

The relative strength of the Australian economy, coupled with the receding risk of further jolts to the recovery, ensured that the employment market improved markedly throughout the course of 2010.

Permanent employment rebounded strongly at all levels and across all sectors. Whether it was front-end sales staff in commercial businesses or support professionals in banking firms – be they local or international, small or large – increased optimism and demand resulted in a rapid and well-publicised rise in recruitment activity.

Unemployment levels at the beginning of 2010 were lower in Australia than most Western economies. This, coupled with increased recruitment demand, resulted in supply shortages and wage pressure in some areas.

Australia should continue to see strong employment growth in 2011. Both contract and permanent hiring in all sectors is expected to increase, with a necessary reliance on temporary labour to bridge the gap caused by an economy close to full employment. In particular, the traditional resources boom states – Queensland and Western

Australia – are likely to replicate the levels of demand and related salary inflation seen in previous prosperous times, provided major investment projects continue in these areas and the Asian economies continue to grow.

As the ‘war for talent’ intensifies, firms will need to be alert to market rates and competitive forces, while engaging and communicating with high performing talent, to ensure they retain their key employees.

The strength of the Australian economy will encourage more overseas-based organisations to consider expanding their operations into the country, which will cause further strains on labour supply. However, organisations prepared to hire specialist skills from overseas and recruit from alternative national locations will secure quality candidates.

ADELAIDE

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

The Adelaide banking & financial services division recruits for permanent and contract positions across all disciplines of financial services, including insurance, consumer and business banking, operational risk management, compliance, treasury, project management and wealth management.

Market Overview

The South Australian financial services market largely consists of sales and distribution-focused businesses, with the more strategic and operational head office functions located interstate. These businesses encompass retail, consumer lending, SME and business banking, commercial and corporate lending, institutional lending, wealth management and treasury. Due to renewed market confidence, all of these businesses witnessed increased recruitment activity throughout 2010.

Business unit heads recruited experienced bankers across a number of key areas in order to take advantage of the improved market conditions; senior relationship managers, business development managers and senior sales managers were in highest demand.

Recruitment activity in the commercial/corporate lending sector was focused at the senior relationship manager level. There were some executive and state 'head of' roles and although these were not commonplace in the South Australia market, they did command salaries between \$150 - 250k. In contrast, roles in credit were scarce as banks remained cautious about relaxing their lending criteria until they saw more lasting signs of an economic turnaround.

The federal election and end of financial year contributed to a slowing in recruitment activity at the end of quarter two. Most firms took a cautious 'wait and see' approach before committing to new headcount budget and most were anticipating

financial market reforms. Front-line sales and relationship-orientated roles were predominantly filled at the start of the year causing a further contraction of available roles midway through the year.

Towards the end of 2010, the rationalisation and restructuring of some business divisions resulted in redundancies at several large organisations. This led to an increase in the number of senior professionals entering the market.

While the credit squeeze eased slightly throughout 2010, we did not see credit approvals and new business requests return to pre-global financial crisis levels. Salaries therefore remained fairly consistent, with employers wary of increasing base costs too soon and before consumer and business confidence returned in earnest.

Outlook for 2011

We are cautiously optimistic about the outlook for the South Australian banking and financial services market in 2011. The anticipated rise in interest rates will ensure that any growth in the economy or in consumer business confidence is guarded and that the banks' approach to credit remains cautious. However, experienced bankers with locally-established portfolios and strong personal networks will continue to be in high demand as the competitive nature of the local market dictates that businesses will be looking to recruit professionals who can hit the ground running.

ADELAIDE

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2010	2011
Banking		
Relationship Manager - Institutional	\$130k+	\$140k+
Relationship Manager - Corporate	\$90k+	\$100k+
Financial Markets - Analyst	\$80k+	\$80k+
Credit Risk Analyst (6+ yrs' exp)	\$75k+	\$75k+
Credit Risk Analyst (3 - 5 yrs' exp)	\$70 - 85k	\$65 - 80k
Relationship Manager - SME	\$70k+	\$70k+
Credit Risk Analyst (0 - 2 yrs' exp)	\$65k+	\$60k+
Business Banking		
Relationship Manager - Institutional	\$130k+	\$140k+
Treasury Manager	\$120k+	\$120k+
Credit Risk Analyst (3 - 5 yrs' exp)	\$75k+	\$70k+
Credit Risk Analyst (6+ yrs' exp)	\$70k+	\$65k+
Relationship Manager - Corporate	\$70 - 90k	\$75 - 90k
Relationship Manager - SME	\$65k+	\$65k+
Financial Services		
Portfolio Funds Manager	\$100k+	\$100k+
Financial Planner (6+ yrs' exp)	\$90k+	\$100k+
Financial Planner (3 - 5 yrs' exp)	\$80 - 90k	\$85 - 90k
Trainee Dealer (0 - 2 yrs' exp)	\$70 - 80k	\$80 - 90k
Financial Planner (0 - 2 yrs' exp)	\$65 - 75k	\$70 - 80k
Portfolio Funds Administrator	\$60 - 65k	\$60 - 70k
NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.		

ADELAIDE

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

The Adelaide commerce & industry division recruits for permanent and contract roles across financial, management, system and project accounting.

Market Overview

In early 2010, we saw renewed interest from companies looking to bolster their reporting teams as the economy recovered. In particular, financial and management reporting, financial analyst and business process analyst specialists were in high demand, although salaries remained static. Companies adopted a variety of methods when recruiting, ranging from taking on new hires or candidates currently on temp/contract assignments, to sourcing temp/contract staff with a view to making them permanent in the future.

SMEs were most adversely affected by the downturn and exercised more caution when recruiting than other businesses. We found most preferred to hire part-qualified or junior level staff who could be coached and mentored rather than invest immediately in experienced fully-qualified accountants. SMEs also tended to favour hiring temporary/contract staff.

While larger corporate businesses were more inclined to hire permanent staff, they also sought contract candidates with a business process re-engineering background to address specific project requirements created by the need to look at process efficiencies during the market downturn.

Candidates with qualifications in tax or audit were highly sought-after across the board and often had numerous employment options to choose from. Consequently, we saw salaries for these roles increase by around \$10k.

Outlook for 2011

We expect recruitment activity will remain relatively stable in the early stages of 2011. However, we anticipate an increase in the number of contract staff being offered (and accepting) permanent positions as the market continues to improve. We also expect that more companies will implement new systems, which will result in an increase in demand for systems accountants and analysts.

ROLE

PERMANENT SALARY PER ANNUM \$AUS

CONTRACT RATE PER HOUR \$AUS

	2010	2011	2010	2011
Chief Financial Officer	\$175 - 500k	\$175 - 400k		
Financial Controller - Large Organisation	\$175 - 200k	\$170 - 220k		
Group Financial Controller	\$150 - 250k	\$150 - 250k		
Financial Controller - Small/Medium Organisation	\$130 - 170k	\$120 - 160k		
Tax Manager	\$110k+	\$120k+		
Group Management Accountant	\$110k+	\$120k+		
Commercial Manager	\$110k+	\$100k+		
Finance Manager (2 - 5 yrs' exp)	\$105k+	\$100k+	\$55 - 70	\$55 - 70
Audit Manager	\$100k+	\$120k+	\$45 - 60	\$60 - 80
Financial Analyst (6+ yrs' exp)	\$95k+	\$95k+	\$50 - 60	\$50 - 60
Financial Accountant (6+ yrs' exp)	\$90k+	\$90k+	\$50 - 60	\$50 - 60
Group Accountant	\$90k+	\$85k+	\$45 - 60	\$45 - 60
Systems Accountant (6+ yrs' exp)	\$90k+	\$80k+	\$45 - 60	\$40 - 55
Tax Accountant (6+ yrs' exp)	\$90k+	\$100k+	\$50 - 60	\$55 - 65
Management Accountant (6+ yrs' exp)	\$85k+	\$80k+	\$45 - 60	\$45 - 60
Management Accountant (3 - 5 yrs' exp)	\$70 - 85k	\$70 - 85k	\$40 - 50	\$40 - 50
Financial Accountant (3 - 5 yrs' exp)	\$70 - 85k	\$70 - 85k	\$40 - 50	\$40 - 50
Financial Analyst (3 - 5 yrs' exp)	\$70 - 85k	\$70 - 85k	\$40 - 50	\$45 - 55
Tax Accountant (3 - 5 yrs' exp)	\$65 - 80k	\$75 - 90k	\$45 - 60	\$50 - 65
Cost Accountant (2 - 5 yrs' exp)	\$65 - 75k	\$65 - 75k	\$40 - 50	\$40 - 50
Assistant Accountant - CA/CPA (0 - 2 yrs' exp)	\$45 - 60k	\$50 - 65k	\$30 - 35	\$25 - 35

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

ADELAIDE

SECRETARIAL & BUSINESS SUPPORT

The Adelaide secretarial & business support division specialises in placing high quality business support professionals across all levels of seniority. We offer temporary, contract and permanent solutions to clients across a wide range of sectors including IT, retail, education, utilities, professional services, insurance, engineering, real estate, banking and manufacturing.

Market Overview

Despite a slow start to the year, levels of secretarial support and general business administration recruitment rose across all industries throughout 2010. As the market recovered from the global financial crisis and business activity picked up, many companies sought to increase their administrative functions.

In the first half of the year, we particularly saw an increase in demand for temporary business support professionals.

Those professionals who were most impacted during the downturn, such as office managers, executive assistants and personal assistants, were also sought-after at the start of 2010.

Recruitment activity within the credit collections and debtor control sector remained constant and experienced little fluctuation as some businesses continued to deal with the post-global financial crisis fallout. However, experienced accounts payable and receivable officers began to be more sought-after, with hourly and permanent salaries rising slightly as a result. At financial year-end, we also saw increased demand for short-term temporary roles.

The second half of 2010 saw an increase in demand for team leaders in accounts divisions and more senior administration professionals. Candidates with these skill sets tended to be more active job seekers and had more opportunities available to them.

Many companies also took previously sourced temporary staff onto their books as full-time employees.

In the lead up to the summer holidays we saw a typical seasonal pattern of organisations increasing temporary headcount, particularly in the retail space. Experienced accounts professionals (both payables and receivables) and general administration specialists were in highest demand.

Outlook for 2011

With hiring levels for secretarial and business support strong at the end of 2010 and market confidence improving, we predict that recruitment activity will continue to increase throughout 2011. Companies will need to focus on retaining quality back office support staff, taking into account that employees will be seeking salary increases and improved work-life balance.

ROLE

	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
Payroll Supervisor	\$53 - 70k	\$55 - 70k	\$25 - 34	\$25 - 35
Executive Assistant	\$50 - 70k	\$50 - 80k	\$25 - 33	\$25 - 35
Office Manager	\$50 - 70k	\$60 - 80k	\$25 - 33	\$30 - 40
Bookkeeper	\$48 - 56k	\$45 - 55k	\$22 - 30	\$20 - 30
Credit Controller	\$45 - 70k	\$50 - 75k	\$25 - 34	\$30 - 40
Personal Assistant	\$45 - 60k	\$45 - 60k	\$24 - 30	\$25 - 30
Secretary	\$45 - 55k	\$45 - 55k	\$22 - 26	\$20 - 30
Legal Secretary	\$43 - 58k	\$50 - 60k	\$22 - 29	\$25 - 35
Accounts Payable/Receivable	\$43 - 47k	\$50 - 70k	\$22 - 26	\$25 - 35
Payroll Officer	\$40 - 50k	\$40 - 50k	\$22 - 25	\$20 - 25
Receptionist	\$36 - 43k	\$35 - 50k	\$20 - 24	\$23 - 30
Data Entry Operator	\$35 - 41k	\$35 - 40k	\$20 - 22	\$20 - 25

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

BRISBANE

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

The Brisbane banking & financial services division recruits across front, middle and back office on a permanent, contract and temporary basis. We recruit qualified and part-qualified accountants and industry professionals from entry to executive level covering banking, wealth, insurance and stock broking.

Market Overview

Recruitment activity in the Brisbane banking and financial services market increased throughout 2010. The first half of the year was characterised by sustained growth in activity as both employers and candidates responded to improved economic conditions. Demand for finance professionals peaked in September following the federal election and remained steady until the end of the year as organisations hired in preparation for 2011.

There was a consistent requirement for analysts, internal auditors and finance managers throughout the year as organisations sought to strengthen their internal finance functions. Demand for risk and compliance managers was particularly strong in the first half of the year, as employers across the market looked to improve their back office processes and adhere to new regulatory requirements. In the second half of the year, demand for analysts continued. However, the number of management level positions available decreased as most of these key roles had been filled in the first half of the year.

Newly-qualified chartered accountants looking to transition into banking and financial services from leading advisory firms were highly coveted. We also witnessed a reduction in the availability of high-calibre part-qualified and qualified accounting professionals. As a result, many contractors hired midway through the year were later offered permanent roles.

Organisations were also looking to recruit qualified actuaries with general insurance

experience and qualified financial planners and stock brokers with strong local connections to replace professionals made redundant during the economic downturn. High performing relationship managers with experience in corporate and commercial markets were also in demand, as firms looked to take advantage of the new opportunities offered by a more buoyant market.

Reflecting the composition of the Brisbane market we saw limited opportunities for portfolio managers, property fund managers and middle office operations professionals. We do not anticipate any major changes to this trend in the first half of 2011.

Outlook for 2011

With confidence on the rise and recruitment activity and business volumes increasing, the outlook for 2011 is positive. We expect pay reviews to be highly pertinent for businesses, with many staff seeking increments in remuneration to offset pay freezes and/or diminished bonuses in 2009/2010. However, salaries will not increase across the board, with companies likely to focus on rewarding their strongest performers. As disparities are likely to emerge in remuneration review rates, we expect some attrition to occur within businesses and sectors least able to accommodate employees' expectations.

To be successful in recruiting and retaining the best talent, employers will also need to differentiate themselves as 'employers of choice' as the market continues to improve. As the pool of available candidates diminishes due to increased hiring activity, it will become increasingly important for organisations to clearly define their recruitment strategies and requirements in 2011.

BRISBANE

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
Corporate Services				
Chief Financial Officer	\$150 - 350k	\$160 - 350k	\$75 - 175	\$80 - 175
Financial Controller	\$105 - 250k	\$110 - 250k	\$52 - 125	\$55 - 125
Compliance/Risk Manager	\$85 - 120k	\$90 - 125k	\$42 - 60	\$45 - 62
Tax Manager	\$85 - 120k	\$90 - 125k	\$42 - 60	\$45 - 62
Accountant (Financial, Management, Tax, System)	\$70 - 120k	\$75 - 125k	\$35 - 60	\$37 - 62
Compliance/Risk Officer	\$55 - 80k	\$65 - 85k	\$27 - 40	\$32 - 42
Banking				
Relationship Manager (Institutional)	\$115 - 150k	\$115 - 150k	\$57 - 75	\$57 - 75
Relationship Manager (Corporate)	\$90 - 120k	\$90 - 120k	\$45 - 60	\$45 - 60
Credit Manager	\$85 - 120k	\$90 - 125k	\$42 - 60	\$45 - 62
Relationship Manager (Small Business)	\$65 - 90k	\$70 - 90k	\$32 - 45	\$35 - 45
Mortgage Manager	\$65 - 90k	\$70 - 95k	\$32 - 45	\$35 - 47
Credit Analyst	\$60 - 80k	\$65 - 80k	\$30 - 40	\$32 - 40
Superannuation/Insurance				
Underwriter	\$65 - 110k	\$70 - 110k	\$32 - 55	\$35 - 55
Claims Manager	\$40 - 75k	\$45 - 75k	\$20 - 37	\$21 - 37
Administrator	\$40 - 55k	\$45 - 55k	\$20 - 28	\$22 - 28
Wealth Management				
Senior Financial Planner	\$85 - 125k	\$75 - 125k	\$42 - 62	\$35 - 55
Advisor	\$55 - 75k	\$45 - 70k	\$27 - 37	\$21 - 37
Para Planner	\$45 - 65k	\$50 - 70k	\$22 - 33	\$25 - 35
NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.				

