

Salary & Employment Forecast

Australia 2014/15

Welcome	3
Market Overview	4
Market Analysis	6
Customer Service	14
Finance	22
Office Support	33
Contact Us	42



Welcome to the *2014/15 Page Personnel Salary & Employment Forecast* report. Consistent with previous years, this report provides business support professionals with useful insights into salary forecasts and expectations, hiring intentions and recruitment challenges over the next 12 months.

Our national annual salary survey, completed by more than 300 employers this year, covers a range of issues and trends relevant to today's corporate sector and establishes the *Salary & Employment Forecast* as a highly reputable, market-leading report, based on in-depth national research. Whilst there are a number of current industry surveys that provide qualitative insight on hiring intentions and salary levels, the *Page Personnel Salary & Employment Forecast* combines quantitative and qualitative research with our extensive involvement in the business support employment market. Our clients come from all major industry sectors and range from market-leading multinationals to small and medium-sized enterprises.

Consistent with our specialist approach to recruitment, where we have dedicated teams of specialists servicing each discipline, market or industry sector, the report provides detailed salary guides for each discipline and industry. Salary tables divide job types by 'years of experience' or 'size of organisation' to show accurate and concise salary ranges.

The results of our online survey to employers are represented visually through the use of infographics. The market observations that accompany these are based on the extensive knowledge of our senior leadership team at Page Personnel.

The report also features a range of employer insights on everything from workplace benefits and working hours to attraction and retention strategies. It forms part of a suite of salary tools, advice and information available to the market from Page Personnel. Some of the key features on offer include:

- A Salary Centre to help you stay up-to-date with the latest salary rates, job market trends and expert salary advice.
- Salary calculators to help you calculate your salary after tax, or find out the difference a pay rise would make.
- A Salary Appraisal Service, providing a personalised, one-on-one assessment of your current market value.

All of these features can be found at the Page Personnel Salary Centre at pagepersonnel.com.au/salary-centre

I wish to thank everyone who contributed to this year's *Salary & Employment Forecast* and trust you will find it helpful and informative. We welcome your feedback and encourage you to contact us for further information, market-specific advice, or a Salary Appraisal Service at pagepersonnel.com.au/contact-us

Kind regards,

A handwritten signature in black ink, appearing to read 'Matthew Cook', written in a cursive style.

Matthew Cook
Managing Director, Page Personnel
Australia

Introduction

After three years of challenging recruitment conditions the employment market in Australia has stabilised in 2014. As the year unfolds it looks increasingly likely that these employment market conditions will continue throughout the next 12 months.

A number of emerging drivers outlined in the Page Personnel Australia 2014/15 Salary & Employment Forecast are influencing the business support market.

Report details – Some key findings

The Page Personnel Australia 2014/15 Salary & Employment Forecast found nearly a third of surveyed employers plan to increase headcount in the next twelve months but emerging conditions could see this figure increase.

Three years of efficiency projects and restructuring have left many teams leaner than ever before.

Page Personnel Australia has identified several important drivers of the business support market over the coming year:

- Increasing business confidence and a strengthening economy.
- A permanent loss of roles to overseas locations.
- A growing restlessness among quality professionals.

Increasing business confidence and a strengthening economy

Current economic data suggests the Australian economy is performing well by global standards and is forecast to strengthen in 2015. In line with this we are beginning to see companies slowly shift from a defensive business strategy focused on cost control to pushing for a position of revenue growth across the Australian market.

A period of strong employment activity in the professional services sector confirms this positive outlook. Historically, this sector acts as an early indicator of economic growth. For example, the recovery of the UK economy 18 months ago began with a noticeable uplift in activity for law, accounting and consulting firms which has been sustained over time.

Meeting this demand for growth are people who are increasingly eager to secure a new opportunity after inconsistent market conditions over the past few years. Many people across Australia have been working in 'holding jobs' that do not necessarily align

with their career goals. As business and consumer confidence builds, people will act on this pent-up demand to make a career move.

As jobseekers gain confidence in their ability to attract more than one job offer, they will in turn naturally reassess their worth in the market, and this is a key factor behind the growth in salaries.

Permanent off shoring

The trend of corporate restructures that dominated 2012-2013 is showing signs of slowing as companies complete projects to offshore key functions. The most popular destination for offshoring is Asia, particularly the Philippines and India. 32% of employers surveyed report that their company operates with a Shared Service Centre (SSC).

An emerging trend is for companies to offshore key functions but to retain a small core team of experts in Australia. For example a credit function may be offshored to India but a small, highly skilled team of credit controllers will be retained in Australia to deal with exception items and problematic accounts. The loss of roles offshored to SSCs marks a permanent shift in the local employment landscape, as these jobs are unlikely to ever return to our shores.

State by state – NSW leading the charge

Since the mining slowdown, the hottest recruitment activity has moved east, with New South Wales (NSW) leading the charge. Strong public and private sector investment in infrastructure is at the heart of the push behind the NSW market. In turn, NSW Government agencies have been extremely active in the market looking to drive change and improvement in the sector. This is pushing demand for skill sets not necessarily seen in the government space previously. It is also worth noting that both financial services and retail have outperformed versus expectation and continue to demonstrate consistent recruitment demand.

Queensland is also looking buoyant despite the national drop in mining activity. The Sunshine State is now a diverse economy that drives professional employment opportunities across multiple sectors in a similar way to both Sydney and Melbourne.

State by state – NSW leading the charge

(continued)

The brightest spot has been the emergence of large corporate structures focused on managing the infrastructure now in place to drive the oil and gas exploration which has come on-line. Equally, the retail market continues to develop particularly at the luxury goods end.

The recruitment outlook in Victoria is more challenging where heavy job losses within the manufacturing sector, particularly the automotive industry, have dented general business confidence as a whole. To a certain degree the performance of the construction sector driven by strong residential/apartment property sales has countered the manufacturing decline. Equally, there are some positive early signs in the 'emerging' private sector through investment into retail, property and social infrastructure sectors – namely, aviation, education and healthcare markets. Dissimilar to NSW, public sector growth is subdued at present in Victoria, potentially affecting the small to medium industries. However in Victoria, sector mobility for professionals seeking a new career opportunity is sometimes difficult to achieve.

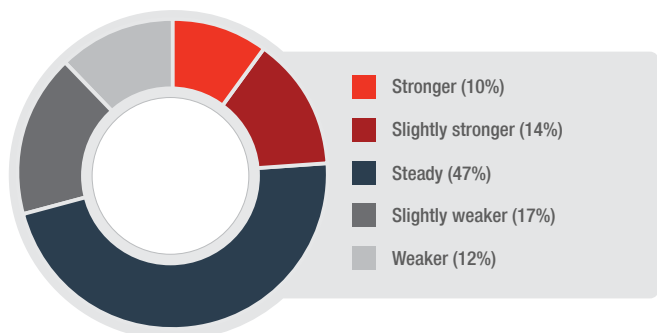
In Western Australia (WA), the wide-reaching impact of the mining slowdown continues to be felt across recruitment in this state. Despite this, early signs of stabilisation are now appearing however the mid to long term outlook will continue to be challenging as the WA employment market adjusts to the decrease in demand driven by mining and resources.

Looking ahead ...

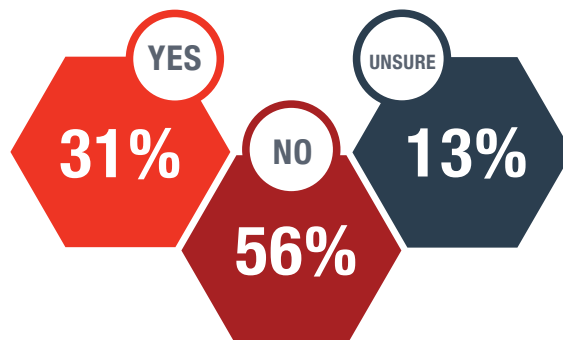
With clear signs that the domestic job market is becoming both more consistent and active, the outlook for the coming 12 months is very positive. As business confidence continues to grow and companies revise their hiring requirements, the demand for quality professionals is likely to grow.

RECRUITMENT ACTIVITY

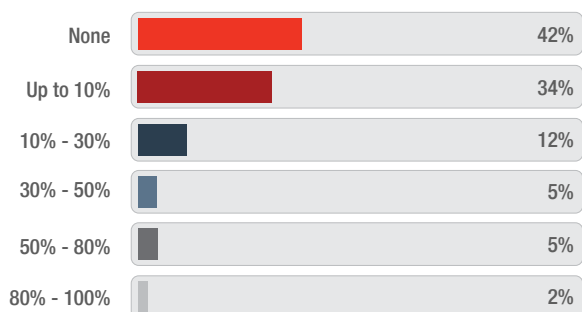
Strength of current hiring activity compared to the last 12 months



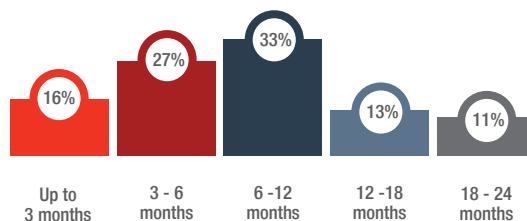
Expecting to increase headcount



Percentage of team employed on contract/temporary basis



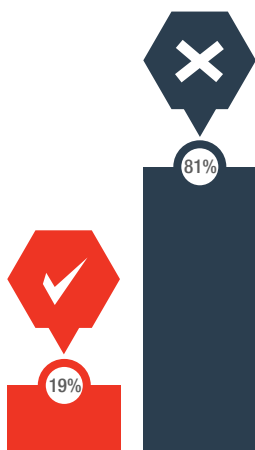
Average length of contract/temporary period



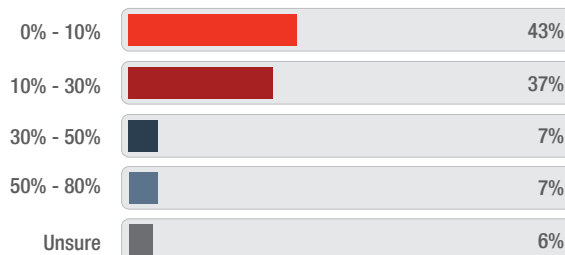
Note: All infographics in this report are based on the views of survey participants. The accompanying market commentary is based on the experience and observations of the Page Personnel team.

