

SALARY RANGE IN NZD \$'000s

ROLE	AUCKLAND		WELLINGTON		WAIKATO/BOP		WAIRARAPA		CHRISTCHURCH	
	Low	High	Low	High	Low	High	Low	High	Low	High
Human Resources Director	170	300	190	280	140	270	145	270	150	270
Human Resources Manager	140	210	135	210	120	180	120	180	120	180
Human Resources Business Partner	120	175	110	175	90	130	90	165	90	170
Human Resources Advisor	95	135	85	135	90	130	80	110	90	135
Human Resources Coordinator	75	95	65	85	65	75	55	70	60	75
Human Resources Assistant	65	80	65	80	60	70	55	65	60	70
Employment Relations Consultant/Specialist	110	160	100	170	90	120	90	130	90	160
Remuneration Specialist	100	150	110	145	90	120	90	120	90	130
Internal Recruitment Manager	120	190	130	190	110	140	100	140	100	150
Internal Recruitment Advisor	90	135	80	130	75	110	75	115	75	120
Internal Recruitment Consultant	80	120	80	120	75	100	65	90	70	95
Internal Recruitment Coordinator	65	90	65	90	65	75	55	70	60	70
Training Manager	120	170	120	150	90	120	85	150	85	150
Learning & Development Manager	120	170	120	170	90	130	85	120	90	120
Learning & Development Coordinator	70	90	70	90	65	75	55	65	60	80
Change Manager	140	250	120	250	110	150	120	200	120	200
Health & Safety Manager	140	210	120	180	110	150	100	150	100	150
Health & Safety Advisor	90	140	90	130	85	115	70	110	70	115
Health & Safety Assistant/Coordinator	80	100	70	90	65	80	55	75	50	100



Property & Construction

The Market

The property and construction sectors are particularly sensitive to economic shifts and pressures. Over the last 12 months, it will be no surprise to reveal that the labour market for these areas was volatile, exhibiting frequent fluctuations.

At the start of 2022, business confidence rested at fairly high levels, in comparison to 2021. During that challenging pandemic year, these sectors experienced a huge amount of uncertainty thanks in part to rising material costs and shipping delays. However, conditions stabilised in the early months of 2022. COVID recovery continued, projects that had been put on hold were restarted, adding to an already-packed schedule of projects launching across urban centres, and around the country. Continuous hiring activity was needed, and employment opportunities were abundant for talented job seekers. However, as evidence of the beginnings of market hesitance, a high proportion of these opportunities were contingent roles.

By mid 2022, economic warnings had started blaring. Property development was already beginning its downturn; there were frequent instances of projects being delayed or even cancelled

altogether, and the repercussions were felt in the employment market. When a business, faced with higher costs and rapidly reducing profit was forced to make a choice between increasing the end price of the product—and potentially losing customers, or instead, giving up planned new headcount, the majority chose the latter option. Struggling organisations made do with existing resourcing levels.

Despite market unpredictability, organisations in these industries still had key business objectives to be met, which meant resources somehow needed to be found. Recruitment carried on, albeit cautiously.



Critical shortage

A variety of **Engineering & Construction** roles have been added to the New Zealand Immigration Green List for quicker visa processing times

Employers

The roles that were in-demand in construction and property repeated the pattern of previous years; experienced Project Managers and Quantity Surveyors were on every hiring manager's wish list. Roding Managers, Site Managers and Civil Engineers were also sought after, due to the large volume of infrastructure projects around the country. A key difference from the previous year, was that instead of wanting to 'lock-in' this talent with a permanent contract, a cautious approach led to many appointments being contract, fixed-term or temporary — just in case the pipeline of work was to run dry.

Ram raids, cyber attacks, security breaches and reports of rising crime meant people were looking for ways to protect their business interests. New for 2022, there was an increase in demand for security-related roles, such as the Security Technician position.

Our closed border negatively impacted the ability to locate and source specialist property and construction industry skill sets, which are typically found overseas, those with rail transport experience, for example. The limited supply was unfortunately not alleviated by the mid-year border reopening. It was reportedly both lengthy and difficult to hire international talent using prescribed

immigration channels, and this was not a solution widely used by employers in this area. However, it is hoped that recent immigration changes, including the role additions to the Immigration Green List, may help to increase migration and enhance the candidate pool.