BRISBANE

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

The Brisbane accounting commerce division consists of highly experienced, professional consultants focused on both the permanent and contract needs of a diverse portfolio of clients. With hands-on commercial accounting experience in the Brisbane market, we provide a thorough and consultative service to clients and candidates, up to the senior management level. Our division in Brisbane offers a local perspective complemented by the resources of a global business, which means we are able to provide tailored recruitment solutions to meet both clients' and candidates' needs.

Market Overview

Despite a reasonably slow start to 2010, recruitment activity in the Brisbane accounting and finance market increased from March onwards. Candidate and employer confidence returned and there was a significant rise in demand for both temporary and permanent finance professionals.

As we saw a steady influx of new roles at all levels (from accounts administration through to middle management) from late March, the candidate population showed a renewed desire to consider new opportunities. Upward pressure on salaries was relatively light in the first half of the year as candidates moving jobs were primarily motivated by career advancement. However, organisations began to offer more competitive salaries in the last few months of the year to expedite the recruitment process as competition for the best talent intensified. We also saw an increase in the number of professionals initially recruited on a temporary basis being transitioned into permanent positions as firms looked to maintain higher permanent headcounts.

While difficult to pinpoint a specific industry that saw more growth than others, the traditional 'heavy industries' were responsible for substantial levels of recruitment. South East Queensland's infrastructure plan also

continued to create opportunities. We saw significant demand for candidates with specialist project skills as some of Brisbane's largest construction/engineering organisations moved from the design to operational phase. As more commercial manager roles became available, we also saw a growth in demand for professionals with experience in contract negotiation and joint venture reporting.

The resources sector continued to boom, and in addition to the traditional areas of coal and copper, we saw increased recruitment activity from liquified natural gas (LNG) and coal seam gas (CSG) developments. This attracted renewed interest from large overseas multinationals looking to set up operations at a local level to support their investment. Opportunities for accounting professionals at all levels within this area consequently increased.

The machinery and equipment sub-sector of Brisbane's manufacturing market also grew to support Queensland's booming mining industry. This increased the demand for candidates with costing and pricing backgrounds who had a solid understanding of pricing principles.

High demand for professionals with specialist payroll and complex reconciliation skills caused a shortage of quality candidates in the market. At the qualified level, we saw greatest demand for candidates within traditional finance roles covering technical IFRS, consolidations, tax and audit. Operational accounting professionals, including business and commercial analysts and management accountants, were also highly sought as companies refocused on practises to increase operational efficiencies and performance.

Outlook for 2011

While difficult to make exact predictions about the Brisbane recruitment market in 2011, we expect that the infrastructure plans, resources boom and LNG and CSG investment will continue to drive the Queensland economy and create opportunities for accounting professionals at all levels. As the demand for specialist skills continues to increase throughout the year, organisations could potentially face market conditions reminiscent of those seen in 2007, where shortages drove salary levels well above traditional market value.

BRISBANE

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
	Chief Financial Officer	\$155 - 400k	\$175 - 300k	\$80 - 150
Tax Manager	\$125 - 200k	\$130 - 200k	\$60 - 90	\$60 - 100
Commercial/Planning Manager	\$125 - 185k	\$120 - 200k	\$65 - 90	\$55 - 100
Financial Controller	\$105 - 250k	\$120 - 250k	\$60 - 85	\$60 - 100
Finance Manager	\$85 - 140k	\$100 - 150k	\$57 - 76	\$50 - 70
Senior Financial Accountant	\$85 - 140k	\$95 - 140k	\$52 - 68	\$45 - 70
Tax Accountant	\$85 - 140k	\$90 - 140k	\$47 - 68	\$50 - 70
Senior Business/Financial Analyst	\$85 - 135k	\$90 - 140k	\$57 - 84	\$55 - 90
Systems Accountant	\$85 - 125k	\$70 - 130k	\$50 - 70	\$60 - 100
Senior Management Accountant	\$85 - 125k	\$90 - 130k	\$52 - 68	\$50 - 75
Treasury Accountant	\$80 - 125k	\$80 - 130k	\$43 - 63	\$40 - 65
Credit Manager	\$78 - 110k	\$80 - 110k	\$38 - 60	\$35 - 65
Payroll Manager	\$75 - 110k	\$75 - 110k	\$38 - 60	\$35 - 60
Accounts Payable/Receivable Manager	\$68 - 105k	\$70 - 105k	\$38 - 60	\$35 - 60
Financial Accountant	\$65 - 85k	\$65 - 95k	\$35 - 51	\$35 - 55
Management Accountant	\$65 - 85k	\$65 - 90k	\$35 - 51	\$35 - 55
Business/Financial Analyst	\$60 - 80k	\$70 - 90k	\$47 - 58	\$35 - 60
Assistant Accountant - CA/CPA (2+ yrs' exp)	\$57 - 72k	\$55 - 75k	\$28 - 37	\$25 - 50
Bookkeeper	\$52 - 67k	\$55 - 75k	\$28 - 36	\$30 - 40
Payroll Officer	\$47 - 63k	\$50 - 65k	\$25 - 33	\$25 - 35
Assistant Accountant - CA/CPA (0 - 2 yrs' exp)	\$47 - 63k	\$50 - 65k	\$25 - 32	\$22 - 30
Credit Controller	\$46 - 63k	\$50 - 65k	\$26 - 31	\$25 - 30
Accounts Assistant	\$46 - 55k	\$45 - 55k	\$25 - 29	\$25 - 30
Graduate Accountant	\$46 - 52k	\$45 - 60k	\$24 - 28	\$22 - 30
Accounts Payable/Receivable Officer	\$44 - 56k	\$45 - 60k	\$25 - 31	\$25 - 30

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

BRISBANE

ACCOUNTING & FINANCE PUBLIC SECTOR

The Brisbane public sector division has been operating since 2003 and is one of the longest standing and largest teams of its type within the Brisbane market. We specialise in the recruitment of executive and accounting support professionals on a temporary, contract and permanent basis across local, state and federal government departments, government owned corporations, universities, not-for-profit organisations and statutory authorities. Our dedicated industry specialists focus not only on direct resourcing requirements but also partner with clients by offering consultative services, such as mailbox management and external shortlisting, in addition to participation in government interview panels.

Market Overview State Government

Following on from the 2009 Machinery of Government (MOG) review, 2010 continued the trend of consolidation and streamlining across newly formed departments. Although we saw large numbers of recreated and newly formed positions in the sector, organisations had to consider redeployed staff before vacancies reached the general market. It was therefore commonplace for permanent recruitment to take a number of months.

This led to an increased demand for contractors to provide cover until roles were filled. We noticed a clear peak in contract requirements between May and August as organisations required additional support for their already lean teams to cope with the workloads of financial year-end. This was consistent at both executive and accounting support levels, with business analysts, accounts payable professionals and payroll officers in particularly high demand.

During 2009, over-skilled professionals joined public sector teams when the commercial market was less buoyant. With the return of confidence within the private sector, these professionals were often lured back into

the commercial sector with higher financial incentives than were typically available within the public sector.

Local Government

2010 saw a marked reduction in demand for temporary staff within local government. While in previous years temporary accounting support staff were often in rolling contracts, organisations were more inclined to hire temporary staff for set project periods in 2010 before releasing them at the end of their contract. This process would suggest that the amalgamations of the last two years created efficiencies, with consolidated teams in place to manage ongoing work demand.

In addition, the separation of water entities from local government led to staff reallocations. This resulted in organisations seeking support from recruitment consultancies to help them up-skill teams and enable project groups to streamline processes for the newly formed groups.

Government Owned Corporations

In keeping with previous years, recruitment demand remained consistent throughout 2010. For a number of specialist project requirements, suitable candidates did not exist in the local geographic area. This resulted in organisations looking interstate to attract suitable pools of skilled professionals for some roles, particularly organisations seeking strong project business analysts with prior KPI structuring and/or utilities experience.

Education

The second half of 2010 saw a significant increase in demand for both contract and permanent staff across the university sector, with the number of available roles in this market doubling. The majority of this demand was for qualified accountants rather than operational level professionals. Candidates with previous industry experience were generally preferred by most employers.

Not-For-Profit

Not-for-profit organisations endeavoured to source their own staff where possible. However, as volumes of high quality candidates in the market reduced, it became more common for not-for-profit organisations to consult with external agencies as well in order to broaden the applicant pool. While pay rates within the sector remained lower than those offered by commercial businesses, organisations' ability to offer salary sacrificing helped them retain skilled professionals.

Outlook for 2011

We anticipate that the volumes of high quality candidates in the market will continue to fall in 2011. Consequently, we expect more public sector organisations to partner with recruitment consultancies to meet their permanent and contract hiring requirements. As contract rates within commercial businesses rise, organisations will need to be competitive on pay in order to secure the best contractors.

BRISBANE

ACCOUNTING & FINANCE PUBLIC SECTOR

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT SALARY PER HOUR \$AUS	
	2010	2011	2010	2011
	Chief Financial Officer	\$150 - 350k	\$150 - 350k	\$100 - 175
General Manager - Finance	\$125 - 165k	\$125 - 165k	\$65 - 100	\$70 - 110
Risk Manager	\$115 - 175k	\$120 - 180k	\$60 - 80	\$65 - 85
Finance Manager	\$105 - 135k	\$110 - 140k	\$55 - 75	\$60 - 80
Commercial Analyst	\$85 - 120k	\$85 - 120k	\$50 - 70	\$55 - 75
Business Planning Analyst	\$85 - 120k	\$85 - 120k	\$45 - 70	\$50 - 75
Audit Manager	\$85 - 120k	\$85 - 120k	\$45 - 65	\$45 - 70
Tax Manager	\$85 - 120k	\$85 - 120k	\$45 - 65	\$45 - 70
Senior Management Accountant	\$85 - 115k	\$90 - 120k	\$40 - 65	\$50 - 70
Senior Financial Accountant	\$85 - 115k	\$90 - 120k	\$40 - 65	\$50 - 70
Treasury Accountant	\$80 - 120k	\$85 - 125k	\$42 - 65	\$45 - 70
Systems Accountant	\$80 - 110k	\$85 - 120k	\$45 - 65	\$45 - 70
Business Analyst	\$70 - 100k	\$75 - 110k	\$35 - 60	\$40 - 65
Cost Accountant	\$65 - 95k	\$70 - 100k	\$35 - 55	\$40 - 60
Tax Accountant	\$65 - 90k	\$70 - 95k	\$35 - 50	\$40 - 55
Financial Policy Advisor	\$62 - 82k	\$65 - 90k	\$35 - 50	\$35 - 55
Management Accountant	\$60 - 85k	\$65 - 90k	\$33 - 50	\$35 - 55
Financial Accountant	\$60 - 85k	\$65 - 90k	\$33 - 50	\$35 - 55
Assistant Accountant	\$48 - 60k	\$50 - 65k	\$27 - 35	\$25 - 40
Payroll Officer	\$42 - 60k	\$45 - 65k	\$22 - 30	\$20 - 35
Graduate Accountant	\$40 - 50k	\$42 - 55k	\$20 - 27	\$20 - 25
Accounts Assistant	\$40 - 50k	\$42 - 55k	\$22 - 27	\$20 - 30
Credit Control	\$40 - 50k	\$43 - 55k	\$22 - 27	\$20 - 30
Accounts Receivable Officer	\$40 - 50k	\$45 - 55k	\$22 - 27	\$20 - 35
Accounts Payable Officer	\$40 - 50k	\$45 - 55k	\$22 - 27	\$20 - 35

NB: Figures are basic salaries exclusive of superannuation, benefits/bonuses unless otherwise specified.

BRISBANE

HUMAN RESOURCES & SAFETY

The human resources & safety division specialises in permanent and contract recruitment across all levels of HR, safety and quality assurance, covering both generalist and specialist roles. With industry experienced consultants recruiting across a range of local SMEs, global corporations and the public sector, we take pride in our consultative approach and focus on building and sustaining long-term relationships with candidates and clients. Our stability within the market ensures a strong network of contacts, providing access to a difficult to reach selection of professionals.

Market Overview

We saw HR headcount rise across all areas in 2010 as organisations seeking to maintain their competitive edge were increasingly recognising the HR function's ability to increase the efficiency, productivity and profitability of the business. We saw growth in most sectors, although continued expansion in the infrastructure sector and the oil and gas industry meant recruitment levels were particularly high in these areas. We also noticed an increase in site and corporate-based opportunities at all levels across the mining and energy industries as major projects progressed.

During the first half of the year, we saw high volumes of HR professionals exploring new opportunities which resulted in most employers seeking specific industry experience when hiring. As the year progressed however, the market became increasingly candidate short and firms began to recognise the transferability of HR skills and became more open to recruiting HR professionals from alternative sectors. Throughout the year, we saw increased demand for professionals with expertise in remuneration and benefits, recruitment and organisational design as well as learning and development. This was due to companies placing greater focus on developing

competitive packages, attracting the best talent and retaining and motivating existing staff.

We also saw high demand for change management specialists to support staff through process and technology changes to promote business improvement and cost efficiencies. Several high-calibre candidates received multiple offers, which resulted in increases in both permanent salaries and contract rates.

The oil and gas, mining and infrastructure sectors recruited temporary and permanent staff in the highest volumes as a number of major projects were approved and/or progressed into construction phases. Candidates with relevant experience in these sectors were highly sought-after - we found that organisations were willing to pay above salary/contract rate guidelines to secure these professionals.

Many heavy industry organisations began reassessing the physical locations of their HR employees, which resulted in positions with a regional remit or those previously site based - such as recruitment, learning and development and generalist human resources roles - being relocated back to head offices. This led candidates to worry that a lack of visibility would diminish their operational effectiveness and on-site credibility.

Organisations that were willing to maintain visibility on-site sought to differentiate themselves from their competitors by offering flexible working rosters, fly-in/fly-out options, paid rental accommodation and project completion bonuses. Professional services, banking and financial services and government companies also offered flexible working arrangements to compete with the higher salaries offered by more buoyant sectors.

Outlook for 2011

We anticipate that tertiary-qualified specialist and generalist HR and safety professionals will be in strong demand in 2011. In particular, professionals with experience applying new technology to HR best practice will be in high demand as more companies seek to trial these platforms. We will also see significant salary increases for HR directors and senior HR managers, particularly within the mining and resources sectors as these industries continue to boom. In addition, we also expect more organisations to source off-shore talent as candidate shortages grow.