RECRUITMENT ACTIVITY

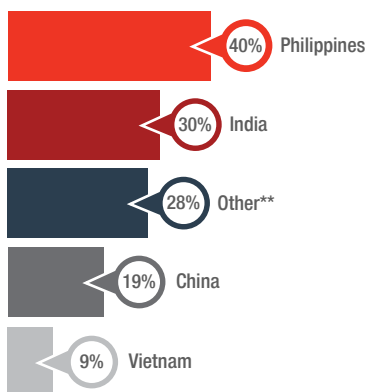
Company operations outsourced outside of Australia



Percentage of company operations outsourced outside of Australia

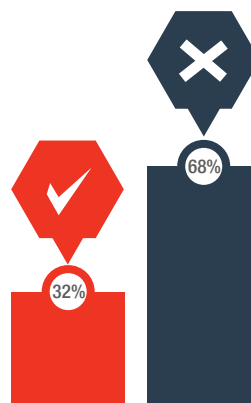


Locations to which company operations are outsourced*



**Asia Pacific, North America, South America, etc.

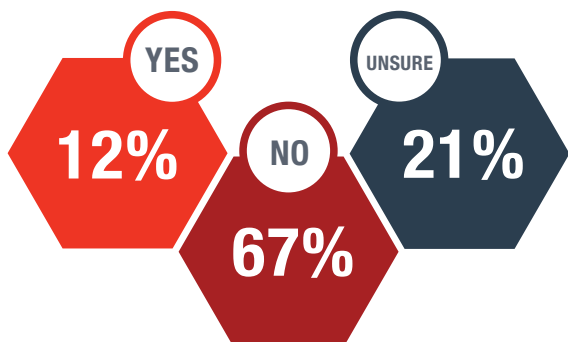
Company operating with a shared service centre (SSC)



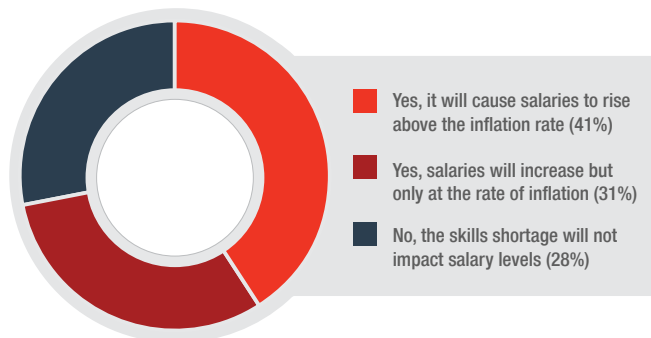
* More than one option could be selected.

RECRUITMENT ACTIVITY

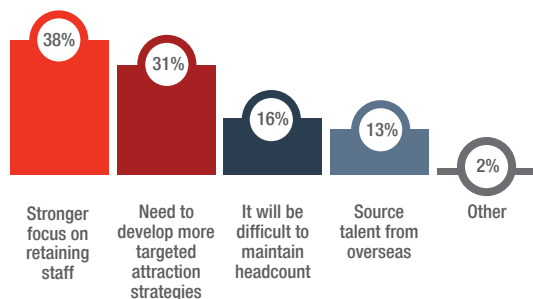
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Impact of skills shortage on businesses in Australia over the next 12 months



SALARY AND REMUNERATION

Salary increases over the next 12 months



All my employees will receive the same percentage increase



All my employees will receive an increase, but it will vary according to performance

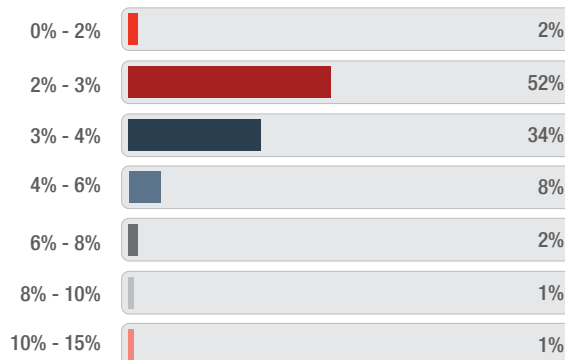


Only my best-performing employees will receive an increase



No one in my team will receive an increase

Average percentage salary increase over the next 12 months

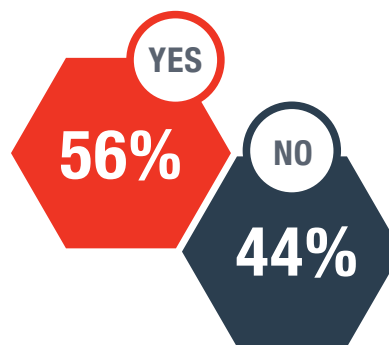


Factor most likely to impact salary levels in the next 12 months



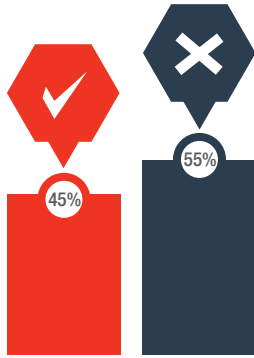
*EBA, Government funding, etc.

Flexible salary packaging or fringe benefits offered to employees

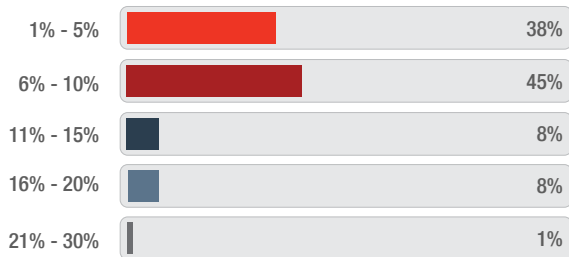


SALARY AND REMUNERATION

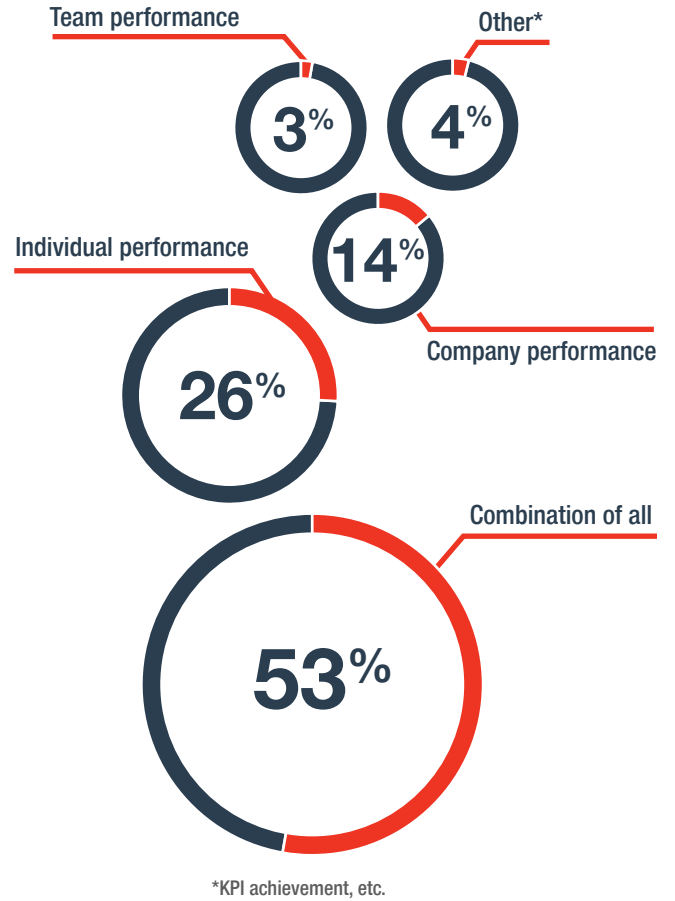
Companies providing bonuses as part of the remuneration package



Average percentage bonus of gross salary

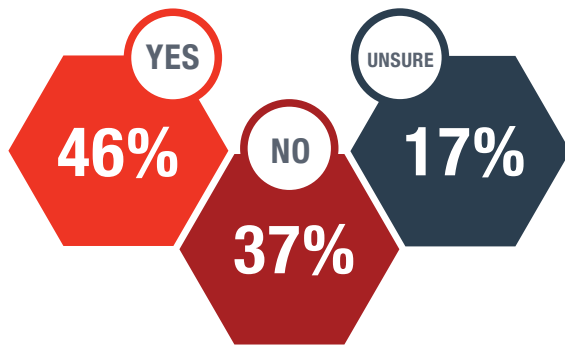


Basis for bonuses over the next 12 months

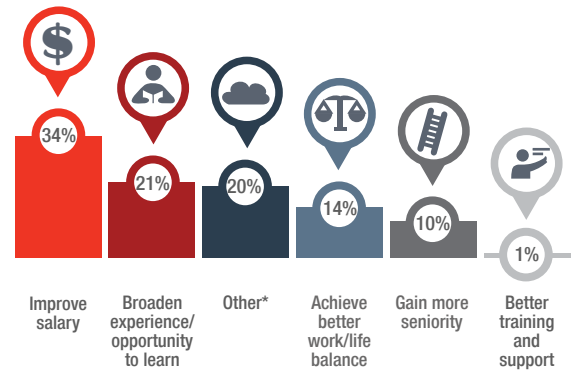


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave

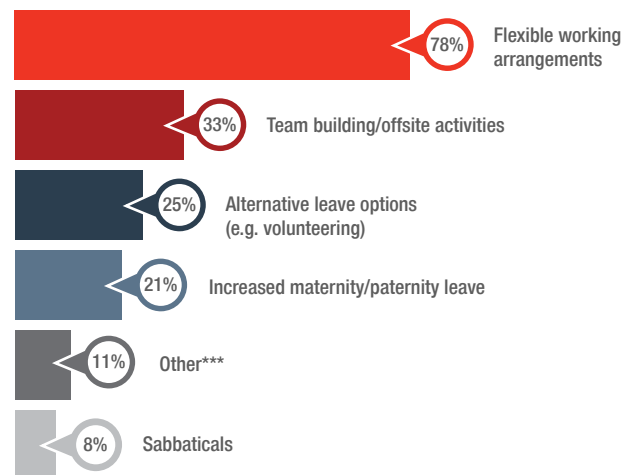


*maternity leave, redundancies, career change, etc.

Most popular tools for attraction and retention



Most popular options offered to support employees' work/life balance**

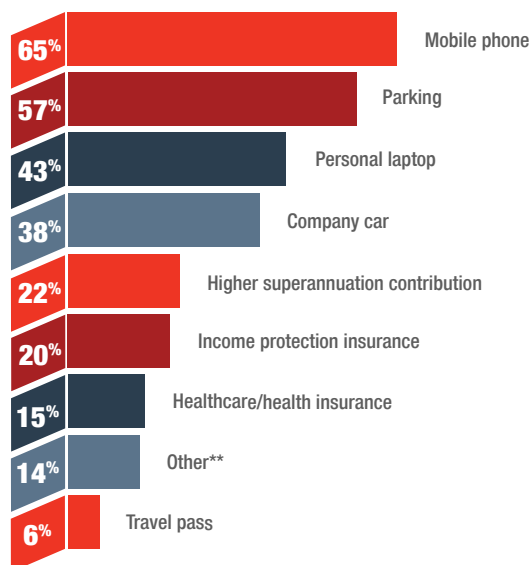


***working from home, 4+ weeks annual leave, etc.

* More than one option could be selected.