With the best job seekers receiving multiple job offers, we saw employers in this sector working hard to identify unique selling points, in order to win candidates over from taking the role with a competitor. Creative attempts to sweeten the pot did help to secure candidates—alongside offering the maximum dollars in the budget. The attractive benefits we saw offered included provision of a company car for roles that did not require travel, offering fuel cards or a car allowance, completion bonuses if a project was finished to time, paying for mobile phone plans, immediate annual and sick leave upon commencing employment, i.e. no need to earn the entitlement first.

Those employers with smaller projects were able to manage their resourcing struggles by using people with transferable skill sets, for on-the-ground learning, but this approach was not suitable for bigger projects; training resources were limited, and it was seen as simply too risky.

Job Seekers

There were fewer job seekers available in these sectors during 2022. This was due to the combination of a reduced pool of international talent, plus the exit of talented Kiwi professionals chasing higher salaries and exciting opportunities overseas; predominantly to Australia, and the Middle East, as well as to Canada.

While it was possible to locate excellent candidates, it was much harder to convince them to commit to moving jobs. Unfortunately, we experienced more than one instance where a candidate—believed to be a genuine job seeker, went through the recruitment process, and obtained an offer, which they then used to leverage a counter offer and salary increase in their existing role. In general, we found candidate commitment to be fairly low.

Flexibility is a little harder to provide in construction and property—many of these positions simply require employees on site. As a result, the location of the role and organisation were of peak importance to job seekers. Most candidates were eager to work close to home, and therefore sought new positions that matched or reduced their

commute, and ideally with employers who could offer flexibility with start and finish times, plus the remit to manage their own workload, even if working from home was off the table. The employers and roles where remote working was an option were seen as highly desirable.

When actively considering employment offers, candidates in this sector mostly focused on the salary. A high-value, big-brand prestigious project had the power to turn the head of construction and property professionals who were otherwise happy in their current position. Job seekers often put emphasis on finding a good work/life balance, aware that unfortunately, stress and burnout is high in this sector. Culture is also important, which translates here as being trusted, and looked after by an employer.

Most important benefits that Property & Construction employers are offering



Ongoing training & development



Flexible working options



Insurance



Parking



Wellness programmes or benefits

The Year Ahead

The performance of the construction and property labour market in the year ahead will be closely tied to the extent of the predicted recession. If both commercial and residential building continues to trend downwards, there will be a hiring lull, but this may be mitigated somewhat by ongoing, large infrastructure projects. Salary levels will stabilise, with the possibility of salary freezes put into place in both public and private organisations attempting to weather economic storms, by controlling staffing costs. However, with the labour shortage not showing any signs of relenting, employers may be pushed to meet internal salary demands to restrict turnover. The combination of an already limited pool of skills, net migration far below pre-pandemic levels, together with cautious job seekers, means that hiring, particularly in the mid to senior levels, will continue to be challenging.

Property & Construction Salary Guide

SALARY RANGE IN NZD \$'000s

ROLES	AUCKLAND		WELLINGTON		WAIRARAPA		CHRISTCHURCH	
	Low	High	Low	High	Low	High	Low	High
CONSTRUCTION								
Contracts Manager	110	170	115	150	85	130	100	140
Supervisor/Site Manager	110	150	100	135	90	120	90	120
Construction Manager	150	200	150	200	130	180	135	185
Project Manager	95	200	95	220	80	160	80	170
Project Coordinator	65	100	70	130	55	75	65	80
Estimator	90	170	90	150	60	150	70	150
Quantity Surveyor	95	160	90	160	80	150	80	150
Engineer - Civil	70	160	75	140	70	120	70	140
Engineer - Structural	80	160	75	160	70	120	70	140
Programme Coordinator	85	110	75	120	60	70	65	80
PROPERTY								
Residential Property Manager	75	120	65	100	65	80		
Development Manager	140	180	120	160	90	130		
Commercial Property Manager	95	170	95	185	80	120		
Facilities Manager	80	140	85	160	70	90		
Facilities Coordinator/Assistant	65	85	65	85	60	70		
Asset Manager	140	180	120	180	90	110		
Maintenance Supervisor/Manager	80	100	85	115	70	90		



Sales

The Market

Riding the record-breaking 2022 wave of consumer spending, the sales labour market was buoyant and busy. Business confidence in the early part of the year was high. As we ticked over into the new financial year, many organisations found themselves with higher sales targets and budgets. To be able to generate more activity, leverage existing clients and meet these targets, a preferred solution was to add headcount to internal teams. This often looked like two or three of the same front line position; typically Business Development Managers (BDMs) or Account Managers.