BRISBANE

HUMAN RESOURCES & SAFETY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
Generalist				
HR Director	\$180k+	\$220k+	\$96 - 105	\$125 - 135
National HR Manager	\$150k+	\$200k+	\$76 - 80	\$100 - 125
HR Manager	\$135k+	\$165k+	\$72 - 80	\$90 - 110
HR Advisor (5+ yrs' exp)	\$95 - 100k	\$110 - 130k	\$48 - 52	\$55 - 60
HR Advisor (4 - 5 yrs' exp)	\$80 - 95k	\$100 - 110k	\$42 - 46	\$50 - 55
HR Advisor (1 - 3 yrs' exp)	\$70 - 80k	\$75 - 95k	\$36 - 41	\$40 - 50
HR Officer	\$65 - 70k	\$70 - 80k	\$32 - 36	\$30 - 40
HR Coordinator	\$50 - 56k	\$55 - 65k	\$27 - 32	\$25 - 35
HR Graduate	\$44 - 50k	\$55 - 65k	\$24 - 27	\$25 - 35
HR Administrator	\$43 - 50k	\$45 - 55k	\$25 - 27	\$23 - 25
Specialist				
Industrial/Employee Relations Manager	\$140k+	\$165k+	\$80 - 100	\$125 - 130
Remuneration & Benefits Consultant	\$135 - 160k	\$145 - 160k	\$80 - 100	\$100 - 125
Organisational Development Manager	\$130k+	\$165 - 195k	\$80 - 100	\$100 - 125
Learning & Development Manager	\$130k+	\$145 - 165k	\$80 - 100	\$80 - 110
Change Manager	\$125k+	\$145 - 150k	\$80 - 100	\$100 - 125
Recruitment Manager	\$90 - 120k	\$110 - 130k	\$47 - 55	\$55 - 65
Industrial/Employee Relations Advisor	\$90 - 100k	\$100 - 120k	\$55 - 65	\$60 - 65
Organisational Development Advisor	\$85 - 95k	\$100 - 120k	\$60 - 70	\$65 - 75
Learning & Development Advisor	\$70 - 85k	\$90 - 110k	\$48 - 63	\$55 - 65
Workforce Planning Consultant	\$70 - 80k	\$90 - 110k	\$40 - 47	\$60 - 70
Recruitment Officer	\$65 - 80k	\$70 - 80k	\$35 - 45	\$35 - 45
Safety				
OH&S Manager	\$190 - 230k	\$165 - 200k	\$100+	\$125 - 130
OH&S Consultant	\$140 - 160k	\$140 - 160k	\$80 - 90	\$100 - 125
OH&S Superintendent	\$130k+	\$135 - 150k	\$65 - 75	\$80 - 100
OH&S Coordinator	\$100k+	\$80 - 105k	\$50 - 55	\$55 - 65

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses/site allowances unless otherwise specified.

BRISBANE

INFORMATION TECHNOLOGY

The information technology division provides recruitment services across a variety of industries in the public and private sectors. We recruit across all organisational levels for IT roles in support, development, architecture, projects, networking and infrastructure, in addition to senior IT leadership positions at director level and above. With a dedicated team of locally based, industry specialised consultants, we cover contract, temporary and permanent recruitment across Brisbane, the Gold Coast and regional Queensland.

Market Overview

As business confidence stabilised and a large number of projects put on hold during 2009 were given approval to proceed, the IT recruitment market experienced a steady increase in activity during the first half of 2010.

A number of companies began actively to build project teams, which created a wave of opportunities for permanent job seekers. Towards the end of the year, however, securing permanent hires became more of a challenge as high-calibre IT professionals became more attracted to the rising wages on offer for contract work. For example, public sector organisations that had previously converted their contractor base to permanent staff saw the majority of these professionals revert back to contracting.

Towards the end of the year, we saw a smaller pool of talented candidates available. Companies looking to recruit permanent staff struggled to attract high quality professionals due to the number of contract roles available, which negatively impacted companies trying to build a costing model for projects based on a permanent workforce. Many companies rolled out new technology projects to retain high quality professionals and provide them with motivation and a feeling of security.

The public sector had a particularly turbulent year due to the consolidation of government departments, project deadlines not being met and failed projects attracting media coverage and placing costs under the spotlight. As a result, the government sought to reduce contractor numbers, which meant that project work in this sector became less appealing for high-calibre professionals and was less likely to be completed on time.

Recruitment activity within the private sector remained stable, with a consistent requirement for permanent IT professionals. Projects were selected on a business benefit basis, which led to high demand for development and ERP specialists. Professionals with project management and business analysis skills were also highly sought-after, particularly in the mining industry (which experienced a resurgence in activity after the federal election).

We also saw increased demand for IT professionals within banking and insurance as organisations looked to replace existing systems. These firms will struggle to secure IT specialists on a project basis as the market tightens over the coming months, due largely to major system upgrades running at the same time. Specifically, there will be a shortage of projects professionals with Oracle experience.

Across the board, contract rates increased and permanent salaries remained stable. As more former contractors move out of the permanent market and back into contract roles, however, we believe the shortage of candidates will drive permanent salaries up again.

Outlook for 2011

We anticipate that demand for IT professionals will continue to increase in 2011, as ongoing technological upgrades and new developments provide companies with more options to improve business processes and relieve costs. In turn, we expect the employment market will tighten, which will result in a major skills shortage and fierce competition for the top candidates. To attract the best talent, companies in both the public and private sectors will need to streamline their recruitment processes and make themselves as attractive a proposition as possible to candidates.

BRISBANE

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
Executive				
Chief Information Officer/IT Director	\$160 - 230k	\$160 - 230k	\$130 - 160	\$130 - 160
Project Management				
Project Director/Programme Manager	\$120 - 160k	\$120 - 160k	\$120 - 150	\$120 - 150
Senior Project Manager	\$100 - 120k	\$100 - 130k	\$100 - 130	\$100 - 130
Project Manager	\$80 - 100k	\$90 - 110k	\$85 - 105	\$85 - 110
Project Coordinator/Officer	\$60 - 75k	\$65 - 80k	\$40 - 60	\$45 - 70
Business Analysis				
Senior Business Analyst	\$80 - 120k	\$80 - 120k	\$85 - 110	\$85 - 110
Business Analyst	\$65 - 90k	\$65 - 90k	\$70 - 85	\$70 - 85
Technical Writer	\$60 - 90k	\$60 - 90k	\$60 - 95	\$60 - 95
Development				
Architect - Solutions/Enterprise/Technical	\$100 - 180k	\$100 - 180k	\$100 - 140	\$100 - 140
Software Development Manager	\$100 - 140k	\$100 - 140k	\$80 - 95	\$80 - 100
Software Developer/Engineer	\$50 - 95k	\$50 - 95k	\$50 - 90	\$50 - 90
Web Developer (HTML, PHP, Javascript)	\$50 - 90k	\$50 - 90k	\$45 - 90	\$45 - 90
Network/Infrastructure				
Business Intelligence Consultant	\$90 - 140k	\$90 - 140k	\$80 - 100	\$80 - 100
IT Manager (Infrastructure, Applications, Product)	\$80 - 120k	\$80 - 120k	\$65 - 80	\$65 - 80
Systems Engineer	\$70 - 100k	\$70 - 100k	\$50 - 70	\$50 - 70
Database Administrator	\$60 - 90k	\$60 - 90k	\$50 - 85	\$50 - 85
Network Engineer	\$60 - 90k	\$60 - 90k	\$50 - 70	\$50 - 75
Systems Administrator	\$60 - 85k	\$60 - 85k	\$40 - 55	\$40 - 55
Security Specialist	\$60 - 100k	\$60 - 100k	\$60 - 100	\$60 - 100
Testing				
Test Lead/Manager	\$85 - 120k	\$85 - 120k	\$75 - 95	\$75 - 95
Tester	\$50 - 90k	\$50 - 90k	\$45 - 75	\$45 - 75
Support				
Help Desk Level 1 & 2	\$45 - 65k	\$45 - 65k	\$30 - 40	\$30 - 40

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

BRISBANE

MINING, ENGINEERING & OPERATIONS

The mining, engineering & operations recruitment division employs industry specialists familiar with the individual needs and technical nature of their chosen discipline. The team includes consultants with expertise in mining, engineering, construction, rail, geology, water and the environment. Our consultants are proven experts in sourcing and placing high-calibre candidates in a very competitive market.

Market Overview

In 2010 we saw salaries rise across several industries due to ongoing growth and skills shortages in the market. This was particularly evident within operational coal, iron ore and gold mining, as these commodity groups maintained very positive product pricing and, in most cases, shipped more products than in previous years.

Similarly, there was increased recruitment demand from the oil and gas market as many large projects were approved and/or progressed into major construction phases, particularly in Western Australia. We also saw high demand and a skilled labour shortage in the rail engineering sector as numerous rail developments throughout Australia continued to progress. Competition to attract and retain candidates in these industries remained intense and resulted in salary increases and substantial bonuses for experienced specialists.

We also noticed a rise in demand and remuneration for professionals with expertise in front-end project development and engineering design, particularly at senior, principal and study manager level. This was most evident in the oil and gas, mining and rail sectors. The remainder of the engineering design recruitment market started to recover by mid-2010 as firms revisited projects put on hold during the downturn. Companies involved in the mining of base metals also bounced back and found it increasingly difficult to

recruit candidates with the desired skill sets as productivity increased.

However, recruitment activity within the construction sector was more restrained throughout most of Australia (excluding Western Australia) as a number of projects had not yet progressed through the study and design phase. Despite this, we noted minimal impact on remuneration for skilled construction professionals, primarily due to the skills shortage facing the industry.

Outlook for 2011

We expect to see strong competition for quality candidates in 2011, particularly in the Western Australian and Queensland oil and gas market and most of the Australian mining and rail industries. As a number of large projects in these sectors are anticipated to move into the construction phase in quick succession, we expect this to generate a significant skills shortage and drive salaries up.

We also expect to see increased recruitment activity within power, water infrastructure and port development companies due to continued investment (such as BG Group's \$15 billion investment in coal seam gas in Queensland) in these sectors. These large projects will require professionals with technical industry-specific skills, particularly from within associated support and supplier markets, including the project infrastructure, environmental and fabrication industries. Due to the number of projects scheduled for 2011, we also foresee huge demand for environment, geology, materials handling and project services professionals.

With strong competition for top talent, companies will need to avoid lengthy recruitment processes in order to secure their preferred candidates. We expect that many organisations that had previously resisted sourcing candidates from overseas will be forced to do so in 2011.

BRISBANE

MINING, ENGINEERING & OPERATIONS

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2010	2011
Infrastructure		
Project Manager	\$180 - 300k	\$180 - 300k
Project Engineer	\$120 - 170k	\$120 - 190k
Structural Engineer	\$90 - 150k	\$90 - 150k
Civil Engineer	\$90 - 150k	\$90 - 150k
Transport Engineer	\$90 - 130k	\$90 - 150k
Traffic Engineer	\$90 - 120k	\$90 - 130k
Design Drafters	\$75 - 120k	\$75 - 120k
Construction		
Construction Manager	\$180 - 260k	\$180 - 260k
Project Manager	\$160 - 250k	\$160 - 250k
Site Manager	\$140 - 220k	\$140 - 220k
Contract Manager	\$130 - 190k	\$130 - 200k
Estimator	\$120 - 180k	\$120 - 210k
General Foreman	\$110 - 140k	\$110 - 150k
Project Engineer	\$100 - 150k	\$100 - 150k
Site Engineer	\$100 - 150k	\$100 - 150k
Contract Administrator	\$80 - 140k	\$80 - 140k
Mining & Resources		
Project Manager	\$250 - 360k	\$260 - 380k
Technical Services Manager	\$220 - 260k	\$220 - 280k
Principal Mining Engineer	\$200 - 240k	\$200 - 260k
Maintenance Manager	\$190 - 260k	\$200 - 270k
Senior Mining Engineer	\$130 - 170k	\$140 - 180k
Power & Energy		
Project Manager	\$160 - 210k	\$160 - 220k
Project Control	\$110 - 190k	\$110 - 210k
Power Systems Engineer	\$110 - 130k	\$110 - 140k
Project Engineer	\$100 - 130k	\$100 - 140k

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

BRISBANE

SALES, MARKETING & COMMUNICATIONS

The Brisbane sales, marketing & communications division specialises in the recruitment of permanent, contract and temporary staff at all levels across a diverse range of market sectors, including banking and financial services, professional services, infrastructure, construction, energy and utilities, mining and resources, ICT, FMCG and government. Assignments vary from graduate to senior executive management level, with salaries ranging from circa \$45 - 200k plus.

Market Overview

In early 2010, we saw a marked rise in job vacancies across all industries as the economy continued to recover and companies looked to increase permanent headcount. Sales, business development and tender management professionals were in highest demand as a number of major projects required specialists to lead tender teams and work on bid management. This was most evident within the infrastructure sector.

By mid-2010, community and stakeholder relations professionals and media and government relations specialists were in high demand, primarily due to a large number of major infrastructure and mining projects going live following successful tender processes. During this period, we found that demand for top talent started to outweigh supply, particularly in the mid-level community engagement area.

Proven sales specialists remained in demand as companies sought to achieve competitive advantage leading into the second half of the year. In particular, business development managers became more sought-after as major retail organisations looked to gain as much market share as possible.

Towards the end of June there was a slight drop-off in job vacancies following the end of the financial year and as companies waited for new recruitment budgets to be released. The

announcement of the government's mining profit tax also led to new projects being put on hold, which reduced recruitment demand.

However, we saw a significant rise in job vacancies in the second half of 2010, primarily due to increased investment in major projects and companies seeking to use available budgets before year-end. Community and stakeholder relations specialists with 3 - 5 years' experience remained in high demand as local and state government infrastructure departments continued to execute various stages of major projects. Large mining, energy and engineering companies also sought stakeholder relations professionals to work on major brownfield projects. In addition, direct marketing and CRM specialists were in demand as companies looked to embrace a more personalised and targeted approach to their marketing activity.

Salaries in 2010 were higher than those in 2009, as the majority of employers looked to reinstate annual salary increases at the standard consumer price index (CPI) rates. Companies in some industries, such as professional services, implemented double increases in order to compensate for the lack of pay rises in 2009. We anticipate that salaries in 2011 will continue to increase on the back of growth in the liquefied natural gas and mining sectors.

Outlook for 2011

We anticipate growth to continue within the sales, marketing and communications sector in 2011 across all industries. We expect that the majority of recruitment activity will occur in the first half of the year as the oil and gas and infrastructure sectors continue to rollout major projects.

We also expect salaries to increase for highly qualified marketing and communications professionals as companies increasingly recognise the importance of marketing and

communications strategies to profitability and continue to place greater value on the function.

BRISBANE

SALES, MARKETING & COMMUNICATIONS

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2010	2011
Sales		
Sales Director/National Sales Manager	\$130 - 190k	\$140 - 200k
Sales Manager	\$100 - 130k	\$110 - 140k
Senior Business Development Manager	\$100 - 120k	\$120 - 150k
Channel Manager	\$80 - 120k	\$80 - 120k
Business Development Manager	\$70 - 100k	\$80 - 110k
Account Manager	\$65 - 100k	\$70 - 100k
Sales/Account Executive	\$55 - 80k	\$55 - 80k
Marketing		
Marketing Director	\$120 - 180k	\$130 - 180k
Marketing Manager	\$100 - 130k	\$110 - 145k
Brand/Product Manager	\$80 - 110k	\$80 - 120k
Sponsorship & Events Manager	\$60 - 85k	\$70 - 90k
Marketing Executive	\$55 - 80k	\$60 - 80k
Marketing Analyst	\$50 - 90k	\$60 - 95k
Marketing Assistant/Coordinator	\$45 - 60k	\$50 - 70k
Communications		
Corporate Affairs/Social Responsibility Manager	\$130 - 200k	\$150 - 220k
Communications/PR/Community Director	\$120 - 180k	\$150 - 200k
Government/Indigenous Relations Manager	\$120 - 150k	\$140 - 180k
Investor Relations Manager	\$110 - 160k	\$110 - 160k
Stakeholder Engagement Manager	\$110 - 140k	\$120 - 150k
Communications/PR/Community Senior Consultant/Executive	\$90 - 125k	\$100 - 130k
Corporate Affairs/Social Responsibility Executive	\$80 - 100k	\$90 - 100k
Media Relations Manager	\$60 - 90k	\$70 - 100k
Communications/PR/Community Consultant	\$55 - 70k	\$70 - 90k
NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.		

BRISBANE

SECRETARIAL & BUSINESS SUPPORT

The secretarial & business support division places high quality contact centre, business support, contracts and procurement professionals across all levels. Our industry specialist consultants offer temporary, contract and permanent recruitment solutions across a broad range of industry sectors and work in partnership with our clients to source roles at all levels. Dedicated to providing a consultative service to both candidates and clients, we have developed a reputation based on speed of response, open communication and ongoing support.

Market Overview

Throughout the first half of 2010, we saw increased recruitment activity as companies continued to recover from the economic downturn. There was growth across all sectors, with a number of large, global organisations hiring in bulk to recover some of the headcount lost due to redundancies in 2009.