ATTRACTION AND RETENTION

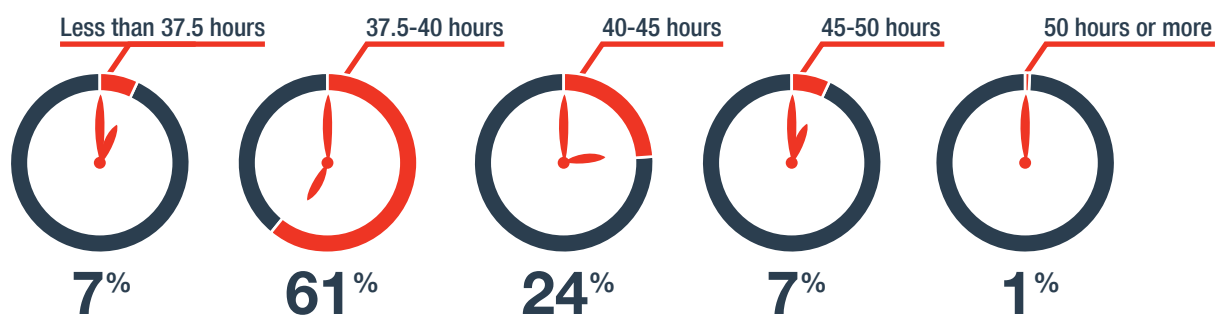
Combination of benefits offered to employees*



**leave loading, salary sacrifice, etc.

WORKING HOURS

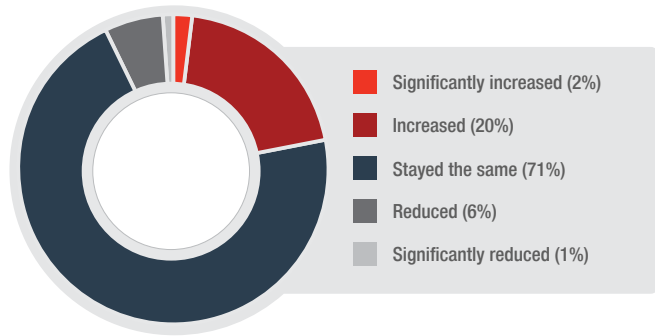
Average weekly working hours



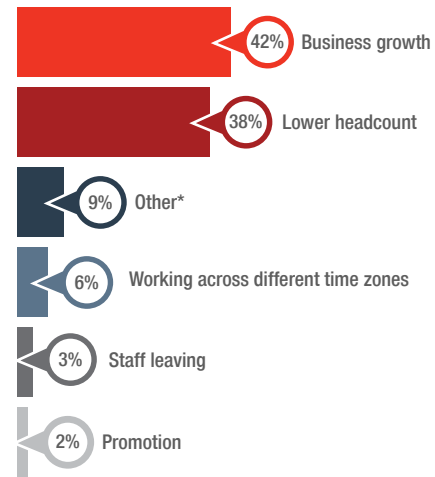
* More than one option could be selected.

WORKING HOURS

Change in average weekly working hours over the last 12 months



Main reason for increased working hours



*redundancies, increased workload, etc.

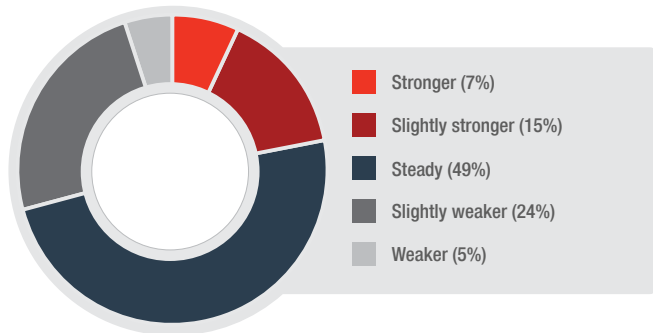
Customer Service

Salary & Employment Forecast

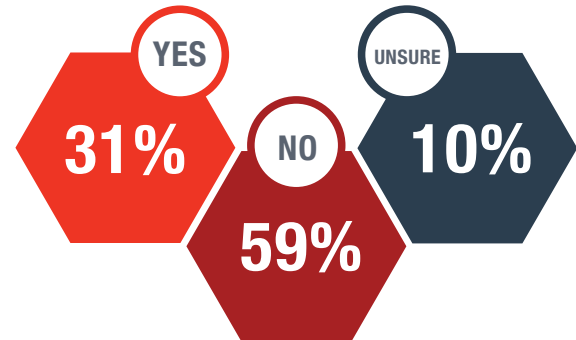
Australia 2014/15

RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount

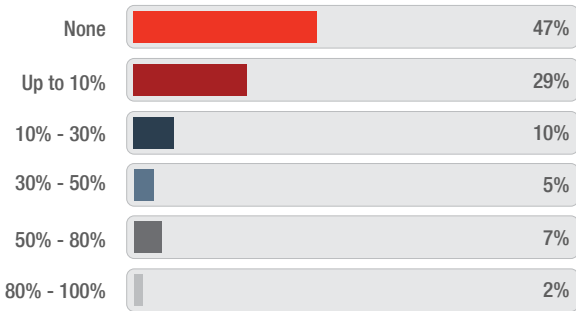


Market observations:

- Currently, overall hiring activity for customer service professionals is strong, and this is expected to continue over the next 12 months.
- A strong level of hiring activity is occurring within NSW, specifically across the financial services sector. In VIC, recruitment is most robust within manufacturing. On a national level, employers in financial services, retail/consumer goods and manufacturing are most active in hiring customer service professionals.
- Recruitment for customer service professionals is being driven by a greater definition between sales and customer service functions, with organisations specifically hiring customer service professionals to undertake non-revenue generating activities. Also, businesses focused on eCommerce are hiring additional customer service and administrative staff to support the ongoing transition to online platforms.
- Consultant level customer service professionals, Order Processing Officers and outbound professionals are currently in highest demand and will continue to be sought-after in the coming year.
- Professionals with a technical focus on customer service are particularly in high demand.

RECRUITMENT ACTIVITY

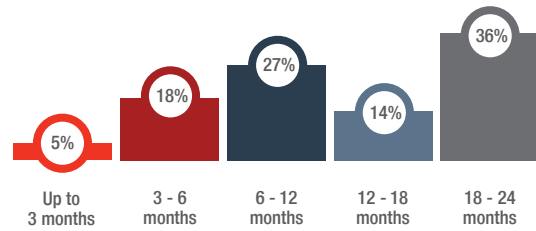
Percentage of team employed on contract/temporary basis



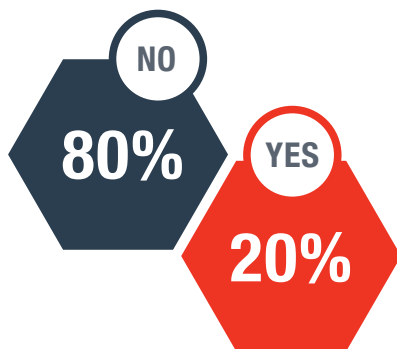
Market observations:

- In the past 12 months, temporary and contract headcount for customer service roles has been constant and is expected to remain stable in the coming year.
- This is due to an ongoing reliance on temporary solutions for customer service roles, as global organisations face headcount restrictions from international parent companies.
- Australian small to medium-sized organisations have greater flexibility to hire permanent staff.

Average length of contract/temporary employment period



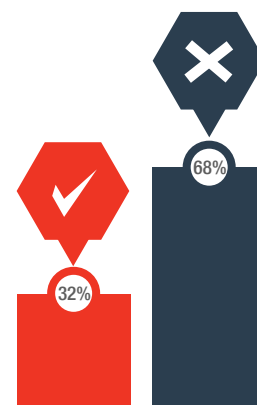
Company operations outsourced outside of Australia



Market observations:

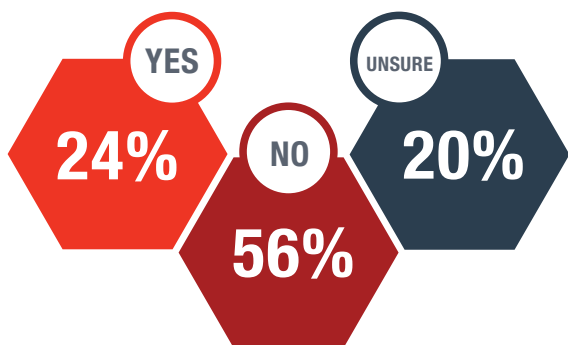
- Companies choosing to outsource customer service operations overseas have the ability to consolidate teams across the region for greater cost efficiency and to effectively manage headcount to deliver campaigns.

Company operating with a shared service centre (SSC)

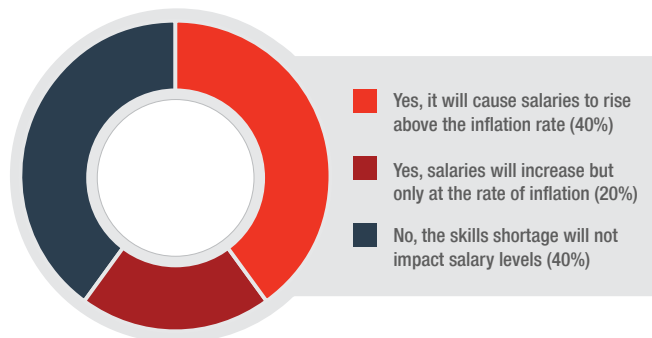


RECRUITMENT ACTIVITY

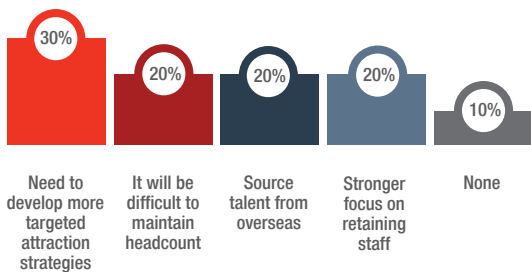
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Impact of skills shortage on businesses in Australia over the next 12 months



SALARY AND REMUNERATION

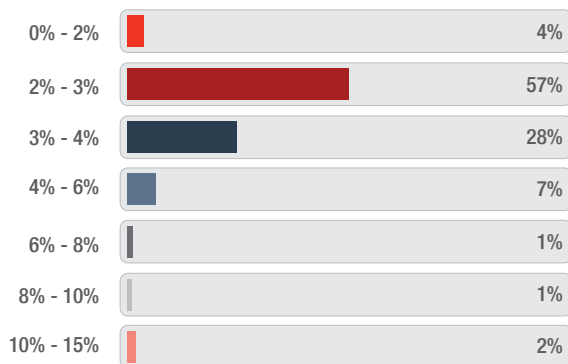
Salary increases over the next 12 months



Market observations:

- Salary and remuneration trends for customer service staff over the past 12 months have been consistent and in line with previous years.
- With trading conditions currently stable, significant increases to salaries are not expected in the coming year.
- Customer service professionals in NSW typically attract higher salaries, given the high volume of multinational organisations with head offices in Sydney.