\$35.93b

New record high for New Zealand consumer spending in 2022 via the electronic payment network

Some flourishing industries ramped up even further post-COVID, for example, freight, all forms of online consumer retail, construction and healthcare. This led to increased demand for experienced sales professionals in any business in, or related to, these sectors. In contrast, real estate and property felt the pinch of economic pressures early on during 2022, and labour demand dropped off rapidly.

When the border reopened in the middle of the year, the possibility of overseas trade and expansion was back on the table, and with this came increasing requirements for experienced, mid-to-senior level sales professionals to lead the charge. However finding Sales Managers or Directors was difficult, supply was scarce, people already in these roles were happy with the status quo and looking to maintain stability. We saw little temporary or contract recruitment, with permanent hiring making up the bulk of activity.

The open border failed to make a positive impact on the supply of new candidates. Immigration has been an infrequent source of sales talent in the past, so employers were not rushing to use this channel to alleviate resourcing woes. We did see a large volume of international applications to advertised roles, but most did not possess the necessary visas to make the move to Aotearoa. Migration of experienced Kiwi sales people, heading overseas for new opportunities, was an issue.

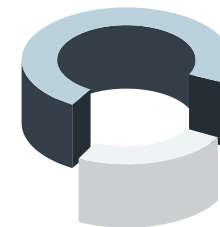
Employers

The big wish list item for employers seeking sales talent was for a candidate who was a 'hunter'. This means someone not afraid to pick up the phone, chasing new business with dogged determination, driven by commission and the excitement of the win. However, this combination of attributes is rare and hard to find, and when a person has them, they are often harder to persuade to make a move.

New Zealand-obtained experience was seen as essential. However, attitude and mindset were generally what employers focused on, and the right combination would be enough to overlook shortfalls in other areas, including lack of specific product knowledge, which could be learned.

In this arena, smaller to mid-sized organisations who struggled to match the salaries offered by larger businesses adapted by squeezing out every dollar to add to the base salary and enhancing the total package, placing emphasis on benefits they could provide instead. Culture fit was a bigger concern for smaller companies than large, who were concerned about internal relationships and also how the new employee would connect and gel within their industry, and unique set of clients.

Aware of the talent shortage, employers continued the pattern of previous years, focusing on potential and transferable skills when recruiting, and then putting money and energy into training and upskilling new starters. Where offered, it was attractive to candidates looking for an 'in' into a particular role or industry. Overall, 2022 was a challenging year for employers who had long ago exhausted their networks of experienced sales people and were forced to adapt in order to meet resourcing needs.

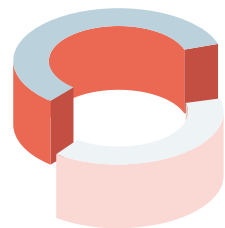


75%

of Sales employers said the size of their workforce increased in 2022

Job Seekers

It could almost be said that the job seeker sales market shrunk in 2022. It is not that there was no hiring activity; because there was. However we seldom saw experienced sales people walking through the metaphorical door, declaring they were looking for a new role. Most of the hiring occurred with 'semi-passive' candidates; they were definitely looking around, but would never make the first move. Mid and senior level career professionals were fully aware of shifting economic conditions, and if comfortable enough in their current role, would only move for a significant increase in salary and commission, a fantastically comprehensive benefits package, and/or if the offer came from a particularly high profile, prestigious New Zealand 'name' that would look great on their resume.



60%

of Sales job seekers expect a salary increase and/or a bonus in 2023/24

The factors that drove salespeople to consider other opportunities were, firstly, the chance to make a higher total salary. This means generous commission structures, without limits. Secondly, we might get interest in a vacancy from candidates who held the perception that growth opportunities were limited in their current position. A lack of autonomy and flexibility were also key drivers of movement. On the topic of flexibility, sales job seekers are aware that a different model is necessary, and are not asking for work-from-home. Instead, flexibility looks like being able to manage their own time, call and work cycles, and an organisation that is focused on results, rather than visibility. Candidates preferred to work in businesses who had adopted digital solutions; efficient CRMs, tablet sales on the road etc.

Tenure for senior roles remains at higher levels than we see in other industries; with the average sitting around three to four years. Junior level roles tend to have a much shorter tenure, around the 18 month mark.

The Year Ahead

With the potential for consumer spending to decrease in response to New Zealand's economic pressures, sales salaries may correspondingly stabilise. However the prediction is that commission structures will move to uncapped, rewarding those salespeople who can achieve success in a difficult market.