Within banking and financial services, we saw a rise in demand for customer service professionals as companies sought to reaffirm their commitment to customer satisfaction and rebuild consumer confidence. In particular, customer service professionals who had previously worked in insurance, banking and financial services were highly sought-after. We also saw increased demand for business support staff from companies in the mining, resources and heavy industries as a number of major projects were signed off.

During the second half of 2010, we saw recruitment activity rise steadily as increased workloads and budgetary capacity led companies to grow their support teams. Many engineering and construction companies actively hired as they looked to remain competitive and prepare for the commencement of major mining and resources projects. Candidates with specific industry experience tended to be most in

demand due to the specialised nature of the work.

Within the public sector, universities and statutory authorities remained attractive options for professionals seeking stability after the market downturn. While the federal election had little effect on hiring within the Queensland government, there was a continued push to streamline processes across the sector. Following the Machinery of Government (MOG) review in 2009, there were a number of "re-deployees" who needed to be appointed into government roles before these roles were released to the wider market.

Australia moved from a state-based to a national award system in 2010 which resulted in an increase of \$26 per week (plus casual loading) to the minimum award wage from 1 July. This impacted the entry-level business support market, as these roles are remunerated at the minimum award.

We saw candidate confidence return towards the end of the year, which resulted in more professionals looking for new opportunities and, in some cases, returning to their previous industries. The growing scarcity of top talent led managers to reassess exactly what they were looking for when hiring, with many deeming skill and alignment with company values as the most important factors and being more flexible regarding industry-related experience.

Outlook for 2011

Recruitment levels within the secretarial and business support market will continue to increase in 2011, largely due to major projects being rolled out in the coal seam gas and liquefied natural gas sectors. As a result, we believe that support professionals from mining, heavy industry and engineering backgrounds will be in high demand and will be attracted by the higher wages offered by the mining industry. With more support staff moving to

site-based regional roles, we will also see an increased number of vacancies within the Brisbane metropolitan market.

Increased levels of recruitment will also result in many candidates receiving multiple opportunities and rising salaries will encourage talented professionals to move from secure roles. Hiring managers who consider transferable skills and a wider pool of candidates will be well placed to ensure they do not miss out on top talent. As counter-offers from existing employers are likely to become increasingly common, establishing the exact motivations for moving at the beginning of the process will assist in negotiation at the final stages.

An Expression Of Interest (EOI) has come to market for the whole of government recruitment suppliers. We await with interest the outcome of this in 2011 and the impact it will have on the local recruitment market.

BRISBANE

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
Contracts & Procurement				
Contracts Manager	\$120 - 190k	\$120 - 200k	\$70 - 100	\$70 - 125
Procurement Manager	\$80 - 120k	\$90 - 150k	\$50 - 75	\$50 - 80
Contracts Administrator	\$70 - 98k	\$70 - 110k	\$40 - 65	\$40 - 70
Purchasing Officer	\$60 - 75k	\$60 - 75k	\$28 - 35	\$30 - 40
Procurement Officer	\$59 - 70k	\$65 - 75k	\$30 - 38	\$35 - 45
Business Support				
Project Coordinator	\$65 - 80k	\$70 - 90k	\$36 - 50	\$35 - 55
Executive Assistant	\$60 - 75k	\$65 - 90k	\$33 - 38	\$35 - 45
Document Controller	\$57 - 68k	\$65 - 85k	\$30 - 35	\$35 - 55
Customer Service Team Leader	\$55 - 70k	\$55 - 70k	\$26 - 32	\$30 - 40
Office Manager	\$55 - 65k	\$60 - 70k	\$27 - 35	\$30 - 40
Personal Assistant	\$50 - 65k	\$55 - 70k	\$27 - 35	\$30 - 35
Project Administrator	\$50 - 65k	\$55 - 65k	\$27 - 32	\$30 - 35
Desk Assistant	\$50 - 65k	\$55 - 65k	\$26 - 32	\$30 - 35
Legal Secretary	\$47 - 60k	\$50 - 60k	\$26 - 33	\$28 - 35
WP Operator	\$47 - 55k	\$48 - 55k	\$25 - 33	\$25 - 35
Team Secretary	\$46 - 55k	\$48 - 55k	\$25 - 28	\$25 - 35
Administration Assistant	\$43 - 52k	\$45 - 55k	\$23 - 26	\$26 - 30
Data Entry Operator	\$43 - 47k	\$43 - 47k	\$21 - 23	\$23 - 25
Customer Service Representative	\$41 - 47k	\$45 - 50k	\$22 - 24	\$24 - 27
Receptionist	\$38 - 48k	\$40 - 48k	\$22 - 25	\$24 - 26
Switchboard Operator	\$38 - 46k	\$40 - 48k	\$22 - 25	\$24 - 26
Office Junior	\$35 - 40k	\$36 - 42k	\$21 - 23	\$23 - 25

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses/site allowances unless otherwise specified.

MELBOURNE

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

Robert Walters' banking & financial services division recruits at all levels of seniority for permanent, contract and temporary roles across the retail, business banking, investment banking, funds/investment management, stockbroking, superannuation and insurance industries. Our consultants are all seasoned recruiters or industry professionals who specialise in market disciplines covering accounting and finance, retail and investment operations, wealth management, sales and relationship management, risk and compliance and project management.

Market Overview

2010 was an encouraging year for both temporary and permanent recruitment in the Melbourne banking and financial services market. Recruitment levels in the first half of 2010 steadily increased and peaked between June and September, while the latter half of the year still saw significant recruitment activity as banks began to plan for their new financial year.

At the beginning of the year, the most notable demand was for front office, sales and relationship management professionals. Banks, brokers and platforms recruited staff to promote new products and take advantage of neglected channels from the previous two years. This had a knock-on effect to operations, creating an increase in back office and support opportunities. However, the most noticeable increase in demand throughout the year was in accounting and finance. Financial analysis and modelling for forecasting were among the most sought-after skill sets, along with audit (due to increasingly tight risk and compliance regulations) and senior business partnering experience to drive growth across business units.

The second half of 2010 witnessed a steep increase in the number of senior roles available in the market. This was evidenced not only by movements of senior managers and

executives between major organisations in Melbourne but also by the increased relocations between Sydney and Melbourne and the greater Asia Pacific region. This also coincided with a marked increase in the number of roles advertised in publications (e.g. Australian Financial Review and The Age). These roles were primarily the result of growth in the market and newly-created opportunities and generally had a focus across multiple business units including operations, strategy, risk, product and finance.

The mergers and acquisitions that occurred within the financial services markets throughout 2010, particularly in stockbroking and retail banking, played a significant role in dictating the volume and type of roles that were available. A number of employees in 'business as usual' positions were seconded to projects, which resulted in contract opportunities arising in the roles vacated in various finance and operational capacities. Business analysts and project managers were also in high demand as businesses went through transformations, new system implementations and general operational streamlining. In Melbourne, the retail banks unquestionably led the way in terms of overall restructure and change.

The availability of candidates was relatively consistent throughout the first half of 2010, but their expectations changed as the year progressed. While professionals moving roles sought salary increases at the beginning of the year, they began to place greater importance on additional benefits such as training and development, flexibility in the workplace and career progression opportunities later in 2010. Generally, salaries did increase by 5-10% but not significantly.

While recruitment in the first half of the year was dominated by retail banks, the latter half saw more foreign owned banks, stock brokers and investment managers

returning to the market and bolstering their staffing levels. This provided more choice for professionals and resulted in multiple offers and counter-offers for the best talent, which had not been a factor for the previous two years. Recruiters and businesses therefore had to ensure the recruitment process was efficient and transparent. Competition for the best talent became more intense towards the end of 2010, which resulted in hiring managers becoming more flexible and open to candidates with transferable skills as opposed to specific product knowledge or experience.

Outlook for 2011

We anticipate that recruitment activity will continue to increase throughout 2011. Ongoing two to seven-year projects will need staffing as the market becomes characterised by short-term contracts again. While the superannuation and insurance industries were relatively stable in 2010, we expect recruitment demand in this sector to increase due to continued new legislation. In particular, risk and compliance professionals will be highly sought-after to ensure these changes are communicated effectively across businesses. Competition and salaries for high quality professionals in these sectors will also continue to increase as mergers and acquisitions result in newly-emerging, larger players competing for talent.

In the banking sector, we expect the majority of recruitment activity to occur within the SME and commercial sectors as competition continues to be rife among the 'Big 4' retail banks and we see an increased international presence in the local market. Smaller players in funds and investment management are also expected to launch recruitment initiatives in 2011 due to reinstated confidence in investment markets. We expect that the increased competition for the best and most qualified professionals will lead to salary rises across most areas from quarter two onwards.

MELBOURNE

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
Banking				
Compliance Manager	\$90 - 150k+	\$90 - 150k+	\$40 - 70	\$40 - 70
Relationship Manager	\$90 - 140k+	\$95 - 150k+	\$40 - 60	\$50 - 80
Operations Manager	\$90 - 140k+	\$90 - 150k	\$50 - 70	\$50 - 80
Credit Analyst	\$65 - 110k+	\$65 - 100k	\$35 - 50	\$35 - 55
Credit Risk Analyst	\$60 - 110k+	\$75 - 120k	\$40 - 60	\$40 - 65
Compliance Officer	\$55 - 80k	\$60 - 80k	\$25 - 35	\$35 - 45
Operations Clerk	\$45 - 60k+	\$50 - 65k	\$25 - 32	\$25 - 35
Lending Settlements Clerk	\$40 - 55k	\$45 - 55k	\$20 - 25	\$25 - 30
Investment Operations				
Corporate Actions	\$50 - 75k	\$50 - 75k	\$25 - 35	\$25 - 35
Portfolio Administration	\$45 - 65k	\$45 - 65k	\$25 - 30	\$25 - 30
Equity Settlements	\$45 - 55k	\$50 - 65k	\$25 - 30	\$27 - 35
Margin Lending Officer	\$40 - 55k	\$45 - 60k	\$22 - 30	\$25 - 32
Treasury Settlements	\$40 - 55k	\$55 - 70k	\$25 - 30	\$35 - 38
Wealth Management				
Para Planner	\$50 - 85k	\$50 - 90k	\$25 - 40	\$25 - 50
Client Services Officer	\$45 - 65k	\$45 - 65k	\$24 - 32	\$24 - 32
Funds Administration	\$40 - 60k	\$45 - 60k	\$20 - 30	\$25 - 30
Superannuation Administration	\$40 - 60k	\$45 - 65k	\$20 - 30	\$24 - 32
Insurance Operations	\$40 - 60k	\$45 - 60k	\$20 - 27	\$25 - 30

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

MELBOURNE

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
Middle Office				
Treasury Manager	\$110 - 150k	\$120 - 150k	\$60 - 75	\$65 - 80
Financial Controller	\$100k+	\$120 - 150k	\$50+	\$65 - 80
Internal Auditor - CA/CPA	\$90 - 130k	\$95 - 150k	\$60+	\$50 - 80
Auditor	\$85 - 125k+	\$95 - 150k	\$50 - 75	\$50 - 80
Tax Accountant	\$85 - 120k+	\$80 - 110k+	\$45 - 55	\$45 - 55
Financial Accountant - CA/CPA	\$80 - 110k	\$85 - 110k	\$40 - 50+	\$45 - 60
Product Accountant - CA/CPA	\$80 - 110k	\$85 - 100k	\$50+	\$45 - 60
Management Accountant - CA/CPA	\$70 - 110k	\$85 - 100k	\$40+	\$45 - 60
Fund Accountant - CA/CPA	\$60 - 95k	\$65 - 90k+	\$35+	\$35 - 40
Assistant Accountant	\$50 - 65k	\$55 - 65k	\$30 - 35	\$30 - 35
Accounts Clerk	\$40 - 50k	\$45 - 55k	\$23 - 25	\$25 - 30
Projects				
Project Manager	\$120 - 200k	\$130 - 200k	\$60 - 100	\$80 - 140
Business Analyst	\$70 - 110k+	\$70 - 120k	\$45 - 70	\$75 - 90
Risk Management				
Quantitative Risk	\$75 - 120k+	\$75 - 130k	\$45 - 70+	\$40 - 70
Credit Risk Analyst	\$70 - 120k+	\$70 - 120k	\$40 - 55	\$40 - 65

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

MELBOURNE

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

The commerce & industry division provides blue-chip corporates, SMEs, not-for-profit and public sector organisations with specialist accounting and finance recruitment solutions. Our permanent, contract and temporary teams recruit qualified professionals with prior commercial or chartered accounting experience, as well as part-qualified graduates and clerical accounting staff.

We recruit a broad range of qualified roles, ranging from chief financial officers and financial controllers to auditors, financial/commercial analysts and management accountants. The part-qualified roles we recruit range from assistant accountants, analysts and payroll specialists through to accounts payable and receivable positions. Our additional industry expertise means we are able to source highly specialist staff, such as energy traders and portfolio analysts, risk managers, project and process improvement leads and corporate strategy/business development professionals.

Market Overview

2010 saw a gradual return to more positive hiring patterns. Although many firms were still adopting relatively risk averse and conservative recruitment approaches, we saw a reduction in internally-sourced hires as companies looked to recruitment consultancies once again to secure the strongest candidates available (as opposed to the most cost effective). Competition for the best talent became more intense around the middle of the year and we saw counter and multiple offers for the strongest performers.

Management accountants/analysts and assistant accountants were most in demand throughout the year as companies looked to compensate for low hiring levels throughout 2009. Internal audit specialists were also sought-after as risk and compliance became key priorities for a number of organisations.

There remained a significant skills shortage of both permanent and contract staff, although the availability of permanent professionals increased towards the end of the year as market confidence returned. We also saw a resumption of the traditional pattern of international candidates arriving in the spring, which led to the contract candidate pool returning to normal levels by the end of the year.

One of the largest growth areas in 2010 was fixed term contracts, which were utilised to support projects and underpin general business growth. The increase in these types of contracts underlines the tentative recruitment approach adopted by most companies.

As a result of several business restructures, the busiest industries throughout 2010 were energy/utilities, engineering and FMCG. However, improved market conditions also led to increased levels of activity in other industries, such as mining, property and professional services.

Outlook for 2011

We expect to see a steady return to a more buoyant market throughout 2011. Some additional candidates will come on to the market, having taken roles not closely aligned with career aspirations during the downturn. However, as demand generally increases and the skills shortage becomes more acute, employers who avoid drawn out and ill-defined recruitment processes will continue to attract the most sought-after talent in 2011.

Having remained unchanged for the previous 18 months, salary levels started to rise and candidates began to factor expected bonuses back into their wage demands. Additional benefits such as parking, health insurance, study support and share schemes were also still deemed important by many. Until firms initiate more consistent pay reviews and robust bonus schemes, these factors will continue to be key in hiring and retaining the best talent.