Average percentage salary increase over the next 12 months



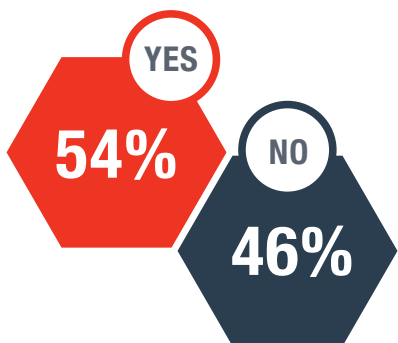
Factor most likely to impact salary levels in the next 12 months*



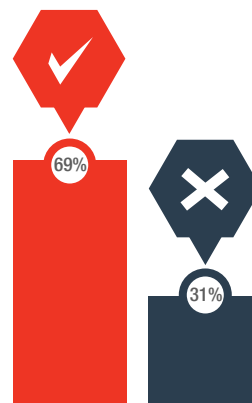
*Government policy and funding, etc.

SALARY AND REMUNERATION

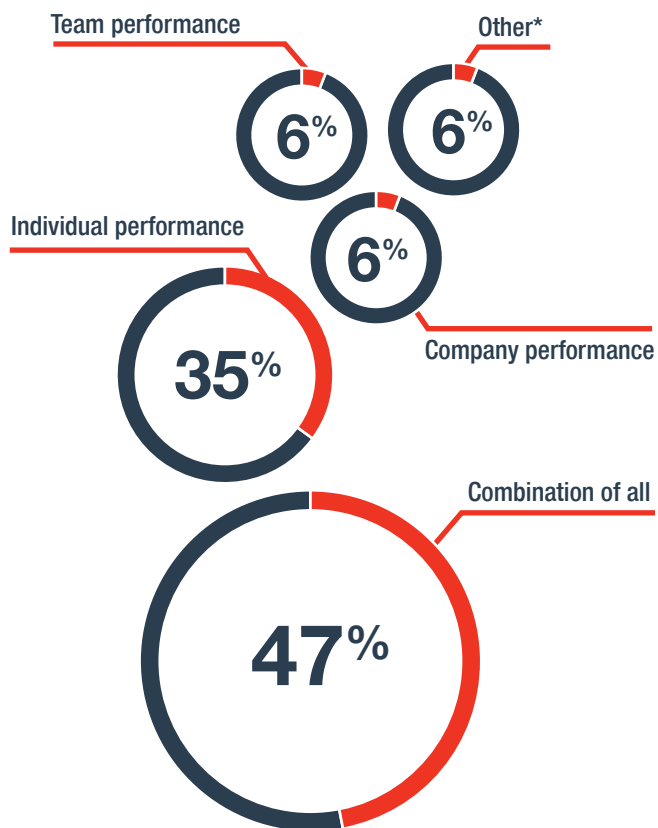
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonuses as part of the remuneration package

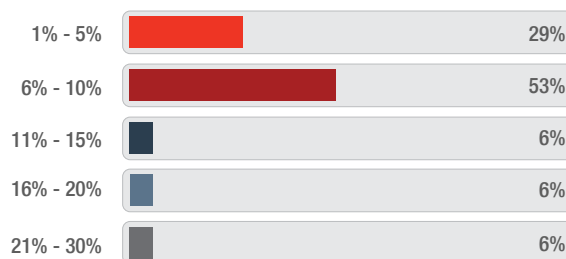


Basis for bonuses over the next 12 months



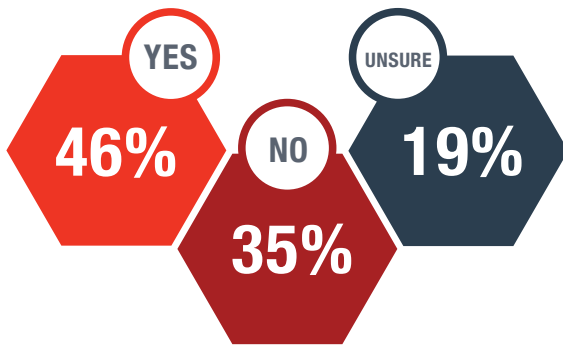
*KPI achievement, etc.

Average percentage bonus of gross salary

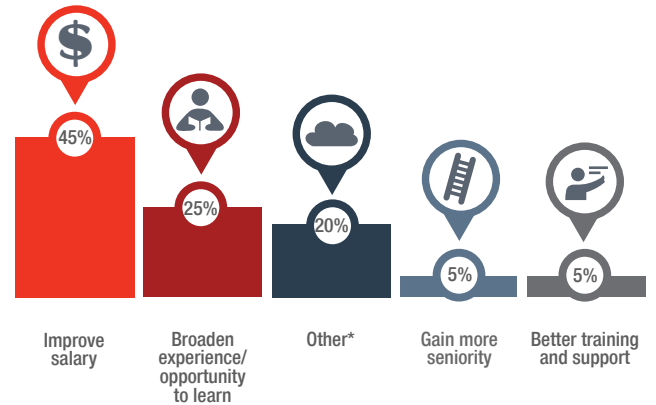


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



*difficult working conditions, etc.

Most popular tools for attraction and retention



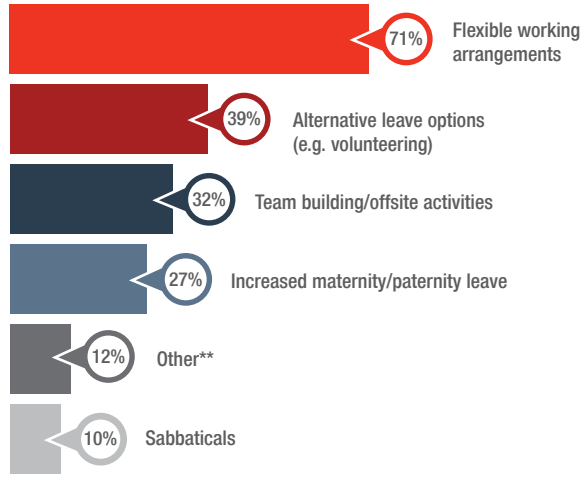
**salary sacrifice, etc.

Market observations:

- Most customer service professionals prefer a mix of financial and non- financial rewards from their employer.
- Employees have a strong desire for clearer direction on career progression opportunities and the best organisations are offering this as a key retention tool.
- Employers also have a focus on creating a brilliant company culture and rewarding positive behaviour.

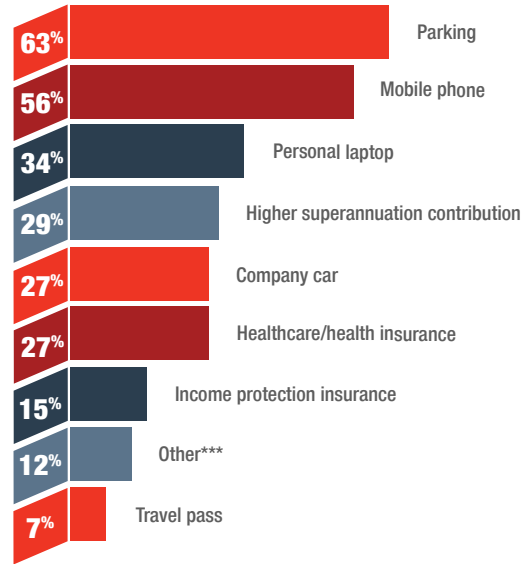
ATTRACTION AND RETENTION

Most popular options offered to support employees' work/life balance*



**extra annual leave, etc.

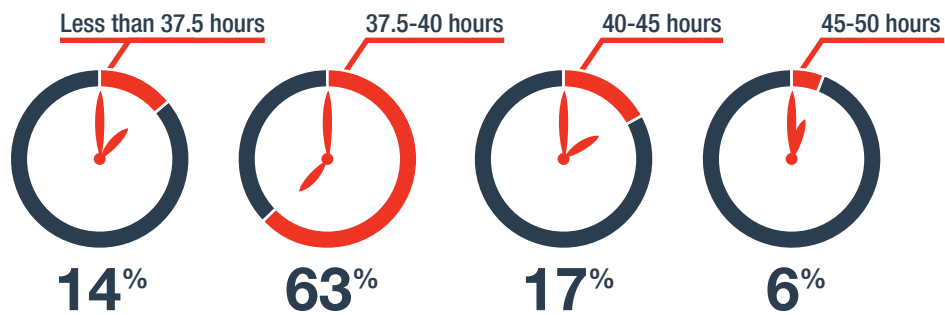
Combination of benefits offered to employees*



***work uniform, life insurance, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

ALL INDUSTRIES

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Client Services and Sales Administration Officers	45-60	55-70	43-57	52-67	41-54	50-63
Order Processing	45-60	50-65	43-57	48-62	41-54	45-59
Workforce Planning Analyst	50-70	70-120	48-67	67-114	45-63	63-108
Workforce Planning Manager	90-120	120-150	86-114	114-143	81-108	108-135
Project Manager	80-120	100-150	76-114	95-143	72-108	90-135
Training Coordinator	55-70	70-90	52-67	67-86	50-63	63-81
Training Manager	75-100	80-120	71-95	76-114	68-90	72-108
Outbound Contact Centre Officer	45-65	65-75	43-62	62-71	41-59	59-68
Outbound Contact Centre Team Leader	65-80	80-100	62-76	76-95	59-72	72-90
Outbound Contact Centre Manager	85-110	110-130	81-105	105-124	77-99	99-117
National Outbound Contact Centre Manager	110-130	120-160	105-124	114-152	99-117	108-144
Customer Service Officer	45-55	55-75	43-52	52-71	41-50	50-68
Customer Service Team Leader	60-85	70-90	57-81	67-86	54-77	63-81
Customer Service Manager	85-120	110-145	81-114	105-138	77-108	99-131
National Customer Service Manager	100-130	120-160	95-124	114-152	90-117	108-144
Call Centre/Contact Centre Manager	110-130	125-165	105-124	119-157	99-117	113-149
General Manager Customer Service	120-150	150-250	114-143	143-238	108-135	135-225

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Client Services and Sales Administration Officers	38-51	47-60	45-60	55-70
Order Processing	38-51	43-55	45-60	50-65
Workforce Planning Analyst	43-60	60-102	50-70	70-120
Workforce Planning Manager	77-102	102-128	90-120	120-150
Project Manager	68-102	85-128	80-120	100-150
Training Coordinator	47-60	60-77	55-70	70-90
Training Manager	64-85	68-102	75-100	80-120
Outbound Contact Centre Officer	38-55	55-64	45-65	65-75
Outbound Contact Centre Team Leader	55-68	68-85	65-80	80-100
Outbound Contact Centre Manager	72-94	94-111	85-110	110-130
National Outbound Contact Centre Manager	94-111	102-136	110-130	120-160
Customer Service Officer	38-47	47-64	45-55	55-75
Customer Service Team Leader	51-72	60-77	60-85	70-90
Customer Service Manager	72-102	94-123	85-120	110-145
National Customer Service Manager	85-111	102-136	100-130	120-160
Call Centre/Contact Centre Manager	94-111	106-140	110-130	125-165
General Manager Customer Service	102-128	128-213	120-150	150-250

Please note:

1. Salaries indicated are based on annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. 2. Small to medium companies are defined as having a turnover of less than \$100 million. Large companies are defined as having a turnover of more than \$100 million. 3. Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information.