Organisations do not want to lose any hard-earned customers in 2023, and will focus energy and resources on maintaining relationships and their sales pipeline. Therefore, we expect to see an increase in the types of positions whose key accountabilities are the retention of customers, i.e. Account Management roles.

Given the known shortage of experienced sales professionals, in 2023 organisations may offer pay rises to match inflation (at minimum), in order to enhance retention and remove

the possibility of breath-takingly high turnover costs. Where replacement recruitment cannot be avoided, businesses with adequate budgets may offer sign-on bonuses to win the candidate of their choice, rather than lose them to competitors. All levels of sales professionals with New Zealand-earned experience will be in short supply, and sourcing and hiring will remain challenging over the year ahead.

Top reasons why Sales job seekers are considering a new job in 2023/24



More competitive salary/ total remuneration package



Better management style or team environment



Better company values or workplace culture

Sales Salary Guide

SALARY RANGE IN NZD \$'000s

ROLE	AUCKLAND		WELLINGTON		WAIKATO/BOP		WAIRARAPA		CHRISTCHURCH	
	Low	High	Low	High	Low	High	Low	High	Low	High
Sales Director	220	280	200	260	150	250	120	250	120	250
Sales Manager	130	180	120	180	120	150	100	150	100	170
Senior Account Manager	125	150	120	150	100	130	90	120	90	120
Key Account Manager	95	145	95	135	90	130	70	120	70	130
Customer Relationship Manager	95	130	90	130	90	110	75	110	75	125
Business Development Manager	80	145	90	140	85	130	75	120	80	120
Account Manager	75	100	70	95	80	95	70	90	70	110
Sales Coordinator	62	75	65	80	65	75	50	65	50	80



A photograph of two women in an office setting. The woman on the left, with long dark hair, is looking down at a document she is holding. The woman on the right, with long reddish-brown hair, is seen from the back, also looking at the document. The background is a bright window with a colorful abstract painting.

Spotlight:

Project & Volume Recruitment

The past few years have been described in many ways – unprecedented, uncertain, chaotic, and transformative, to name just a few - and we have seen a significant change in the way we work. Amongst our clients, we have noticed greater interest in volume, unbundled and project-based recruitment services. Organisations of all sizes have experienced an increased need for agility in their approach to hiring. For some this means outsourcing the recruitment process altogether, and for others it involves engaging with a partner to deliver volume processing of reference checks or criminal record checks for example.

Global and local challenges

Many businesses are facing ongoing talent challenges, such as surges in demand, skills availability, large digital transformation and competing internal projects. Finding staff is simply much harder than in previous years, creating challenges and pressures for internal recruitment teams.

We have seen volume or project-based recruitment and unbundled services being driven by a range of factors, including rapid growth, skills shortages, changing recruitment practices, cost pressures, and a need for greater flexibility. These approaches offer a way to build workforces quickly and efficiently, while also managing costs and staying competitive in a rapidly changing market.

Outcome driven solutions

As Aotearoa rebounded from the impacts of the pandemic, many businesses identified that they would need to scale and hire at pace. A good way to do this was to engage a project-based team to deliver the recruitment solution effectively, without disrupting BAU recruitment activity. Recognising the need for a scalable solution that could deliver a diverse range of recruitment projects and services, our National Resourcing Team was established. The team can quickly scale based on the needs of a project and have the agility to deliver multiple projects concurrently.

The services we offer as a part of our changing recruitment landscape are:

- Recruitment Process Outsourcing (RPO)
- Managed Services
- Unbundled Services

The benefits of these services include:

- Access to deep, specialised expertise
- Scalability and flexibility to support existing teams
- Cost effective solution where you pay for what you need
- Improved speed-to-hire
- Enhanced compliance through robust processes and procedures
- Greater visibility, accountability & reporting

A solution in practice

Madison recently worked with a client seeking a recruitment solution for a large, seasonal project. The goal was to employ approximately 60 new staff for fixed term contracts. During the recruitment process that number increased to 80 positions and all recruitment activity needed to be completed within a six-week period, with all new starters onboarded within 12 weeks.

The organisation faced talent shortages in their internal recruitment team, and when coupled with the increased pressure and volume of recruitment required for their seasonal project, they needed to look outside their business for a solution.

Madison proposed an RPO service that included a dedicated on-site recruitment lead, a campaign microsite and bespoke talent sourcing activity, customised assessment centres, and onboarding support.

The short recruitment timeline and the volume of new hires required for the project were further complicated by candidate shortages, especially amongst Working Holiday Visa holders who historically have played an important role in seasonal recruitment.