MELBOURNE

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
	Chief Financial Officer	\$150 - 250k+	\$170 - 250k+	\$80 - 125+
Commercial Manager	\$130 - 170k+	\$140 - 180k+	\$65 - 85+	\$70 - 90+
Tax Manager	\$120 - 200k+	\$120 - 200k+	\$60 - 100+	\$60 - 100+
Financial Controller/Finance Manager	\$110 - 180k+	\$125 - 200k+	\$55 - 90+	\$60 - 100+
Audit Manager	\$100 - 170k+	\$115 - 180k+	\$50 - 85+	\$55 - 90+
Treasury	\$90 - 130k+	\$90 - 130k+	\$45 - 65+	\$45 - 65+
Pricing Analyst	\$90 - 130k+	\$90 - 140k+	\$45 - 65+	\$45 - 70+
Financial Analyst	\$90 - 120k+	\$90 - 120k+	\$45 - 60+	\$45 - 60+
Payroll Manager	\$90 - 100k+	\$90 - 100k+	\$45 - 50+	\$45 - 50+
Business Analyst	\$80 - 120k+	\$80 - 120k+	\$40 - 60+	\$40 - 60+
Systems Accountant	\$80 - 120k+	\$80 - 120k+	\$40 - 60+	\$40 - 60+
Cost Accountant	\$75 - 100k+	\$80 - 110k+	\$35 - 50+	\$40 - 55+
Auditor/Internal Auditor	\$70 - 120k+	\$75 - 120k+	\$35 - 60+	\$40 - 60+
Financial Accountant	\$70 - 100k+	\$75 - 100k+	\$35 - 50+	\$40 - 50+
Management Accountant	\$70 - 100k+	\$75 - 100k+	\$35 - 50+	\$40 - 50+
Tax Accountant	\$70 - 100k+	\$75 - 100k+	\$35 - 50+	\$40 - 50+
Newly-qualified Accountant	\$70 - 75k+	\$70 - 75k+	\$35 - 37+	\$35 - 40+
Credit Manager	\$65 - 95k+	\$75 - 100k+	\$32 - 47+	\$40 - 50+
Payroll Clerk	\$55 - 65k+	\$60 - 70k+	\$27 - 32+	\$30 - 35+
Assistant Accountant	\$50 - 65k+	\$55 - 65k+	\$25 - 32+	\$30 - 35+
Bookkeeper	\$50 - 65k+	\$55 - 65k+	\$25 - 32+	\$30 - 35+
Credit Controller	\$50 - 65k+	\$50 - 65k+	\$25 - 32+	\$25 - 35+
Accounts Payable/Receivable	\$45 - 50k+	\$45 - 50k+	\$22 - 25+	\$22 - 25+
Accounts Assistant	\$45 - 50k+	\$45 - 50k+	\$22 - 25+	\$22 - 25+
Graduate Accountant	\$40 - 50k+	\$45 - 50k+	\$20 - 25+	\$22 - 25+

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

MELBOURNE

INFORMATION TECHNOLOGY

The information technology division in Melbourne recruits skilled IT professionals across the financial services, telecommunications and commerce sectors. Our consultants have specific knowledge in certain technical areas, including project management, IT architecture, development and project support and recruit a broad range of professionals, ranging from IT support positions through to programme management and IT directors.

We partner with a number of blue-chip companies as a long-standing preferred supplier and also provide professional recruitment services to a number of SMEs.

Market Overview

We saw demand for IT professionals increase throughout most industries during 2010 as companies continued to recover from the global financial crisis.

In the first half of 2010, project managers and business analysts were highly sought-after as several banks prepared to deliver major projects. Rates consequently increased for the majority of contractors, particularly those with banking experience.

Permanent salaries increased towards the end of 2010. This was partly due to companies looking to compensate for the growing disparity between permanent salaries and contract rates, which made it difficult for some businesses to hire project specialists into permanent roles.

Within the telecommunications sector, predicted demand for IT professionals did not materialise due to uncertainty surrounding the timeframes and scope of the government's NBN rollout. Hiring levels therefore remained fairly stagnant, while contract and permanent salaries increased minimally. However, we did see a gradual increase in demand for permanent and contract staff towards the end

of the year as companies sought to backfill roles made redundant during the downturn.

Major restructures within two of Melbourne's largest organisations towards the end of 2010 also caused a slight decrease in demand for IT professionals. However, we expect these organisations to increase their recruitment activity in 2011 once new structures are in place.

Outlook for 2011

With a number of major technology projects either already underway or scheduled to begin in 2011, demand for IT professionals should remain strong throughout the next year and the financial services sector will be likely to drive activity. If the anticipated decisions surrounding the NBN project materialise, we expect there to be increased demand for IT professionals within the telecommunications sector. We also anticipate that the commerce sector will grow gradually if economic conditions remain stable.

MELBOURNE

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER DAY \$AUS	
	2010	2011	2010	2011
	CIO/IT Director	\$140 - 230k	\$150 - 260k	\$900 - 1500
Programme Manager	\$130 - 200k	\$140 - 230k	\$900 - 1300	\$900 - 1300
Architect - Solutions & Technical	\$110 - 180k	\$130 - 200k	\$700 - 1000	\$700 - 1200
Change Manager	\$100 - 140k	\$110 - 200k	\$650 - 900	\$700 - 1100
Release Manager	\$100 - 140k	\$100 - 150k	\$650 - 850	\$650 - 850
Storage Specialist	\$95 - 145k	\$95 - 145k	\$550 - 750	\$550 - 750
Test Lead/Manager	\$95 - 140k	\$95 - 150k	\$650 - 900	\$650 - 950
QA Manager/Consultant	\$90 - 140k	\$100 - 150k	\$550 - 800	\$600 - 850
Business Consultant	\$90 - 140k	\$90 - 150k	\$650 - 950	\$650 - 950
Security Specialist	\$90 - 140k	\$100 - 160k	\$600 - 900	\$700 - 1000
Project Manager	\$85 - 150k	\$95 - 150k	\$650 - 1000	\$650 - 1000
Systems Administrator	\$75 - 115k	\$75 - 115k	\$350 - 600	\$400 - 650
Business Analyst	\$70 - 130k	\$75 - 145k	\$450 - 800	\$500 - 850
Analyst Programmer/Developer	\$70 - 120k	\$70 - 130k	\$350 - 700	\$350 - 750
Network Engineer	\$65 - 115k	\$70 - 115k	\$400 - 700	\$450 - 750
Database Administrator	\$65 - 110k	\$70 - 110k	\$400 - 650	\$400 - 650
Technical Writer/Process Writer	\$65 - 110k	\$75 - 120k	\$400 - 750	\$450 - 800
Web Developer	\$60 - 110k	\$65 - 115k	\$350 - 550	\$350 - 600
Tester	\$60 - 110k	\$65 - 115k	\$350 - 650	\$350 - 700
Desktop/Application Support	\$55 - 75k	\$55 - 75k	\$200 - 400	\$250 - 450
Project Administrator/Coordinator	\$55 - 75k	\$60 - 90k	\$300 - 650	\$350 - 700
Help Desk Level 1 & 2	\$45 - 70k	\$45 - 65k	\$200 - 400	\$220 - 400

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

MELBOURNE

SALES, MARKETING & COMMUNICATIONS

The Melbourne sales, marketing & communications division specialises in recruiting temporary, contract and permanent roles across a variety of industries, including banking, financial and professional services, utilities, FMCG, IT&T, healthcare and not-for-profit. We recruit skilled professionals at all levels, ranging from sales and marketing executives through to senior managers, across all disciplines.

Market Overview

Recruitment activity in the sales and marketing sector increased in 2010 as market confidence returned post-global financial crisis. This heightened confidence led to professionals becoming more selective during the recruitment process and companies faced stronger competition for high quality professionals.

Early 2010 saw organisations focused on strengthening sales teams that had been weakened throughout the downturn, which resulted in a return in demand for business development managers. As the year progressed, account managers and strong mid-level business development managers were also highly sought-after. In addition, we saw recruitment activity diversify into a greater number of industries, including the financial services, automotive and pharmaceutical/medical sectors. The IT&T sector remained most active as businesses invested in new projects and technologies.

Organisations sought to acquire marketing professionals who could contribute to new customer acquisition throughout the year. Product development managers were particularly sought-after in early 2010. The middle of the year saw a spike in demand for direct marketing and digital marketing specialists as companies looked to justify return on investment and explore the potential of new online channels.

Communications, sponsorship management and event management specialists remained in low demand throughout 2010. Businesses generally regarded these areas as unlikely to generate significant revenue volumes.

Salaries remained steady in 2010 compared to previous years, with feared pay cuts failing to materialise across mainstream sectors and roles. At the same time, pay rises were uncommon due to organisations opting to stabilise salaries rather than reduce headcount. However, throughout the second half of the year online and e-commerce specialists were able to command a slight premium for their services as these skill sets were in high demand. Peripheral package elements (car values, car parking spots, health insurance, sign on bonuses etc.) were reduced across all sectors.

Outlook for 2011

2011 is set to be a strong year for sales, marketing and communications recruitment in Melbourne. Numerous major projects are due to be launched in the early stages of the year, which will result in an increase in temporary and permanent employment opportunities. We anticipate that professionals with experience in technology sales, digital marketing (SEO/SEM) and direct marketing will be in particularly strong demand as companies seek to utilise new technologies. Salaries will remain relatively stable across the board. However, we anticipate that senior professionals in specialist roles within larger organisations will command higher salaries than generalists in smaller companies, which have historically always paid lower salaries.

MELBOURNE

SALES, MARKETING & COMMUNICATIONS

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2010	2011
Sales Director	\$150 - 280k+	\$150 - 280k+
Marketing Director	\$150 - 250k	\$150 - 250k
State Sales Manager	\$140 - 200k+	\$140 - 200k+
Sales & Marketing Manager (2 - 5 yrs' exp)	\$100 - 200k+	\$100 - 180k+
Sales Manager (2 - 5 yrs' exp)	\$100 - 180k+	\$100 - 180k+
Account Director	\$100 - 180k	\$100 - 170k
Marketing Manager (2 - 5 yrs' exp)	\$90 - 150k	\$90 - 150k
Marketing Communications Manager	\$90 - 150k	\$90 - 140k
Segment Manager (2 - 5 yrs' exp)	\$90 - 140k	\$95 - 140k
Product/Brand Manager (2 - 5 yrs' exp)	\$80 - 140k	\$85 - 150k
Channel Manager	\$80 - 130k	\$90 - 140k
Direct Marketing Manager	\$80 - 130k	\$80 - 130k
Campaign Manager	\$70 - 100k	\$70 - 100k
Product Specialist	\$70 - 90k	\$70 - 95k
Relationship Manager	\$65 - 140k+	\$65 - 140k+
Business Development Manager (2 - 5 yrs' exp)	\$65 - 120k	\$70 - 120k
Advertising Account Manager	\$65 - 100k	\$65 - 100k
Communications Executive	\$65 - 100k	\$60 - 90k
Marketing Executive (2 - 5 yrs' exp)	\$65 - 90k	\$65 - 95k
Sales/Market Analyst	\$65 - 90k	\$65 - 100k
Account Manager (2 - 5 yrs' exp)	\$60 - 130k+	\$70 - 130k+
Sales Executive (2 - 5 yrs' exp)	\$60 - 100k	\$60 - 100k
Assistant Product/Brand Manager	\$60 - 80k	\$60 - 85k
Marketing Coordinator	\$55 - 75k	\$50 - 75k

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

MELBOURNE

SECRETARIAL & BUSINESS SUPPORT

The Melbourne secretarial & business support division operates across a broad range of sectors, including banking and financial services, retail/FMCG, education, IT&T, utilities, telecommunications and construction/engineering. Our experienced consultants recruit for administration and customer service based roles at all levels of seniority, ranging from office juniors to senior EAs. We help clients with all types of placements from one-day cover to longer fixed term contracts and permanent opportunities.

Market Overview

The secretarial and business support recruitment market was consistently busy throughout 2010 as organisations began to rebuild their teams following the global financial crisis (GFC). Recruitment levels peaked mid-year when we saw an influx in demand for permanent team assistants, personal assistants and customer service staff.

In 2010, candidates who had been sitting tight due to the instability caused by the GFC began to explore new opportunities as market confidence returned. Throughout quarters two and three, however, we found that salary expectations remained low and most professionals were looking for job security, a better working environment and greater job satisfaction rather than pay rises when moving roles. During the first three quarters of the year, around 90% of candidates who were offered new roles accepted them.

The market for business support staff gathered momentum towards the end of the year (as evidenced by the number of strong candidates receiving multiple job offers). With this increased competition for the best people, we began to see recruiting companies offering increased salaries and additional benefits. General salary expectations in the market rose as a result and the number of available support professionals decreased.

Companies within the banking and financial services sector, particularly top-tier investment banks, were also actively looking to recruit as they continued to recover from the downturn. Support professionals who had previously been hesitant to move into this volatile market recovered their confidence and were eager to enter the sector. These candidates were attracted to the professional environment offered and potential for future bonuses and high salaries.

The temporary and contract recruitment market proved to be very unpredictable throughout 2010. We found that temporary candidates were very flexible regarding roles, locations and rates as most were happy simply to be in work. There was a noticeable reduction in the recruitment of part-time roles as organisations tended to push extra workloads onto existing staff.

Outlook for 2011

We anticipate that demand for business support staff will be high in 2011 as market confidence continues to return. Organisations that scaled back headcount in 2009 and tried to maintain this level throughout 2010 will be forced to hire additional staff as workflows rise. As a result, we predict that by mid to late 2011 the market will again face severe shortages of high-calibre professionals in some specific areas, including executive assistants, personal assistants and administrators.

We also believe that candidates will be looking for marked salary increases, flexible working conditions and other work-life benefits. Companies offering training and development opportunities and a positive work environment will also increase their chances of securing top talent.

MELBOURNE

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
Business Support				
Executive Assistant - Investment Banking	\$65 - 75k	\$70 - 85k	\$30 - 37	\$32 - 40
Executive Assistant	\$60 - 72k	\$65 - 76k	\$28 - 37	\$30 - 38
Office Manager	\$60 - 72k	\$60 - 72k	\$28 - 35	\$30 - 36
Personal Assistant	\$55 - 65k	\$59 - 70k	\$27 - 33	\$28 - 33
WP/Presentations Coordinator	\$55 - 65k	\$59 - 70k	\$28 - 35	\$28 - 36
Legal Secretary/Assistant	\$50 - 65k	\$55 - 70k	\$27 - 35	\$28 - 36
Team Assistant	\$48 - 60k	\$48 - 60k	\$26 - 30	\$26 - 30
Travel Coordinator	\$48 - 60k	\$48 - 60k	\$26 - 30	\$26 - 30
Human Resource Administrator	\$45 - 55k	\$48 - 60k	\$23 - 29	\$25 - 30
Administration Assistant	\$43 - 53k	\$43 - 55k	\$24 - 28	\$24 - 30
Receptionist	\$42 - 50k	\$42 - 50k	\$23 - 25	\$24 - 26
Data Entry Operator	\$40 - 46k	\$43 - 48k	\$23 - 25	\$24 - 26
Office Junior	\$38 - 43k	\$40 - 45k	\$21 - 24	\$24 - 25
Facilities Coordinator	\$43 - 52k	\$45 - 55k	\$24 - 27	\$26 - 30
Mail Room Assistant	\$38 - 43k	\$40 - 47k	\$22 - 24	\$24 - 26
Construction & Engineering Support				
Tender Coordinator	\$70 - 85k	\$70 - 85k	\$30 - 42	\$30 - 45
Tender Formatter	\$65 - 75k	\$65 - 75k	\$28 - 42	\$28 - 42
Document Controller	\$55 - 70k	\$60 - 75k	\$28 - 34	\$28 - 34
Project Administrator/Assistant	\$55 - 70k	\$55 - 75k	\$26 - 30	\$27 - 32
Call Centre Support				
Contact Centre Manager	\$75 - 110k	\$75 - 120k	\$40 - 70	\$40 - 80
Team Leader	\$50 - 65k	\$54 - 70k	\$28 - 35	\$30 - 38
Faults/Dispatch Consultant	\$50 - 55k	\$54 - 60k	\$25 - 27	\$25 - 28
Outbound Customer Service	\$39 - 47k	\$44 - 49k	\$22 - 26	\$24 - 28
Inbound Customer Service	\$39 - 45k	\$42 - 49k	\$22 - 24	\$24 - 26

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

PERTH

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

The banking & financial services division in Perth focuses on all levels of permanent, contract and temporary recruitment across the retail, business and corporate banking, private wealth, stockbroking and insurance sectors. The team specialises in the recruitment of front office and middle office professionals.

Market Overview

In 2010 we saw a steady increase in hiring levels in the banking and financial services industry. However, organisations continued to take a cautious approach to recruitment and were more selective about when and who they hired.

During the first half of the year, a number of organisations looked to rebuild their client-facing teams and recruit professionals who could provide existing networks, referral bases and revenue. In particular, banks and wealth management firms looked to recruit quality sales and relationship management professionals to regain consumer confidence in their brand.