Finance

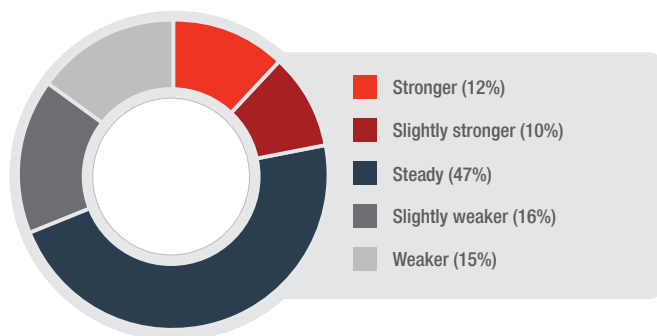
Salary & Employment Forecast

Australia 2014/15

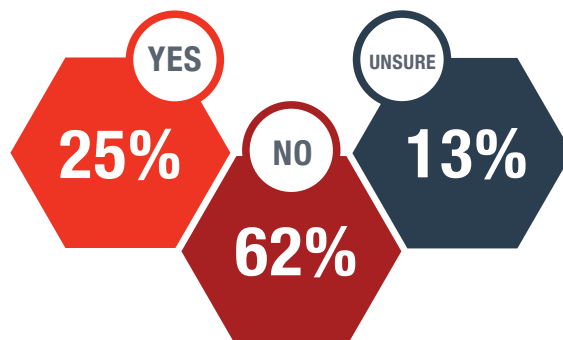


RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount

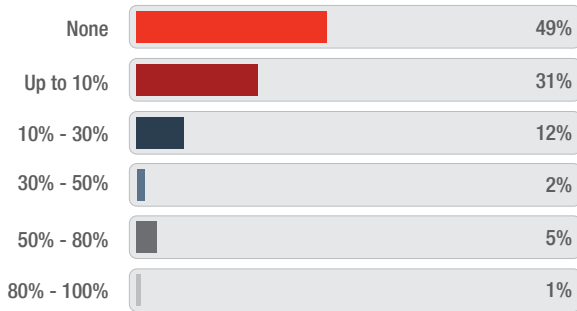


Market observations:

- Currently, the strength of overall hiring activity for finance professionals is average. This is expected to continue in the coming year as no material shift in recruitment is likely in the next 12 months.
- Recruitment for finance professionals is strongest in the retail sector as multinational retail businesses continue to recognise the Australian market as having strong growth potential and establish operations in the country.
- Hiring is also strong within the NSW state government as it continues to centralise operations, resulting in high-calibre talent being recruited to support newly created shared service centres. In addition, large multinational organisations, the majority of which have head offices based in NSW, are actively recruiting finance staff.
- Payroll professionals and talent with skills in accounts payable and receivable are in demand within small to medium-enterprises (SMEs) and will continue to be sought-after in the coming 12 months.
- Experience in large shared service centres, navigating a matrix organisation and managing a high volume of transactional work, as well as specialist payroll professionals are in particularly high demand. This is being driven by the continued investment in technology by finance functions looking to gain efficiencies such as scanning and Electronic Data Interchange (EDI), as well as those moving to large shared service centres.

RECRUITMENT ACTIVITY

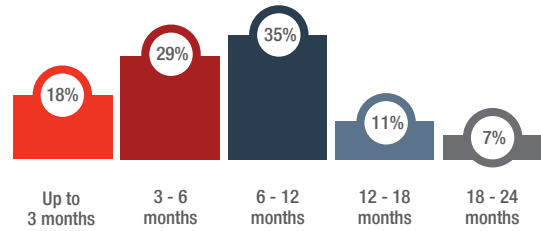
Percentage of team employed on contract/temporary basis



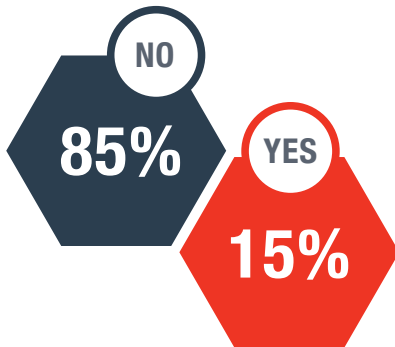
Market observations:

- In the past 12 months, temporary and contract headcount for finance roles has increased. Over the coming 12 months, staff numbers are expected to remain at this level.
- Payroll Officers, Credit Officers and well-rounded accounts professionals are in most demand on a temporary or contract basis.

Average length of contract/temporary period



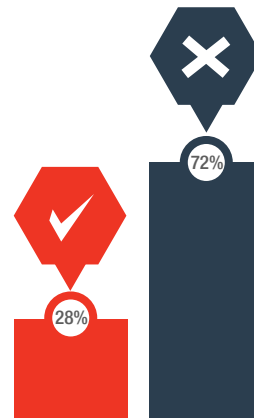
Company operations outsourced outside of Australia



Market observations:

- In companies where Australia represents a small part of the business, outsourcing finance operations overseas ensures efficiency on a global scale.
- Outsourcing operations overseas can also achieve cost reductions and implementation of global best-practice processes.

Company operating with a shared service centre (SSC)

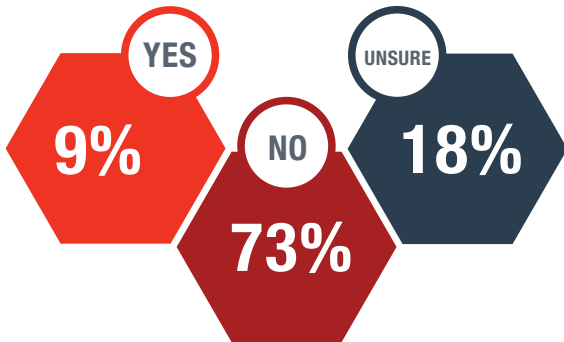


Market observations:

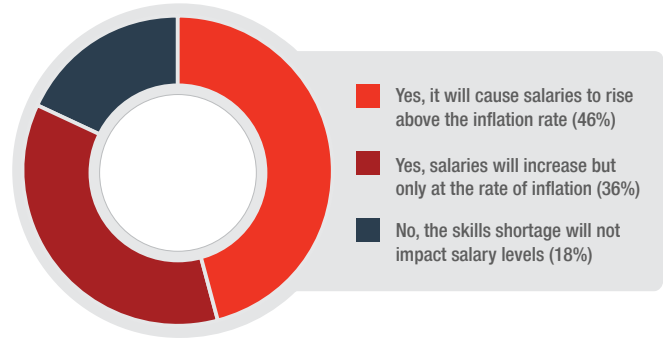
- Companies choosing to operate with a shared service centre (SSC) gain efficiency with decentralised Australian operations and can implement best-practice, Australia-wide processes and achieve a greater level of control.
- SSCs may also be used so there is a consistent technology platform which allows ease of comparison between business units.

RECRUITMENT ACTIVITY

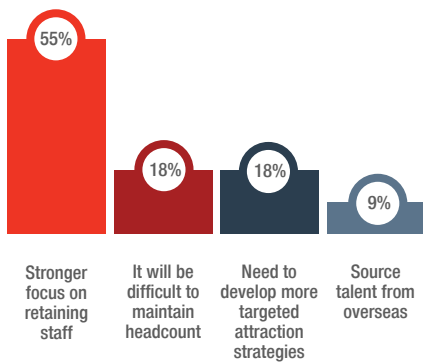
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Impact of skills shortage on businesses in Australia over the next 12 months



SALARY AND REMUNERATION

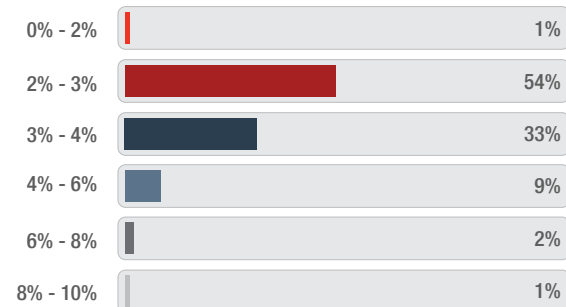
Salary increases over the next 12 months



Market observations:

- Salary and remuneration trends for finance professionals over the past 12 months have been in line with previous years and remain stable.
- Shared Service Centre Managers and Directors will be awarded with above average increases as they are able to command higher-than-average salary increments with their implementation experience.

Average percentage salary increase over the next 12 months



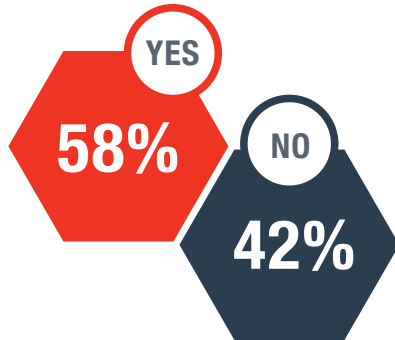
Factor most likely to impact salary levels in the next 12 months*



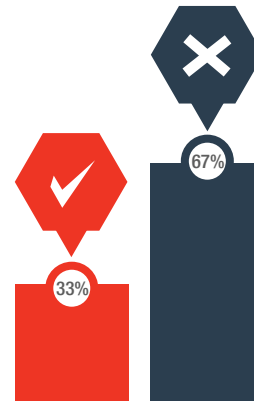
*Government funding, etc.

