



NEW ZEALAND  
**EMPLOYMENT  
MARKET REPORT**

PEOPLE & CULTURE

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# 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

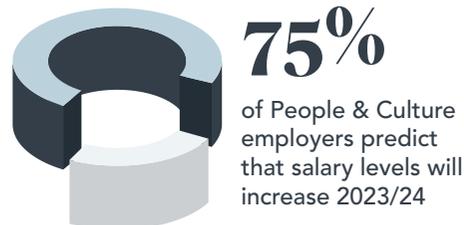
At the start of 2022, employers were not just having to dangle the proverbial carrot—it had to be a 24 carat gold opportunity for talented people and culture practitioners to consider a job opportunity. A substantial monetary increase, extra special benefits, autonomy plus support and the promise of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

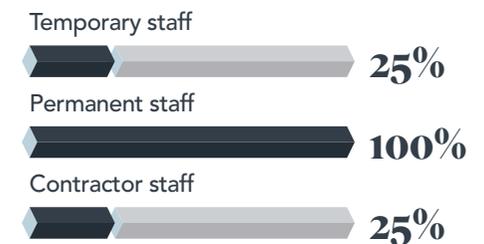
The bump in salaries we saw in 2022 is unlikely to continue. However, with retention being a key concern, it is expected organisations will provide some employee pay rises so they can hang on to their good people. Where pay rises are not financially feasible, employers should focus on other benefits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



# 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:

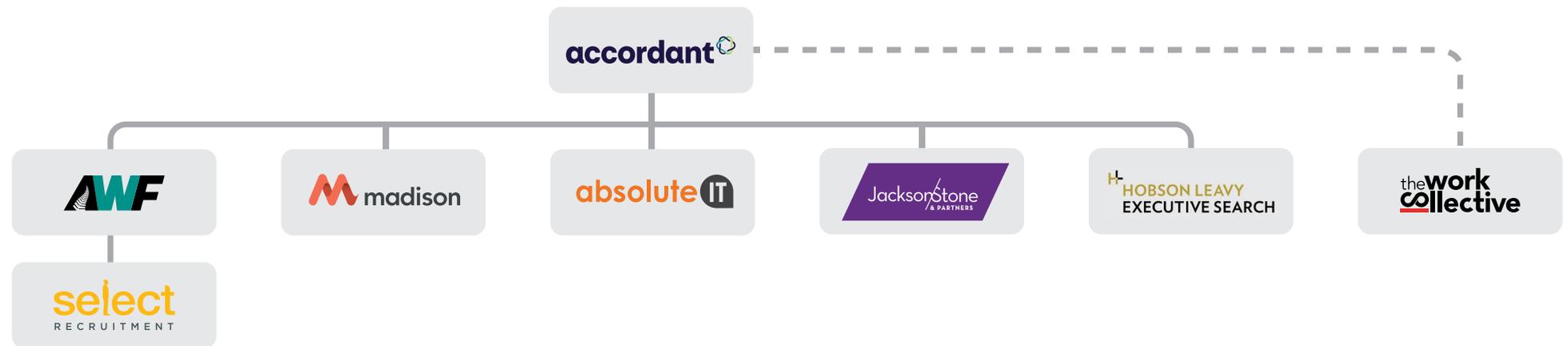
- Talent development
- Assessment centre design
- Outplacement services
- Psychometric profiling and skills testing
- High performance profiling



# 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](https://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