Many employers reviewed and revised salary levels as the job market improved. As the market tightened throughout 2010, however, some employers changed their recruitment strategies and instead chose to invest in training and development to nurture talent in-house.

Although activity slowed in mid-2010 due to financial year-end and uncertainty surrounding the federal election, hiring levels increased in the second half of the year to the point where the market became candidate short. This shortage was due in part to a number of professionals who had been hesitant to move jobs during the global financial crisis considering opportunities outside of the banking and financial services industry.

In quarter four, we saw a further increase in recruitment activity due to client-servicing

positions being relocated back to Perth as organisations sought to ensure that customers based in Western Australia were not neglected. These positions had been centralised during the downturn in order to reduce operational costs.

Of the candidate shortages experienced in the Perth market in the latter part of year, there was a particular lack of insurance brokers, financial planners, stockbrokers and corporate services specialists with skills in specific areas such as risk, treasury and tax. There was also a reduction in the number of para planners, dealer's assistants and analysts to support business growth.

Towards the end of the year, more companies looked to source professionals from overseas. Less favourable economic conditions across the globe helped to attract corporate services professionals, particularly those with international experience within banking and insurance houses in London.

Outlook for 2011

We anticipate that organisations in the banking and financial services industry will continue to take a cautious approach to hiring in 2011 and place emphasis on recruiting quality rather than quantity. As a result, we expect to see salaries increase, particularly for senior professionals. We also anticipate that more organisations will look to recruit skilled professionals from overseas to combat the continuing candidate shortage.

PERTH

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2010	2011
Banking		
Relationship Manager - Corporate/Institutional	\$140 - 180k	\$150 - 200k
Relationship Manager - Property	\$100 - 120k	\$100 - 130k
Relationship Manager - Business/SME	\$90 - 110k	\$95 - 115k
Assistant Relationship Manager	\$70 - 90k	\$75 - 95k
Corporate Services		
Executive Finance Manager	\$140 - 160k	\$150 - 180k
Manager - Finance/Audit/Tax/Treasury	\$120 - 140k	\$130 - 150k
Newly-qualified - Finance/Audit/Tax	\$75 - 80k	\$77 - 87k
Part-qualified - Finance/Audit/Tax	\$60 - 70k	\$65 - 70k
Compliance & Risk Manager	\$80 - 130k	\$90 - 150k
Wealth		
Financial Planner - Banking (1 - 3 yrs' exp)	\$65 - 75k	\$70 - 80k
Financial Planner - Banking (3+ yrs' exp)	\$75 - 95k	\$80 - 100k
Financial Planner - Boutique (1 - 3 yrs' exp)	\$70 - 80k	\$75 - 85k
Financial Planner - Boutique (3+ yrs' exp)	\$85 - 100k	\$90 - 110k
Para Planner - DFP Qualified	\$50 - 70k	\$55 - 75k
Client Services Officer	\$45 - 55k	\$50 - 60k
General Insurance & Insurance Broking		
Insurance Underwriter	\$60 - 75k	\$65 - 80k
Insurance Claims Manager	\$60 - 70k	\$60 - 70k
Insurance Broker	\$70 - 100k	\$75 - 110k
Insurance Account Handler	\$50 - 60k	\$50 - 65k
Stockbroking		
Stockbroker/Financial Advisor*	\$100 - 250k+	\$100 - 250k+
Trainee Adviser	\$50 - 65k	\$55 - 65k
Dealers Assistant	\$55 - 75k	\$55 - 75k
Investment Analyst	\$90 - 110k	\$100 - 125k

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

* Commission only based roles total of inclusive earnings

PERTH

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

The commercial accounting & finance division specialises in the provision of permanent and contract accounting staff across a broad range of industries outside of banking and financial services. Recruiting at all levels within finance, from qualified to part-qualified, we offer a range of recruitment solutions that can be tailored to meet our clients' specific requirements.

Market Overview

We saw inconsistent recruitment activity across both contract and permanent recruitment markets throughout 2010. The year started with relatively low hiring levels and companies commonly recruited on a temporary-to-permanent basis to source high-calibre talent and mitigate risk. Towards the end of the year, however, we saw a sharp increase in hiring - predominantly across the resources and engineering sectors.

Midway through 2010, we saw heightened demand for contract professionals to support half and full year-end requirements. At the same time, the permanent market began to see increased demand from resources companies for highly skilled tax and financial accountants. Group accountants were also sought-after as companies continued to recover from the downturn, while experienced payroll professionals were recruited as headcounts increased.

Most businesses put permanent hiring on hold during quarter three due to the federal election and proposed mining tax. Once the election result was announced, however, we saw a rapid increase in permanent and contract hiring across the board.

Towards the end of the year, the mining sector began to regain ground lost during the global financial crisis and a number of companies recruited exceptional professionals while the talent pool was still large. The oil and gas, engineering and property industries also hired steadily in quarter four to support business growth. In addition, we saw increased hiring from upstream engineering firms to support work created by the continued investment in hydrocarbon projects off the North West Shelf. Hiring within the utilities sector remained relatively flat as organisations continued to feel the impact of the demerger activity of previous years.

As 2010 drew to a close, the professionals in highest demand were business and financial analysts, commercial managers and management accountants, all of whom could add value to companies rebuilding after the economic downturn.

Outlook for 2011

We expect that recruitment activity will increase gradually throughout 2011 across all sectors. We consequently expect the market to face a shortage of talented candidates with industry-specific experience. As a result, companies that look for transferable skills - such as reporting and analysis - and adopt a multi-layered approach to recruitment (including print media advertisements and sourcing candidates from overseas) will have the most success in recruiting the best talent. In line with expected talent shortages and increasing market confidence, we also anticipate that salaries for senior accounting and finance professionals will increase in 2011.

PERTH

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
Group Financial Controller - CA/CPA (6+ yrs' exp)	\$190 - 220k	\$220 - 250k	\$80 - 110	\$100 - 150
Tax Manager	\$180 - 200k	\$200 - 250k	\$80 - 110	\$90 - 130
Financial Controller - CA/CPA	\$140 - 180k	\$150 - 200k	\$65 - 85	\$75 - 100
Business/Financial Analyst - CA/CPA (6+ yrs' exp)	\$140 - 180k	\$150 - 190k	\$60 - 85	\$65 - 85
Financial Accountant - CA/CPA (6+ yrs' exp)	\$120 - 140k	\$120 - 140k	\$60 - 70	\$60 - 70
Management Accountant - CA/CPA (6+ yrs' exp)	\$120 - 140k	\$120 - 140k	\$60 - 70	\$60 - 70
Group Accountant - CA/CPA	\$100 - 140k	\$120 - 140k	\$60 - 65	\$65 - 75
Financial Accountant - CA/CPA (3 - 5 yrs' exp)	\$90 - 135k	\$90 - 135k	\$50 - 60	\$50 - 65
Tax Accountant - CA/CPA (3 - 5 yrs' exp)	\$90 - 130k	\$120 - 130k	\$60 - 70	\$65 - 75
Business/Financial Analyst - CA/CPA (3 - 5 yrs' exp)	\$90 - 120k	\$100 - 120k	\$50 - 60	\$50 - 65
Management Accountant - CA/CPA (3 - 5 yrs' exp)	\$80 - 110k	\$100 - 110k	\$45 - 60	\$50 - 65
Financial Accountant - CA/CPA (0 - 2 yrs' exp)	\$70 - 80k	\$70 - 80k	\$30 - 45	\$35 - 45
Management Accountant - CA/CPA (0 - 2 yrs' exp)	\$70 - 80k	\$80 - 90k	\$30 - 45	\$35 - 45
Assistant Accountant (3 - 5 yrs' exp)	\$65 - 75k	\$65 - 75k	\$35 - 45	\$35 - 45
Business/Financial Analyst - CA/CPA (0 - 2 yrs' exp)	\$60 - 75k	\$75 - 90k	\$35 - 45	\$40 - 55
Accounts Payable/Receivable (2+ yrs' exp)	\$55 - 70k	\$60 - 70k	\$25 - 35	\$25 - 35
Bookkeeper	\$55 - 70k	\$50 - 70k	\$30 - 40	\$30 - 40
Payroll Clerk	\$50 - 75k	\$50 - 75k	\$25 - 35	\$30 - 40
Accounts Assistant (2+ yrs' exp)	\$50 - 65k	\$60 - 65k	\$30 - 35	\$30 - 35
Tax Accountant - Degree (0 - 2 yrs' exp)	\$50 - 60k	\$65 - 75k	\$30 - 40	\$35 - 45
Assistant Accountant - Degree (0 - 2 yrs' exp)	\$45 - 60k	\$50 - 60k	\$25 - 35	\$30 - 40
Accounts Payable/Receivable - Junior (0 - 2 yrs' exp)	\$45 - 60k	\$50 - 60k	\$25 - 30	\$25 - 30
Accounts Assistant (0 - 2 yrs' exp)	\$45 - 55k	\$55 - 60k	\$25 - 30	\$25 - 30

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

PERTH

INFORMATION TECHNOLOGY

The Perth information technology division offers specialised, tailored contract and permanent recruitment services across a range of skill sets and industry sectors. The team recruits junior candidates with a minimum of two years' commercial experience through to senior executives. We work closely with our clients to ensure we understand their business operations and recruitment needs. Our key industry sectors include professional services, mining and resources, financial services and telecommunications.

Market Overview

After an encouraging end to 2009, we saw a steady increase in demand for IT professionals in early 2010. Firms looked to recruit on a permanent basis as companies had the capacity to increase full-time headcount following recovery from the economic downturn. In particular, there was high demand for mid-level professionals such as system administrators, developers, testers and desktop support staff as organisations looked to re-invest in existing projects and commission new ones.

Throughout quarter two, we saw an increase in demand for contract project staff across a range of industries as a number of projects that had been put on hold during the global financial crisis were signed off. Business analysts, developers and testers were particularly sought-after.

The second half of the year saw an initial decrease in recruitment activity as a result of firms focusing on the new financial year, the federal election and the proposed mining tax. By late quarter three, however, we saw hiring activity rise, with project managers and business analysts in demand due to the high volumes of projects underway across all sectors. Microsoft developers (.Net 4, MVC), Oracle R12 and SharePoint specialists continued to be sought-after to support business growth.

Towards the end of the year, we saw the overall pool of skilled candidates reduce, which resulted in companies across all industries considering looking at overseas candidates.

Outlook for 2011

We anticipate that the IT recruitment market will continue to recover throughout 2011 as various businesses roll out new projects across a range of industries (we expect the mining, oil and gas, financial services and utilities sectors to be particularly active). These projects will include network upgrades, system upgrades/enhancements, business process improvements and business intelligence, which will result in high demand for quality project managers, business analysts, solution architects, network engineers, Microsoft developers and Oracle R12 specialists.

Competition for professionals with these skills will be fierce, which we expect to result in salary increases for both permanent and contract professionals in 2011. We also anticipate companies will continue to consider high-calibre overseas candidates as the skills shortage becomes more acute due to the general increase in recruitment activity.

PERTH

INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
Executive				
Chief Information Officer	\$160k+	\$160k+		
Manager - Development/Infrastructure	\$100 - 140k	\$120 - 160k	\$80 - 100	\$85 - 100
Sales				
State Sales Manager	\$150 - 230k*	\$150 - 230k*		
Business Development Manager (5+ yrs' exp)	\$80 - 200k*	\$100 - 200k*		
IT Account Manager	\$65 - 100k*	\$75 - 110k*		
Project Management				
Programme Manager	\$140 - 180k	\$150 - 180k	\$130 - 160	\$130 - 170
Change Manager	\$110 - 150k	\$120 - 160k	\$100 - 130	\$110 - 140
Project Manager (5+ yrs' exp)	\$100 - 180k	\$130 - 180k	\$90 - 140	\$100 - 140
Project Manager (1 - 5 yrs' exp)	\$80 - 110k	\$90 - 130k	\$70 - 90	\$80 - 110
Business Analysis				
ERP Consultant Technical/Functional	\$90 - 150k	\$100 - 150k	\$80 - 130	\$90 - 140
Business Analyst (5+ yrs' exp)	\$90 - 140k	\$100 - 150k	\$90 - 120	\$95 - 125
Business Analyst (1 - 5 yrs' exp)	\$70 - 100k	\$70 - 110k	\$60 - 90	\$65 - 95
Infrastructure				
Technical Architect/Consultant	\$90 - 140k	\$100 - 160k	\$80 - 110	\$85 - 130
Network Engineer (5+ yrs' exp)	\$90 - 120k	\$90 - 130k	\$70 - 90	\$75 - 100
Database Administrator	\$70 - 120k	\$75 - 130k	\$60 - 100	\$70 - 110
System Administrator - Unix, Windows (5+ yrs' exp)	\$70 - 90k	\$85 - 100k	\$60 - 75	\$65 - 80
Network Engineer (1 - 5 yrs' exp)	\$50 - 90k	\$55 - 100k	\$45 - 70	\$55 - 80
System Administrator - Unix, Windows (1 - 5 yrs' exp)	\$50 - 75k	\$55 - 90k	\$40 - 60	\$45 - 65
Testing				
Test Manager	\$90 - 130k	\$100 - 140k	\$85 - 100	\$90 - 120
Tester (1 - 5 yrs' exp)	\$50 - 90k	\$65 - 95k	\$40 - 70	\$50 - 80
Development				
Technical Software Architect	\$90 - 140k	\$100 - 160k	\$80 - 110	\$90 - 125
Senior Analyst Programmer - Java, .Net, C++ (5+ yrs' exp)	\$90 - 120k	\$100 - 125k	\$65 - 80	\$75 - 90
Analyst Programmer - Java, .Net, C++ (1 - 5 yrs' exp)	\$50 - 90k	\$55 - 100k	\$40 - 65	\$45 - 75

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified. * OTE

PERTH

SECRETARIAL & BUSINESS SUPPORT

Robert Walters' secretarial & business support division provides temporary, fixed term contract and permanent recruitment solutions to a diverse range of organisations across Western Australia. Our portfolio of clients includes companies from the mining, oil and gas, utilities, financial and professional services, IT, engineering and construction sectors.

The team specialises in sourcing career-orientated support professionals and short-term cover workers for reception, administration, office management, project support, document control, legal secretarial and personal/executive assistant roles. We pride ourselves on our thorough and consultative approach and meet the diverse needs of our clients by delivering consistently high quality candidates with extensive testing results and verification.

Market Overview

The Western Australian secretarial and business support recruitment market had a slow start to 2010 as companies continued to recover from the global financial crisis. By June the market had picked up significantly and we saw organisations increasing headcount and professionals gaining the confidence to pursue new opportunities.

Throughout the second half of 2010, we saw increased recruitment activity across all industries. This activity was dominated by the resources and resources services sector, with organisations of all sizes recruiting as a number of new projects were approved to proceed.

The proposed mining tax and federal election results did not impact business support recruitment levels. The uncertainty created at the time led companies to look to secure quality permanent staff (as opposed to contractors) across all sectors and positions. This momentum was short lived, however,

and demand for contractors increased by September. Project support officers and document controllers were particularly sought-after by engineering companies and IT consultancies providing services to the booming resources sector.

Professional services companies continued to show a high demand for experienced support professionals, driven by the securing of additional work within the resources industry. However, the growing disparity between salaries across the professional services and resources sectors made it difficult for these organisations to attract and retain high quality professionals - particularly legal firms, which were offering salaries 15% lower than those offered by resources and engineering companies.

As candidates were attracted to resources and engineering companies by the higher salaries offered, organisations in the professional services, financial services and property sectors placed greater importance on demonstrating a values based culture in order to attract and retain staff.

Across the board, the biggest increases in salaries were seen at executive assistant level, with some offers from resources and resource services companies reaching \$90k. We also saw large increases for corporate receptionists (from \$45 - 55k) and office managers for small-to-medium sized firms (from \$65 - 80k). With increased salaries and attractive packages on offer candidates became more committed to the interview process. Due to the increase in multiple job offers for the best talent, employers also avoided lengthy recruitment processes.