SALARY AND REMUNERATION

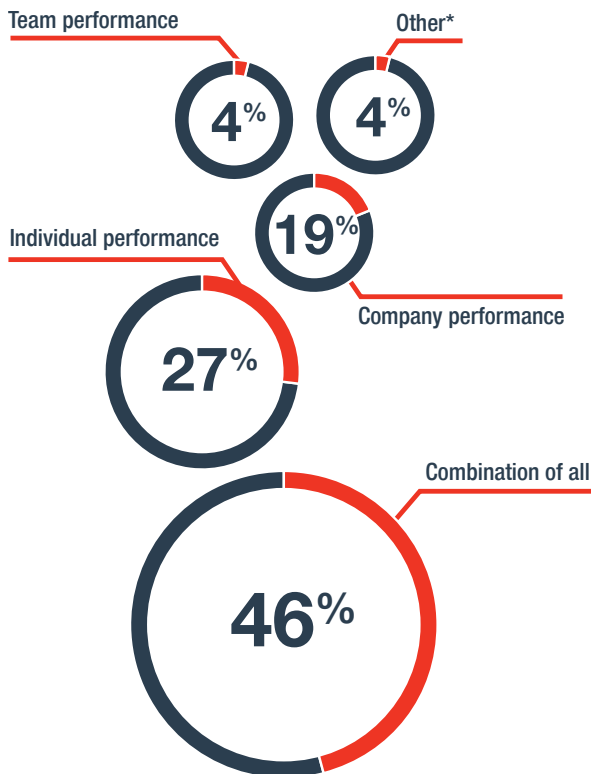
Flexible salary packaging or fringe benefits offered to employees



Companies providing bonuses as part of the remuneration package

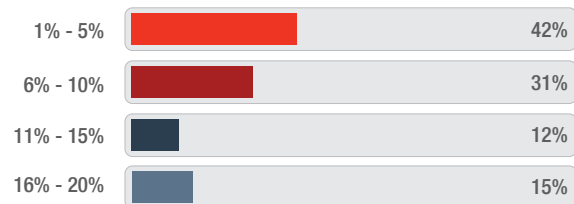


Basis for bonuses over the next 12 months



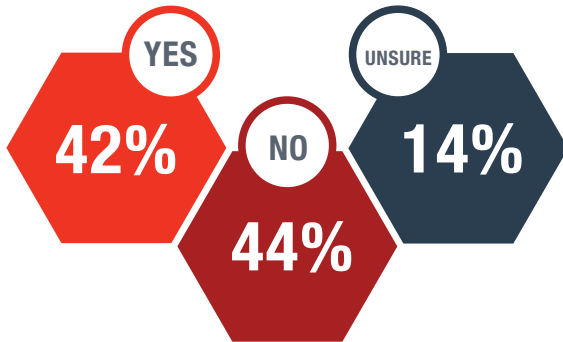
*KPI achievement, etc.

Average percentage bonus of gross salary

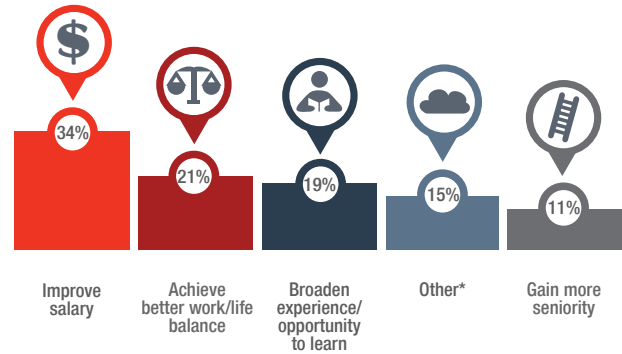


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



*career change, company culture, maternity leave, etc.

Most popular tools for attraction and retention



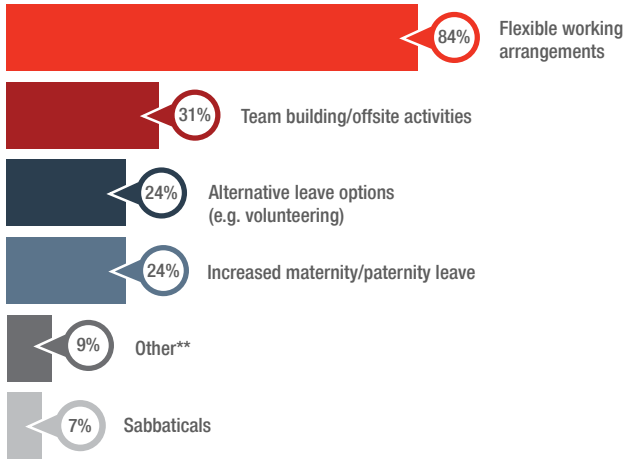
**salary increases, etc.

Market observations:

- Most finance professionals prefer financial rewards, however many also seek opportunities for professional development.
- The best organisations are offering clearer direction on career progression opportunities as a key retention tool. This can be challenging in large organisations that have rationalised structures and reduced levels of leadership positions. However, some businesses are focusing on differentiating themselves as an employer of choice by continuing to drive structured career progression and continued learning for their staff.

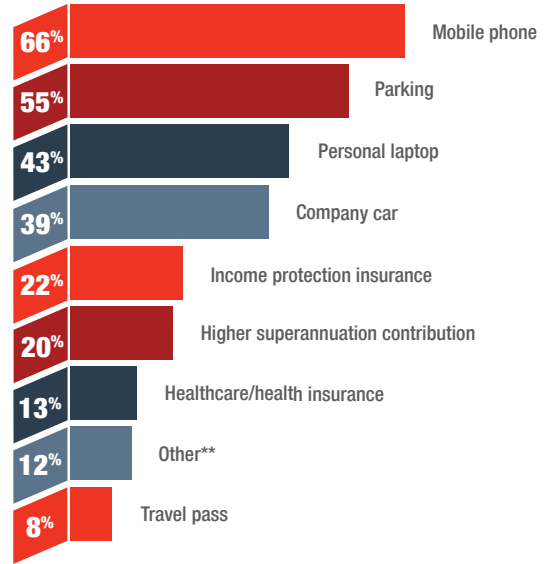
ATTRACTION AND RETENTION

Most popular options offered to support employees' work-life balance*



**working from home, etc.

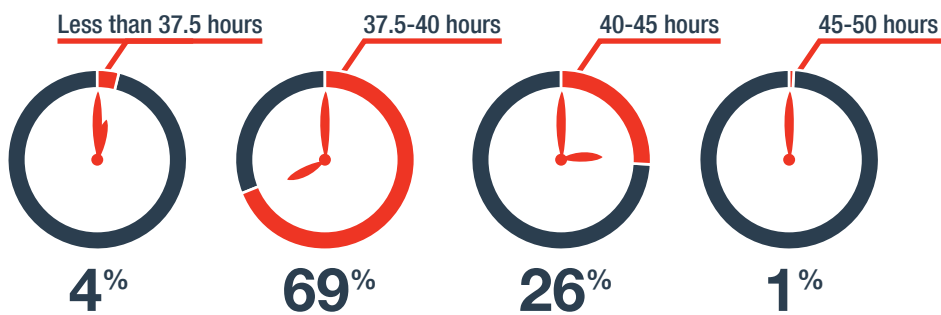
Combination of benefits offered to employees*



**salary sacrifice, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

ACCOUNTS CLERK/ACCOUNTS ASSISTANT

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Accounts Officer	45-50	45-55	45-50	45-55	43-48	43-52
Senior Accounts Officer	50-60	55-70	50-60	55-70	48-57	52-67

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Accounts Officer	41-45	41-50	45-50	45-55
Senior Accounts Officer	45-54	50-63	50-60	55-70

ACCOUNTS PAYABLE

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Accounts Payable Officer	45-55	50-65	45-55	50-65	43-52	48-62
Accounts Payable Supervisor	55-70	60-90	55-70	60-90	52-67	57-86
Accounts Payable Manager	70-85	80-120	70-85	80-120	67-81	76-114
National Accounts Payable Manager	90-110	100-150	90-110	100-150	86-105	95-143

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Accounts Payable Officer	41-50	45-59	45-55	50-65
Accounts Payable Supervisor	50-63	54-81	55-70	60-90
Accounts Payable Manager	63-77	72-108	70-85	80-120
National Accounts Payable Manager	81-99	90-135	90-110	100-150

Please note:

1. Salaries indicated are based on annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. **2.** Small to medium companies are defined as having a turnover of less than \$100 million. Large companies are defined as having a turnover of more than \$100 million. **3.** Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information. **4.** Roles marked N/A in this report are not commonly found in the area specified.

SALARY TABLES

ACCOUNTS RECEIVABLE/CREDIT

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Accounts Receivable Officer	45-55	50-70	45-55	50-70	43-52	48-67
Accounts Receivable Supervisor	55-70	60-90	55-70	60-90	52-67	57-86
Accounts Receivable Manager	70-85	90-130	70-85	90-130	67-81	86-124
National Accounts Receivable Manager	90-110	100-150	90-110	100-150	86-105	95-143
Credit Officer	55-70	55-75	55-70	55-75	52-67	52-71
Credit Supervisor	60-75	65-85	60-75	65-85	57-71	62-81
Credit Manager	75-95	90-140	75-95	90-140	71-90	86-133
National Credit Manager	90-125	120-180	90-125	120-180	86-119	114-171

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Accounts Receivable Officer	41-50	45-63	45-55	50-70
Accounts Receivable Supervisor	50-63	54-81	55-70	60-90
Accounts Receivable Manager	63-77	81-117	70-85	90-130
National Accounts Receivable Manager	81-99	90-135	90-110	100-150
Credit Officer	50-63	50-68	55-70	55-75
Credit Supervisor	54-68	59-77	60-75	65-85
Credit Manager	68-86	81-126	75-95	90-140
National Credit Manager	81-113	108-162	90-125	120-180

PAYROLL

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Payroll Officer	55-75	60-80	55-75	60-80	52-71	57-76
Payroll Supervisor	75-85	80-95	75-85	80-95	71-81	76-90
Payroll Manager	80-100	90-130	80-100	90-130	76-95	86-124
National Payroll Manager	90-130	110-180	90-130	110-180	86-124	105-171

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Payroll Officer	50-68	54-72	55-75	60-80
Payroll Supervisor	68-77	72-86	75-85	80-95
Payroll Manager	72-90	81-117	80-100	90-130
National Payroll Manager	81-117	99-162	90-130	110-180

Please note:

1. Salaries indicated are based on annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. **2.** Small to medium companies are defined as having a turnover of less than \$100 million. Large companies are defined as having a turnover of more than \$100 million. **3.** Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information. **4.** Roles marked N/A in this report are not commonly found in the area specified.