Through a customised phone screen and interview template, group assessment centre activities and a streamlined background checking process candidates moved through the recruitment process efficiently. As a result:

92%

interview pass rate

85%

of interviewed candidates were offered a role

80%

of the interviewed candidates commenced in the role

Employing this efficient, cost-effective solution meant our client had access to a larger talent pool and, through the experience and expertise of the Madison team, were able to meet the tight timelines of the project. It also allowed them to focus on other priority activities linked to the project, safe in the knowledge that the scalability and flexibility of the solution was tailored to their needs.

About Madison

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.

What We Do

Madison works across almost all industry sectors, with clients that range from small start-ups to global blue-chip corporates, 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:

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

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:

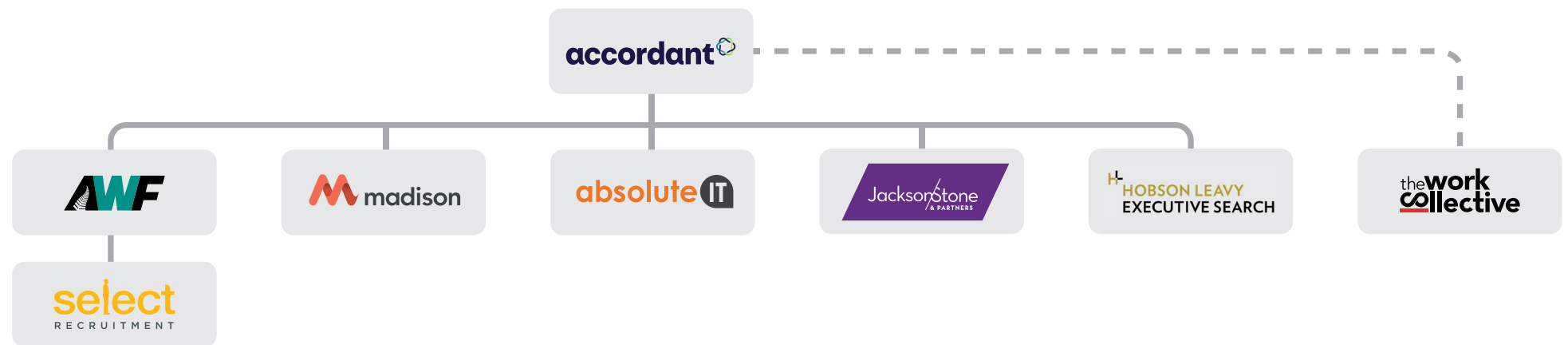
- Talent development
- Assessment centre design
- Outplacement services
- Psychometric profiling and skills testing
- High performance profiling



The Accordant Group

The Accordant Group is New Zealand's leading recruitment company and the only listed on the NZX. Within our stable we have five businesses, each of which holds an enviable position in their market, as well as The Work Collective, Accordant social employment initiative.

To find out more visit **accordant.nz**



Madison recruits temporary, contract and permanent staff for a broad range of clients in the commercial and government sectors.

JacksonStone & Partners is one of the most experienced executive search, recruitment and contracting agencies in New Zealand, covering all disciplines up to chief executive and board appointments across the private, public and not-for-profit sectors.

Absolute IT operates solely in the tech and digital market recruiting permanent and contract IT professionals.

Hobson Leavy is a retained executive search firm with an extensive track record in both the public and private sectors, successfully appointing some of New Zealand's most senior leaders at Board, CEO and Executive level.

AWF provides labour hire and recruitment services from 21 branches across the country including Select Recruitment in Dunedin.

The Work Collective is our social employment initiative, supported by each of our businesses, and focuses on helping people with barriers to employment find meaningful work opportunities.



To find out more about Madison and our services
you can visit our website or call us on **0508 MADISON.**

madison.co.nz

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

AUCKLAND

09 303 4455

Level 6, 51 Shortland Street,
Auckland CBD, Auckland

AUCKLAND SOUTH EAST

09 271 1152

Level 1, Building 5,
The Crossing, 60 Highbrook Drive,
East Tamaki, Auckland

HAMILTON

07 839 5660

Level 5, 127 Alexandra Street,
Hamilton

TAURANGA

07 834 0834

By appointment only

WAIRARAPA

06 370 2400

441 Queen Street,
Kuripuni, Masterton

WELLINGTON

04 499 8055

Level 9, Cnr Customhouse Quay &
Johnston Street, Wellington

CHRISTCHURCH

03 366 6226

Floor 4, 77 Hereford Street,
Christchurch