Outlook for 2011

Driven largely by the resources sector, we anticipate that recruitment levels for business support professionals in 2011 will return to the previous highs recorded in 2007/8. We also

expect that the meeting of Commonwealth Heads of State in late 2011 will lead to a spike in demand for support staff from the hospitality, IT and secretarial services sectors. However, large scale oil and gas projects that are running behind schedule and over budget may negatively impact the demand for support professionals, particularly project support officers.

The possible re-emergence of international banks and law firms may also drive up salaries within the professional and financial services sectors.

PERTH

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
	Project Support Officer	\$65 - 85k	\$80 - 100k	\$35 - 50
Executive Assistant	\$65 - 85k	\$70 - 90k	\$33 - 45	\$35 - 45
Office Manager	\$65 - 80k	\$65 - 85k	\$27 - 45	\$30 - 45
Personal Assistant	\$55 - 75k	\$60 - 80k	\$27 - 40	\$30 - 40
Legal Secretary	\$50 - 65k	\$55 - 70k	\$25 - 40	\$27 - 40
Team Secretary	\$45 - 60k	\$55 - 65k	\$25 - 30	\$27 - 35
Administration Assistant	\$35 - 45k	\$45 - 55k	\$20 - 25	\$23 - 27
Receptionist	\$30 - 45k	\$40 - 55k	\$20 - 27	\$22 - 27
Data Entry Operator	\$30 - 40k	\$35 - 50k	\$20 - 27	\$22 - 28
Office Junior	\$30 - 40k	\$35 - 45k	\$25 - 27	\$22 - 27
Senior Document Controller	\$100 - 130k	\$110 - 140k	\$45 - 65	\$50 - 75
Document Controller	\$65 - 95k	\$70 - 100k	\$33 - 50	\$35 - 50
Project Administrator	\$50 - 70k	\$55 - 75k	\$25 - 30	\$28 - 35

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

The banking & financial services division specialises in placing qualified and non-qualified accountants into a broad range of financial services institutions. We have established client networks in a variety of organisations that include some of the world's most established and renowned investment banks, local and international insurers and wealth and fund managers, as well as domestic retail and corporate banking institutions.

The team recruits at all levels up to CFO and also services support functions such as payroll, accounts payable and accounts receivable and specialist finance areas, such as fund accounting, product control, treasury, business analysis and project management.

Market Overview

Due to vastly improved trading conditions, we saw a significant increase in recruitment levels across most financial services firms throughout 2010. During quarter one in particular, we witnessed one of the most prolific hiring periods since 2007 as organisations' performance improved and they looked to increase permanent headcounts depleted during the global financial crisis (GFC).

Professionals with 2 - 5 years' post-qualified experience were in highest demand in the first half of the year as organisations looked to backfill senior roles vacated or made redundant during the downturn. We also found that professionals with experience in technical accounting and control were sought-after as companies tried to ensure they adhered to new regulatory requirements. In addition, product control, technology finance and systems accounting specialists were in demand due to increased trading and investment in new technologies.

Quarters one and two saw salaries increase at conservative levels as a number of professionals re-entered the market with

modest pay expectations. There was also a noticeable decline in the number of newly-qualified accountants entering the industry as candidates found alternative sectors more attractive due to the stability they offered.

In the second half of 2010, we saw the supply of immediately available and 'out of work' candidates fall as professionals became far more cautious about moving jobs, which resulted in salaries rising again modestly. We also noticed an increase in demand for temporary and flexible staffing solutions as the market faced a shortage of quality permanent professionals.

As the year came to a close, there was a large increase in the number of currently employed candidates considering career moves as they assessed their bonus and salary prospects with their existing employers.

Outlook for 2011

With market confidence returning to pre-GFC levels and companies looking at workforce planning and growth for the New Year, the outlook for recruitment activity in 2011 is positive. We also expect salaries to increase by between 5-15% depending on the level and skill of the individual recruited. As professionals look to progress their careers again after putting their job search on hold during 2009 and 2010, we predict that staff turnover in the first few months of 2011 will be at some of the highest levels we have seen in a number of years.

SYDNEY

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
Finance Director	\$160 - 190k	\$160 - 200k	\$900 - 1200 p/d	\$900 - 1200 p/d
Finance Manager	\$145k+	\$120 - 145k	\$60 - 70+	\$65 - 80
Financial Controller	\$130 - 160k	\$140 - 180k	\$600 - 800 p/d	\$600 - 800 p/d
Financial Accountant - CA/CPA (6+ yrs' exp)	\$125k+	\$120k+	\$55 - 65	\$55 - 70
Product Accountant/Controller - CA/CPA (6+ yrs' exp)	\$125k+	\$125k+	\$60 - 70	\$60 - 75
Tax Accountant (6+ yrs' exp)	\$125k+	\$120k+	\$60 - 65	\$60 - 70
Business Analyst - CA/CPA (6+ yrs' exp)	\$120k+	\$120k+	\$60 - 110+	\$60 - 90
Management Accountant - CA/CPA (6+ yrs' exp)	\$120k+	\$120k+	\$60 - 65	\$60 - 65
Fund Accountant - CA/CPA (6+ yrs' exp)	\$120k+	\$110k+	\$55 - 65	\$55 - 65
Business Analyst - CA/CPA (3 - 5 yrs' exp)	\$85 - 120k	\$85 - 115k	\$55 - 65	\$50 - 60
Financial Accountant - CA/CPA (3 - 5 yrs' exp)	\$80 - 125k	\$80 - 120k	\$50 - 60	\$45 - 60
Management Accountant - CA/CPA (3 - 5 yrs' exp)	\$80 - 120k	\$80 - 115k	\$50 - 60	\$50 - 60
Tax Accountant (3 - 5 yrs' exp)	\$80 - 120k	\$80 - 115k	\$50 - 60	\$50 - 60
Product Accountant/Controller - CA/CPA (3 - 5 yrs' exp)	\$70 - 125k	\$70 - 120k	\$50 - 65	\$45 - 65
Fund Accountant - CA/CPA (3 - 5 yrs' exp)	\$65 - 120k	\$65 - 110k	\$45 - 55	\$45 - 55
Business Analyst - CA/CPA (0 - 2 yrs' exp)	\$55 - 85k	\$55 - 85k	\$30 - 40	\$30 - 40
Financial Accountant - CA/CPA (0 - 2 yrs' exp)	\$55 - 75k	\$55 - 75k	\$30 - 35	\$25 - 40
Tax Accountant (0 - 2 yrs' exp)	\$50 - 80k	\$50 - 80k	\$25 - 35	\$25 - 40
Product Accountant/Controller - CA/CPA (0 - 2 yrs' exp)	\$50 - 75k	\$55 - 85k	\$35 - 45	\$35 - 45
Management Accountant - CA/CPA (0 - 2 yrs' exp)	\$50 - 75k	\$55 - 80k	\$30 - 35	\$30 - 40
Assistant Accountant	\$45 - 65k	\$45 - 65k	\$25 - 35	\$25 - 35
Fund Accountant - CA/CPA (0 - 2 yrs' exp)	\$45 - 65k	\$50 - 65k	\$30 - 35	\$25 - 35
Accounts Clerk	\$45 - 55k	\$40 - 55k	\$20 - 25	\$20 - 25

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.
p/d = per day.

SYDNEY

ACCOUNTING & FINANCE BANKING OPERATIONS

The banking operations division specialises in placing experienced candidates across a broad range of financial services companies, including investment, retail and corporate banks, fund and asset managers, custodians and some of the world's leading insurers. The team has experience recruiting professionals from entry level to head of operations and across a variety of product lines and functions.

Market Overview

We saw increased recruitment levels across most financial services organisations in 2010 due to vastly improved trading conditions.

In quarters one and two, we witnessed one of the most aggressive hiring periods in recent years as organisations took advantage of increased headcount approval and the large pool of immediately available candidates. Permanent hiring was a priority for most institutions as they began to scale their businesses back to pre-global financial crisis (GFC) levels. Organisations with slick recruitment processes tended to secure the best candidates.

We found that project managers and business analysts were in significant demand throughout the year, largely due to businesses investing in major projects for the first time since the GFC. Fixed income and equity support staff (across fund managers and custodians), sales support and processing officers (within retail banking companies) and trade support and middle office personnel (within investment banks) were also sought-after as firms looked to back-fill roles vacated or made redundant during the financial crisis.

As a result of this increased recruitment activity, salaries across most markets increased by between 5-15% depending on level. However, salaries in investment banking operations remained stable and even declined in some cases as a number of large firms

outsourced these functions to lower-cost international locations. This was particularly evident at a senior level as professionals in these roles found it more difficult to transition to other industries. In contrast, professionals at a junior level found it easier to move into other sectors.

Towards the end of the year, we saw the pool of immediately available and 'out of work' candidates shrink due to increased hiring activity. We also found that candidates were far more cautious about pursuing new opportunities, which put increased pressure on salaries. We consequently began to see shortages in quality permanent candidates, which led to increased demand for temporary and flexible staffing solutions.

Outlook for 2011

We anticipate that recruitment activity within banking operations will continue to increase throughout 2011. We also expect Sydney to remain a centre for client-facing and technically challenging roles due to companies competing for business off the back of their operational delivery. Early in the year, we expect to see a large amount of turnover and attrition as organisations that did not recruit in great volumes in 2010 seek to grow their headcount. We expect some new roles to be created to support business growth and respond to compliance and regulatory changes.

SYDNEY

ACCOUNTING & FINANCE BANKING OPERATIONS

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
Head of Operations	\$160k+	\$150k+	\$60+	\$60+
Fixed Income Operations Manager (6+ yrs' exp)	\$120 - 160k+	\$100 - 155k	\$50+	\$55+
Equities Operations Manager (6+ yrs' exp)	\$110 - 150k+	\$100 - 145k	\$50+	\$55+
Manager Trade Finance	\$100 - 150k	\$90 - 120k	\$40 - 50	\$45+
FX Operations Manager (6+ yrs' exp)	\$100 - 140k+	\$100 - 135k	\$40 - 50	\$50+
Corporate Actions Manager (3 - 5 yrs' exp)	\$100 - 140k	\$90 - 135k	\$40 - 50	\$45+
Derivatives Operations Manager (3 - 5 yrs' exp)	\$95 - 135k	\$80 - 120k	\$40 - 50	\$45+
Fixed Income Supervisor (3 - 5 yrs' exp)	\$95 - 135k	\$85 - 115k	\$30 - 40	\$35 - 45
Equities Supervisor (3 - 5 yrs' exp)	\$75 - 100k	\$70 - 85k	\$30 - 40	\$35 - 45
Derivatives Supervisor	\$65 - 95k	\$70 - 85k	\$30 - 40	\$35 - 45
Senior Fixed Income Clerk (3 - 5 yrs' exp)	\$65 - 90k	\$60 - 75k	\$25 - 30	\$30 - 35
Fund Accountant (3 - 5 yrs' exp)	\$65 - 85k	\$65 - 80k	\$25 - 30	\$30 - 40
Senior Derivatives Clerk (3 - 5 yrs' exp)	\$65 - 80k	\$60 - 75k	\$25 - 30	\$27 - 35
FX Supervisor (3 - 5 yrs' exp)	\$60 - 90k	\$70 - 85k	\$30 - 40	\$35 - 45
Senior Equities Clerk (3 - 5 yrs' exp)	\$60 - 80k	\$60 - 75k	\$25 - 30	\$27 - 35
Senior Margin Lending (3 - 5 yrs' exp)	\$60 - 80k	\$60 - 75k	\$25 - 30	\$27 - 35
Client Services Officer (3 - 5 yrs' exp)	\$60 - 80k	\$60 - 90k	\$25 - 30	\$30 - 45
Fund Administrator - Custody Senior (3 - 5 yrs' exp)	\$55 - 75k	\$55 - 70k	\$25 - 30	\$25 - 30
Fund Accountant (0 - 2 yrs' exp)	\$50 - 60k	\$50 - 65k	\$22 - 25	\$25 - 30
Corporate Actions Clerk (0 - 2 yrs' exp)	\$45 - 65k	\$50 - 60k	\$22 - 25	\$24 - 28
Derivatives Documentation Clerk (0 - 2 yrs' exp)	\$45 - 60k	\$45 - 55k	\$22 - 25	\$24 - 28
Equities Clerk (0 - 2 yrs' exp)	\$45 - 60k	\$50 - 55k	\$22 - 25	\$24 - 28
Fixed Income Clerk (0 - 2 yrs' exp)	\$45 - 60k	\$50 - 55k	\$22 - 25	\$24 - 28
FX Clerk (0 - 2 yrs' exp)	\$45 - 55k	\$50 - 55k	\$22 - 25	\$23 - 26
Margin Lending (0 - 2 yrs' exp)	\$40 - 55k	\$50 - 55k	\$22 - 25	\$22 - 25
Junior Settlements Clerk - Degree (0 - 2 yrs' exp)	\$40 - 55k	\$45 - 55k	\$22 - 25	\$22 - 25
Fund Administrator - Custody (0 - 2 yrs' exp)	\$40 - 55k	\$40 - 50k	\$22 - 25	\$22 - 25
Fund Administrator - Fund Management (0 - 2 yrs' exp)	\$40 - 55k	\$40 - 50k	\$22 - 25	\$22 - 25
Fund Client Services (0 - 2 yrs' exp)	\$40 - 55k	\$50 - 60k	\$22 - 25	\$25 - 30
Junior Settlements Clerk - HSC (0 - 2 yrs' exp)	\$35 - 50k	\$38 - 45k	\$22 - 25	\$22 - 25

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

The Sydney commerce & industry division recruits accounting professionals at all levels into a broad range of industries. Our clients range in size from large multinational organisations to owner-managed businesses across the whole of New South Wales.

We recruit for roles ranging from junior transactional positions and part-qualified accountants to senior management roles and board level appointments. Alongside traditional finance roles, we also recruit for corporate development, strategy, planning, pricing and management consulting positions. Our consultants draw upon their in-depth specialist knowledge of the local market to offer a truly bespoke and consultative service to clients.

Market Overview

There was a marked and visible confidence shift in the New South Wales accounting and finance recruitment market during 2010. In particular, we saw a steep increase in job volumes in quarters one and two compared to the same period in 2009 with this growth continuing throughout the year.

At the beginning of 2010, the financial services industry drove growth in the labour market. During quarter two, however, we saw the infrastructure, FMCG and healthcare sectors begin to strengthen. By the end of quarter three, this growth had spread across all sectors as clients looked to increase the size of their finance teams at all levels.

As organisations continued to recover from the global financial crisis, we saw many attempting to drive top line revenue growth while managing their cost base prudently. This resulted in high demand for professionals with strong commercial and analytical skills, particularly business analysts and senior commercial managers with the ability to work with other business areas. If this demand continues in 2011, we expect to see a return to pre-2008 market conditions when

candidates were receiving multiple offers, being 'bought back' by their existing employer and demanding higher salaries.

Towards the end of the year, permanent salaries began to increase steadily as companies sought to retain key employees and attract new, quality candidates. Contracting rates generally remained static, although candidates with skill sets covering business analysis and commercial management were able to demand a premium for their services. At the transactional level, we also observed that experienced credit controllers and payroll officers were able to command higher rates as they were in greater demand.

Outlook for 2011

If domestic economic conditions remain stable and market confidence continues to rise, we expect that demand for high-calibre accounting professionals will grow rapidly throughout 2011. As competition for the best candidates intensifies, salaries will increase and employers will face greater pressure to retain their key employees. Professionals with experience in commercial management and business analysis will continue to be in highest demand - we expect to see above market premiums offered for these candidates.