SALARY TABLES

SHARED SERVICES

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Shared Service Centre Manager	N/A	100-140	N/A	100-140	N/A	95-133
Shared Service Centre Director	N/A	150-300	N/A	150-300	N/A	143-285

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Shared Service Centre Manager	N/A	90-126	N/A	100-140
Shared Service Centre Director	N/A	135-270	N/A	150-300

Please note:

1. Salaries indicated are based on annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. **2.** Small to medium companies are defined as having a turnover of less than \$100 million. Large companies are defined as having a turnover of more than \$100 million. **3.** Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information. **4.** Roles marked N/A in this report are not commonly found in the area specified.

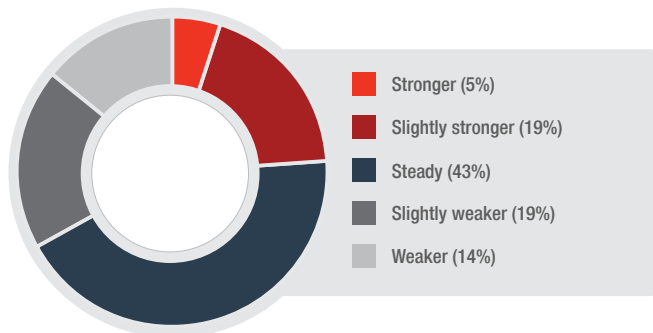
Office Support

Salary & Employment Forecast

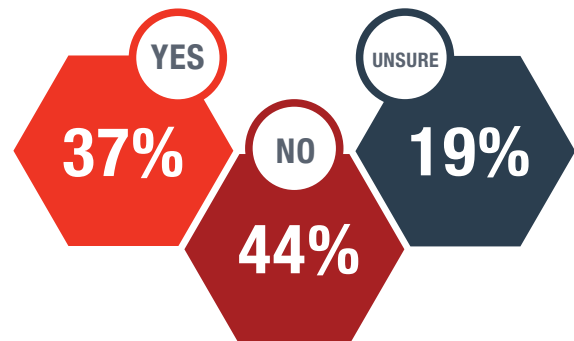
Australia 2014/15

RECRUITMENT ACTIVITY

Strength of current hiring activity compared to the last 12 months



Expecting to increase headcount

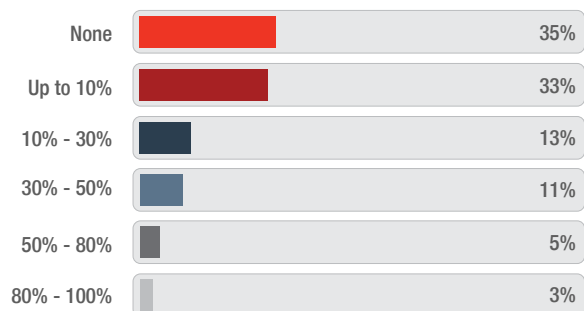


Market observations:

- Currently, hiring for office support professionals is strong. This is expected to continue in the coming year as no material shift in recruitment activity is likely to occur in the next 12 months. Also, hiring levels are anticipated to be consistent with the past 12 months.
- NSW is experiencing the highest level of hiring activity, specifically for temporary office support roles. The majority of head offices for multinational companies are based in NSW and they continue to rely on temporary resources to avoid having to get permanent headcount approval.
- Team Assistants, Administration Officers and Office Managers are in highest demand and will remain sought-after over the coming year.
- Team Assistants are required to support larger teams than that of an Executive Assistant or Personal Assistant role. The biggest shift from Executive to Team Assistant positions has been within financial services, where traditionally a high number of Senior Executive Assistants have provided one-to-one support.
- Administration Assistants and Office Managers who can provide well-rounded business support are in high demand within small to medium-enterprises (SMEs). This is due to administration and transactional finance roles being consolidated as businesses continue to delayer and gain efficiencies.
- SMEs continue to be more nimble with hiring permanent office support staff compared to large organisations, but seek professionals who are able to fulfill multiple functions in their role.
- Well-rounded administrative skills, including bookkeeping skills within SMEs, and the ability to support multiple stakeholders are in particularly high demand.

RECRUITMENT ACTIVITY

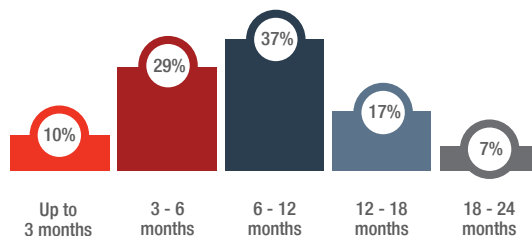
Percentage of team employed on contract/temporary basis



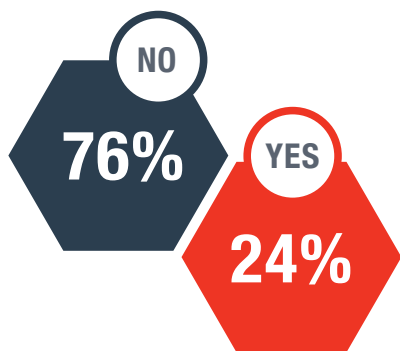
Market observations:

- In the past 12 months, temporary and contract headcount has increased. Over the coming 12 months, staff numbers are expected to remain at this level.
- Receptionists, Executive Assistants and data entry professionals are most sought-after on a temporary or contract basis.

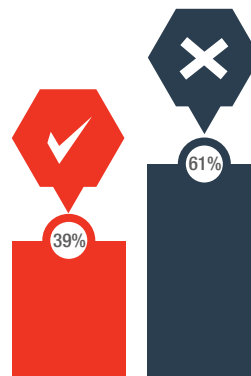
Average length of contract/temporary employment period



Company operations outsourced outside of Australia

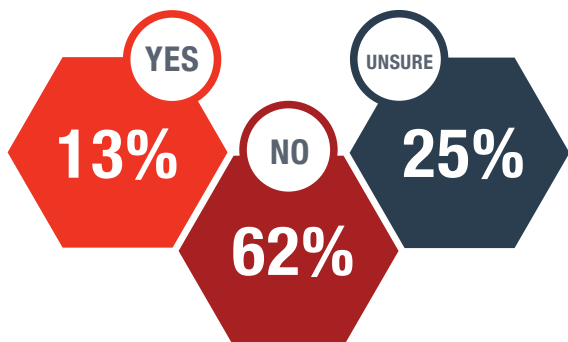


Company operating with a shared service centre (SSC)

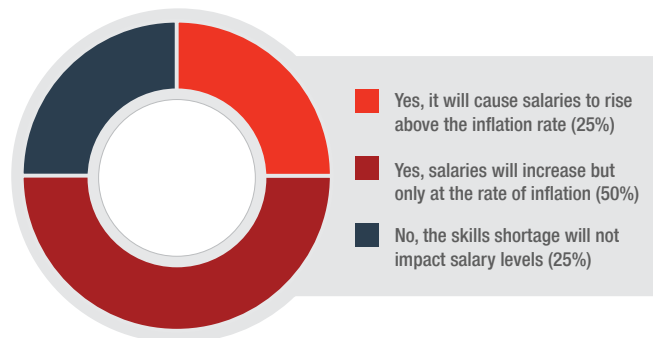


RECRUITMENT ACTIVITY

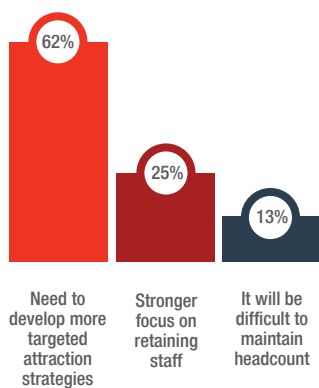
Expectation of a professional skills shortage in the next 12 months



Skills shortage placing upwards pressure on salaries



Impact of skills shortage on businesses in Australia over the next 12 months



SALARY AND REMUNERATION

Salary increases over the next 12 months



All my employees will receive the same percentage increase



All my employees will receive an increase, but it will vary according to performance



Only my best-performing employees will receive an increase

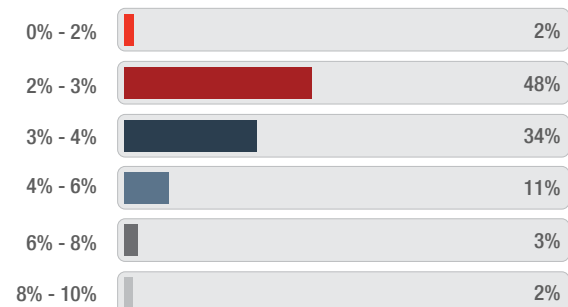


No one in my team will receive an increase

Market observations:

- Salary and remuneration trends for office support staff over the past 12 months have been consistent and in line with previous years. With trading conditions currently stable, significant increases to salaries are not expected in the coming year.
- Salaries for Senior Executive Assistants within financial services and large multinational organisations have been rationalised, linked to trends in executive level salaries.

Average percentage salary increase over the next 12 months



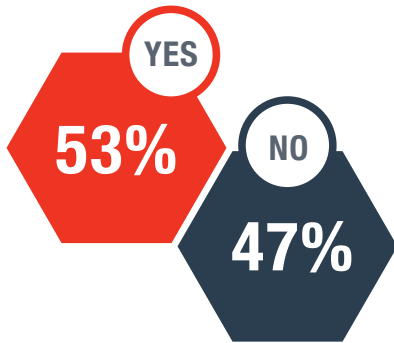
Factor most likely to impact salary levels in the next 12 months



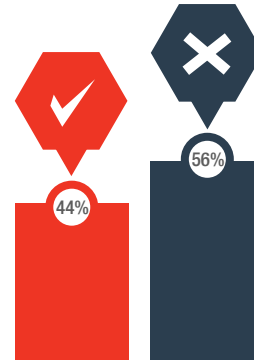
*Government funding and policy, etc.

SALARY AND REMUNERATION

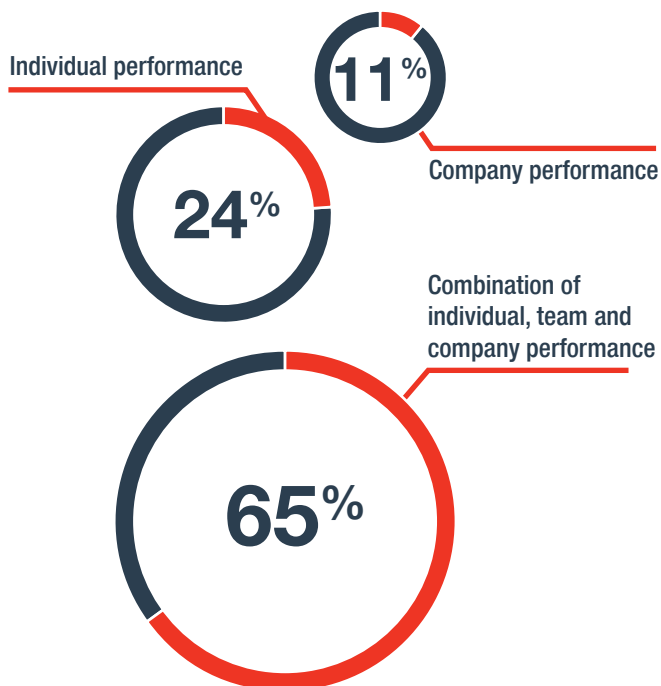
Flexible salary packaging or fringe benefits offered to employees



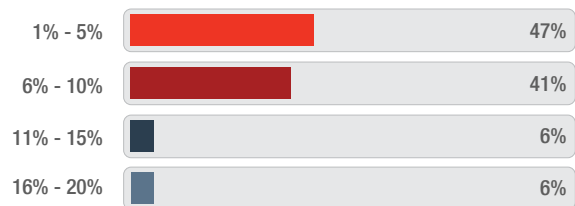
Companies providing bonuses as part of the remuneration package



Basis for bonuses over the next 12 months

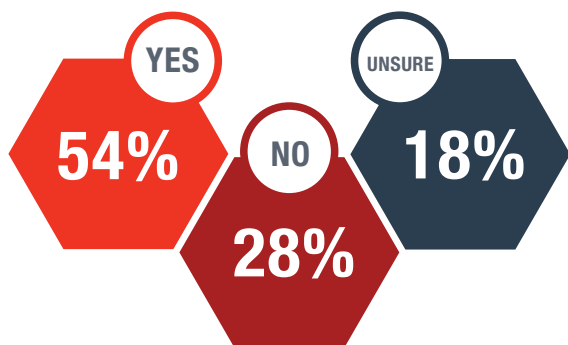


Average percentage bonus of gross salary

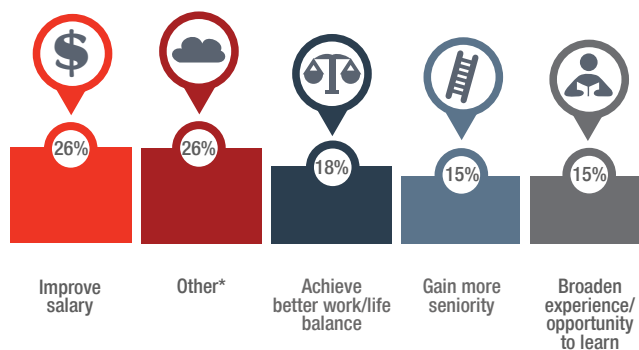


ATTRACTION AND RETENTION

Employer expectations for staff turnover in the next 12 months



Key reason employees are likely to leave



*organisational change, etc.

Most popular tools for attraction and retention

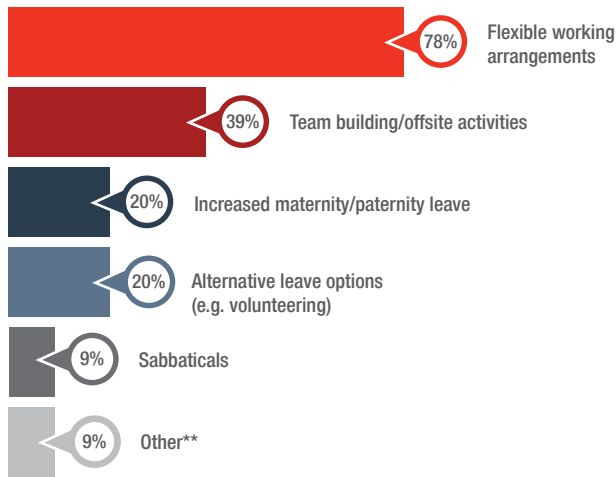


Market observations:

- Most office support staff prefer to receive financial rewards from their employer.
- Some employers are focused on additional work/life balance initiatives. This includes reviewing and improving maternity/paternity leave policies and offering the ability to purchase additional annual leave or other types of leave, like birthday leave.
- More structured career progression initiatives, including support with study to facilitate this progression, is being offered by some companies.

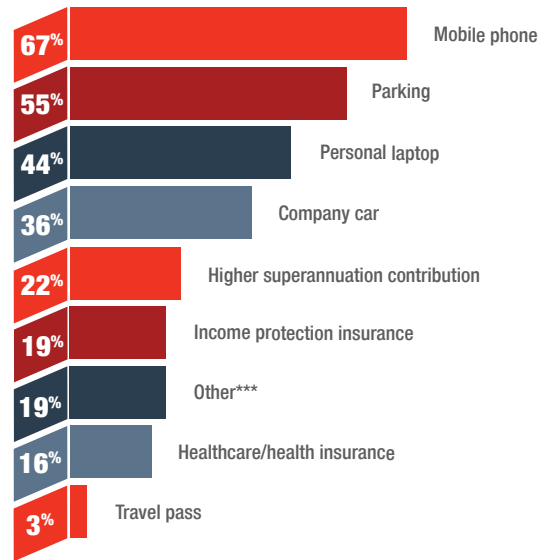
ATTRACTION AND RETENTION

Most popular options offered to support employees' work/life balance*



**working from home, etc.

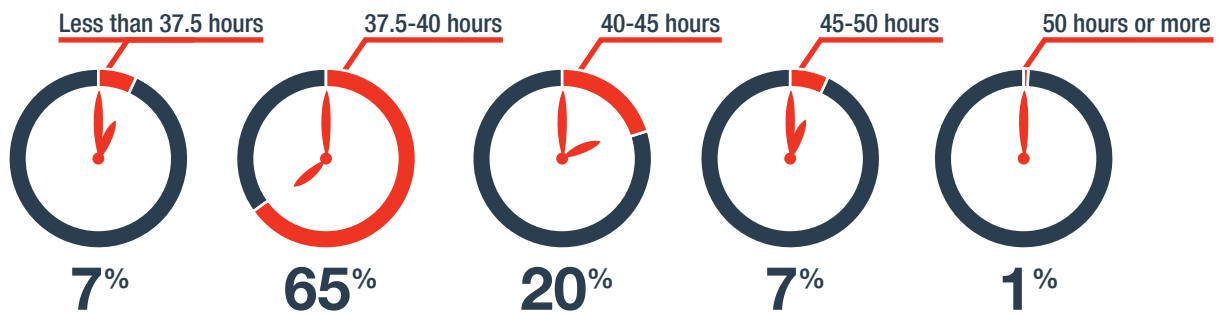
Combination of benefits offered to employees*



***iPads, iPhones, etc.

WORKING HOURS

Average weekly working hours



* More than one option could be selected.

SALARY TABLES

ALL INDUSTRIES

State	NSW		VIC		QLD	
Size of company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Data Entry Officer	44-50	45-60	42-48	43-57	37-43	38-51
Receptionist	44-55	50-65	42-52	48-62	37-47	43-55
Senior Receptionist	50-60	50-70	48-57	48-67	43-51	43-60
Office Assistant	45-50	45-60	43-48	43-57	38-43	38-51
Office Manager	55-80	65-100	52-76	62-95	47-68	55-85
Practice Manager	65-90	75-110	62-86	71-105	55-77	64-94
Project Administration	55-70	65-85	52-67	62-81	47-60	55-72
Records Officer	50-60	50-75	48-57	48-71	43-51	43-64
Document Controller	55-70	70-80	52-67	67-76	47-60	60-68
Executive Assistant (Manager level)	60-75	70-85	57-71	67-81	51-64	60-72
Executive Assistant (GM/Director level)	65-90	75-110	62-86	71-105	55-77	64-94
Executive Assistant (CEO level)	70-95	85-120	67-90	81-114	60-81	72-102
Team Secretary	45-65	55-75	43-62	52-71	38-55	47-64
Personal Assistant	65-75	75-90	62-71	71-86	55-64	64-77
Legal Secretary	55-75	75-90	52-71	71-86	47-64	64-77

State	SA		WA	
Size of company	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000
Data Entry Officer	37-43	38-51	44-50	45-60
Receptionist	37-47	43-55	44-55	50-65
Senior Receptionist	43-51	43-60	50-60	50-70
Office Assistant	38-43	38-51	45-50	45-60
Office Manager	47-68	55-85	55-80	65-100
Practice Manager	55-77	64-94	65-90	75-110
Project Administration	47-60	55-72	55-70	65-85
Records Officer	43-51	43-64	50-60	50-75
Document Controller	47-60	60-68	55-70	70-80
Executive Assistant (Manager level)	51-64	60-72	60-75	70-85
Executive Assistant (GM/Director level)	55-77	64-94	65-90	75-110
Executive Assistant (CEO level)	60-81	72-102	70-95	85-120
Team Secretary	38-55	47-64	45-65	55-75
Personal Assistant	55-64	64-77	65-75	75-90
Legal Secretary	47-64	64-77	55-75	75-90

Please note:

1. Salaries indicated are based on annual basic salary, including superannuation at 9.5%, excluding bonus/incentive schemes. **2.** Small to medium companies are defined as having a turnover of less than \$100 million. Large companies are defined as having a turnover of more than \$100 million. **3.** Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information.

Contact Us

Sydney

CBD

Level 32, Grosvenor Place
225 George Street
Sydney NSW 2000
Tel +61 2 8221 8100
Fax +61 2 8221 8101
enquiries@pagepersonnel.com.au

North Shore

Level 6, Tower B, Zenith Centre
821 Pacific Highway
Chatswood NSW 2067
Tel +61 2 8221 8100
Fax +61 2 8221 8101
enquiries@pagepersonnel.com.au

West

Level 4
110 George Street
Parramatta NSW 2150
Tel +61 2 8836 0700
Fax +61 2 8836 0701
enquiries@michaelpage.com.au

Brisbane

Level 5
100 Creek Street
Brisbane QLD 4000
Tel +61 7 3414 6100
Fax +61 7 3414 6101
enquiries@pagepersonnel.com.au

Melbourne

CBD

Level 19
600 Bourke Street
Melbourne VIC 3000
Tel +61 3 8616 6200
Fax +61 3 8616 6201
enquiries@pagepersonnel.com.au

South East

Suite 10, Level 2,
622 Ferntree Gully Road
Wheelers Hill VIC 3150
Tel +61 3 8616 6200
Fax +61 3 8616 6201
enquiries@pagepersonnel.com.au

Perth

Level 6, Westralia Plaza
167 St Georges Terrace
Perth WA 6000
Tel +61 8 9215 9500
Fax +61 8 9215 9599
enquiries@pagepersonnel.com.au

.....
PageExecutive

MichaelPage

PagePersonnel
.....

Part of the
PageGroup