SYDNEY

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
	Group Finance Director	\$280k+	\$250 - 300k	\$85 - 130
Chief Financial Officer	\$250k+	\$250k+	\$80 - 140	\$80 - 140
Group Financial Controller - Large Organisation	\$200k+	\$200 - 240k	\$65 - 80	\$70 - 90
Group Financial Controller - Small/Medium Organisation	\$175k+	\$170k+	\$55 - 70	\$60 - 80
Commercial/Planning Manager	\$150 - 200k	\$150 - 200k	\$55 - 65	\$60 - 70
Finance Manager (3 - 5 yrs' exp)	\$140 - 170k	\$140 - 175k	\$55 - 70	\$65 - 75
Audit Manager	\$130 - 160k	\$120 - 160k	\$70 - 85	\$65 - 85
Tax Manager	\$130k+	\$130k+	\$60 - 80	\$65 - 85
Finance Manager (0 - 2 yrs' exp)	\$110 - 140k	\$115 - 145k	\$50 - 60	\$50 - 65
Company/Corporate/Group Accountant	\$90 - 130k	\$90 - 130k	\$48 - 60	\$45 - 60
Financial Accountant (3 - 5 yrs' exp)	\$90 - 120k	\$80 - 125k	\$45 - 55	\$40 - 62
Management Accountant (3 - 5 yrs' exp)	\$90 - 120k	\$80 - 120k	\$48 - 55	\$45 - 60
Treasury Accountant	\$85 - 120k	\$85 - 125k	\$40 - 55	\$40 - 60
Payroll Manager	\$80 - 130k	\$80 - 125k	\$42 - 55	\$43 - 60
Pricing Analyst	\$80 - 130k	\$85 - 125k	\$40 - 55	\$42 - 60
Credit Manager	\$80 - 120k	\$80 - 120k	\$40 - 55	\$38 - 60
Business/Financial/Commercial Analyst (3 - 5 yrs' exp)	\$80 - 120k	\$85 - 120k	\$48 - 60	\$45 - 65
Systems Accountant (0 - 4 yrs' exp)	\$80 - 120k	\$80 - 120k	\$42 - 55	\$40 - 60
Tax Accountant (0 - 4 yrs' exp)	\$70 - 110k	\$80 - 120k	\$45 - 60	\$50 - 65
Management Accountant (0 - 2 yrs' exp)	\$70 - 90k	\$70 - 90k	\$38 - 45	\$40 - 50
Financial Accountant (0 - 2 yrs' exp)	\$70 - 90k	\$70 - 90k	\$38 - 45	\$38 - 48
Auditor (2 - 4 yrs' exp)	\$65 - 100k	\$70 - 100k	\$45 - 60	\$46 - 62
Cost Accountant (0 - 4 yrs' exp)	\$60 - 95k	\$60 - 95k	\$33 - 50	\$30 - 48
Business/Financial/Commercial Analyst (0 - 2 yrs' exp)	\$60 - 90k	\$60 - 90k	\$32 - 45	\$32 - 46
Payroll Officer (3+ yrs' exp)	\$60 - 70k	\$55 - 75k	\$26 - 32	\$25 - 33
Assistant Accountant - CA/CPA (3 - 5 yrs' exp)	\$55 - 70k	\$55 - 75k	\$28 - 35	\$27 - 36
Bookkeeper (0 - 4 yrs' exp)	\$60 - 70k	\$60 - 75k	\$28 - 35	\$28 - 36
Billings Analyst (0 - 4 yrs' exp)	\$50 - 70k	\$55 - 75k	\$22 - 30	\$23 - 32
Accounts Payable/Receivable - Junior (0 - 4 yrs' exp)	\$45 - 65k	\$45 - 65k	\$21 - 25	\$21 - 27
Payroll Officer (0 - 2 yrs' exp)	\$45 - 65k	\$50 - 65k	\$21 - 25	\$22 - 28
Assistant Accountant - CA/CPA (0 - 2 yrs' exp)	\$45 - 60k	\$45 - 65k	\$24 - 30	\$25 - 32
Credit Controller	\$45 - 60k	\$50 - 60k	\$22 - 32	\$23 - 30
Accounts Assistant (0 - 4 yrs' exp)	\$40 - 60k	\$45 - 55k	\$23 - 27	\$24 - 27

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

The human resources division specialises in recruiting professionals at all levels, from graduates to directors, across a broad range of HR specialisations, including organisational development, change management, training, industrial and employee relations and talent management. With an excellent network of strong HR professionals across Australia and Asia Pacific, we focus on delivering the best HR talent to our clients.

Market Overview

We saw increased recruitment activity across the HR industry in 2010 as businesses sought to rebuild their HR teams post the global financial crisis.

We saw a rise in demand for internal recruiters on a contract basis early in quarter one as organisations' internal HR and recruitment teams were unable to cope with increased hiring requirements in their businesses.

This demand was witnessed across the technology, banking operations and retail industries and continued until the start of quarter three, when there was a shift towards hiring internal recruiters on a permanent basis. Throughout the year, organisations also focused on hiring remuneration and benefits specialists (in order to develop competitive packages), learning and development professionals (in order to retain and get the best out of existing staff) and organisational development and change management specialists to support existing staff through process and technology changes.

To help manage the process and to run leadership development and talent management programmes, restructuring within some of Australia's biggest companies resulted in increased demand for HR business partners.

Towards the end of the year, the pool of available candidates began to shrink as demand for top talent increased. As a result,

companies became more willing to hire candidates outside of their specific industry sector. The battle to attract and retain the best talent revolved around more than salary levels alone, with candidates becoming increasingly interested in alternative benefits (e.g. flexible working conditions, health insurance, facilitation and encouragement of personal growth opportunities, green initiatives and gym memberships).

As social networking began to attract more attention in 2010, many businesses sought to utilise the medium as a recruitment mechanism. A few organisations even appointed a dedicated resource to use social media as a candidate generation device. However, the majority of organisations were still wary of this new channel and preferred to rely on more traditional recruitment methods.

Throughout the year, salary levels for high performers increased and high quality candidates received multiple offers, making the search for talent more competitive. Candidates were attracted by improved job titles, base salaries and the opportunity for future career growth in organisations. Professionals commanding a premium included HR business partners and HR directors.

Outlook for 2011

We expect to see a continued demand for HR and recruitment professionals in 2011 as companies look to grow their businesses and take advantage of improved market conditions. Due to increasing shortages of available professionals, it will become considerably more difficult to source local candidates. Organisations that concentrate on attracting HR professionals from overseas will be able to secure high quality candidates.

SYDNEY

HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2010	2011
Generalist		
HR Director	\$220 - 260k	\$230 - 250k
National HR Manager	\$160 - 170k	\$170 - 180k
HR Manager	\$130 - 150k	\$150 - 170k
HR Advisor (5+ yrs' exp)	\$95 - 100k	\$110 - 130k
HR Advisor (1 - 4 yrs' exp)	\$70 - 80k	\$75 - 95k
HR Officer	\$65 - 70k	\$70 - 80k
HR Coordinator	\$50 - 65k	\$55 - 65k
HR Administrator	\$50 - 65k	\$55 - 65k
HR Graduate	\$45 - 50k	\$45 - 55k
Specialist		
Industrial/Employee Relations Manager	\$140 - 160k	\$150 - 165k
Remuneration & Benefits Consultant	\$135 - 160k	\$135 - 160k
Organisational Development Manager	\$130k+	\$150 - 180k
Change Manager	\$130k+	\$150 - 180k
Learning & Development Manager	\$130k+	\$145 - 165k
Recruitment Manager	\$120 - 130k	\$130 - 160k
Organisational Development Advisor	\$90 - 100k	\$100 - 120k
Industrial/Employee Relations Advisor	\$90 - 120k	\$120 - 150k
Learning & Development Advisor	\$85 - 95k	\$95 - 120k
Workforces Planning Consultant	\$70 - 80k	\$75 - 85k
Recruitment Officer	\$70 - 80k	\$80 - 100k

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

INFORMATION TECHNOLOGY BANKING & FINANCIAL SERVICES

The Sydney IT banking & finance division recruits IT specialists in all technical verticals throughout the financial services, insurance and investment banking industries. Specifically, we focus on recruiting professionals with PMO (project managers, business analysts and project coordinators), development (Java, .Net, C++), testing, infrastructure, ERP/CRM, business intelligence/data warehousing and integration experience.

Market Overview

2010 was a buoyant year for IT recruitment in the financial services, insurance and investment banking sectors. As companies recovered from the global financial crisis and market confidence returned, we saw greater urgency from businesses to hire staff and increased recruitment activity overall.

In the financial services industry, we saw renewed and constant demand for professionals with skills in project management, business analysis, RDBMS, development, integration, CRM/ERP, information management, risk and card payments processing, Vision Plus, SAS, Teradata, Business Objects, Cognos and ETLs. This was due to companies placing greater importance on the function and subsequently increasing investment in IT projects and systems.

Within investment banking, there was strong demand for FX business analysts, equities project managers, and Bloomberg, IRESS, Reuters and Trade Floor Support (both desktop and applications) specialists as companies invested in major projects and technology upgrades. Many international investment banks continued to hire contract staff, despite having to seek head office approval in several cases.

The insurance industry experienced steady demand for Java developers, testing professionals, business analysts and project managers with Agile and Insurance domain knowledge. There was also demand for business intelligence and data warehousing professionals as more organisations placed emphasis on corporate governance and reporting accuracy.

Towards the end of 2010, we also saw a significant increase in vacancies for IT professionals across all sectors as firms implemented major projects. This resulted in heightened levels of competition for both contract and permanent candidates, which subsequently drove salary increases. However, a number of companies had difficulty recruiting permanent staff as many specialists opted for contract roles to take advantage of the higher rates on offer. In particular, professionals with niche skill sets, such as Calypso, Pega, Quantum, SAS and Sharepoint commanded a premium throughout 2010.

Outlook for 2011

The rising demand for IT professionals resulting from an increasingly buoyant market means 2011 looks set to be candidate rather than employer driven. This will result in increased salaries, with the high quality talent receiving multiple options and/or counter-offers from their existing employer. We also expect that technology specialists who can communicate effectively with business stakeholders will continue to be highly sought-after, as IT plays an increasingly important role in enabling business strategy.

While the impact of the potential takeover of the ASX by the SGX remains unclear, we expect technology positions within the banking and finance industry to be largely unaffected. Individuals with skills in IT risk and governance, APAMA, Wallstreet and ION MarketView may also be in demand due to changes in government legislation and increased activity in the capital markets and fixed income areas.

SYDNEY

INFORMATION TECHNOLOGY BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
	Chief Technology Officer/Chief Information Officer	\$350k+	\$350k+	\$170 - 300
Head of PMO	\$180 - 230k	\$195 - 230k	\$125 - 150	\$125 - 150
Head of Infrastructure	\$200 - 240k	\$200 - 250k	\$150 - 180	\$150 - 190
Head of Development	\$200 - 240k	\$200 - 250k	\$150 - 180	\$150 - 190
Trade Floor Support Manager	\$130 - 150k	\$130 - 150k	\$65 - 90	\$70 - 95
Programme Manager	\$150 - 190k	\$150 - 200k	\$125 - 160	\$125 - 170
Business Intelligence Manager	\$175 - 210k	\$175 - 225k	\$100 - 125	\$105 - 130
Project Manager	\$140 - 170k	\$140 - 180k	\$100 - 125	\$100 - 130
Project Coordinator	\$65 - 80k	\$65 - 80k	\$50 - 75	\$50 - 75
Business Analyst - Front Office	\$120 - 150k	\$120 - 160k	\$100 - 140	\$105 - 140
Business Analyst	\$100 - 130k	\$100 - 140k	\$75 - 105	\$80 - 110
Enterprise Architect	\$180 - 200k	\$180 - 210k	\$140 - 190	\$145 - 200
Data Architect	\$160 - 180k	\$160 - 180k	\$100 - 170	\$100 - 170
Solution Architect	\$140 - 170k	\$140 - 175k	\$100 - 120	\$100 - 130
Infrastructure Architect	\$140 - 170k	\$140 - 175k	\$90 - 125	\$100 - 130
Test Manager	\$120 - 160k	\$125 - 160k	\$90 - 120	\$95 - 130
Test Analyst	\$70 - 110k	\$75 - 110k	\$40 - 80	\$45 - 80
Quant Developer	\$150 - 180k	\$150 - 180k	\$125 - 160	\$125 - 165
Java Developer	\$90 - 125k	\$100 - 130k	\$75 - 100	\$80 - 105
.Net Developer	\$90 - 120k	\$95 - 130k	\$70 - 90	\$80 - 105
C++ Developer	\$100 - 150k	\$110 - 150k	\$80 - 110	\$85 - 115
ETL Developer	\$90 - 120k	\$95 - 130k	\$85 - 100	\$85 - 110
Sybase Developer	\$100 - 140k	\$100 - 145k	\$75 - 100	\$75 - 100
Excel/VBA Developer	\$90 - 120k	\$90 - 120k	\$60 - 80	\$60 - 80
Network Engineer	\$100 - 130k	\$100 - 130k	\$70 - 90	\$70 - 100
Systems Administrator	\$80 - 140k	\$80 - 140k	\$55 - 90	\$60 - 100
Trade Floor Desktop Support	\$85 - 100k	\$85 - 100k	\$70 - 80	\$70 - 80
Trade Floor Applications Support	\$110 - 130k	\$110 - 130k	\$80 - 90	\$80 - 90
Business Intelligence Consultant (5+ yrs' exp)	\$110 - 140k	\$115 - 150k	\$75 - 110	\$80 - 120
ERP Consultant	\$90 - 130k	\$100 - 145k	\$85 - 120	\$90 - 125

NB: Figures are basic salaries inclusive of superannuation , but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

INFORMATION TECHNOLOGY COMMERCE & INDUSTRY

The Sydney IT commerce & industry division specialises in recruiting permanent and contract IT positions across all types of non-finance industries within several technical verticals, including development, infrastructure, ERP/CRM, business intelligence, testing, project management, business analysis, telecommunications and digital media.

Market Overview

Demand for IT professionals grew substantially in the first half of 2010 as increased market confidence led to businesses releasing a number of large projects put on hold during the global financial crisis (GFC). This resulted in salary expectations rising and competition for candidates becoming more intense, which prompted employers to shorten the recruitment process as they sought to secure the best talent.

As companies continued to upgrade systems and place greater importance on reporting and analytics, demand rose for Oracle, business intelligence and data warehousing professionals - particularly those with TM1, Business Objects, Microsoft BI and ETL experience. Project managers and business analysts were also sought-after, especially with CRM and CMS experience.

Several large consulting companies undertook additional projects, resulting in strong demand for professionals with certifications such as ITIL and MCP, storage specialists with EMC, and system administrators with Unix and Linux experience.

Demand also increased for experienced Microsoft.Net and Java/J2EE Developers (particularly with mid-level experience) and permanent and contract BizTalk and Sharepoint specialists as a growing number of companies implemented or upgraded these technologies. Test managers, programme test managers and performance, BI and

automated test specialists were also highly sought-after as significant merger projects moved into quality assurance stages.

IT recruitment within the telecommunications sector remained relatively stable throughout the year, although we did see peaks in demand across a range of skills. The most sought-after specialists were systems, network and security professionals with skills in design, engineering, transmission, business support systems and core networks. Demand for skills within integration (BSS and IT systems) remained high.

Towards the end of the year, large programmes of work and the comparatively strong Australian economy resulted in a shortage of skills across all IT disciplines, heightening competition levels for both contract and permanent IT professionals. As a result, salaries increased as companies fought to secure the best candidates. We also saw more permanent candidates move into the contract market due to a perceived rise in market stability.

Outlook for 2011

We expect 2011 to continue the trends seen in late 2010, with a skills shortage across all IT disciplines set to create a candidate driven market. Businesses will place a greater emphasis on recruiting technology specialists able to communicate effectively with business stakeholders, as companies recognise the important role IT plays in enabling business strategy. There will also be an increased emphasis on staff retention as companies look to keep top talent in the face of increasingly strong competition.

The impact of the rapid growth experienced in social networking will generate demand for IT professionals with applicable skill sets across most industries as companies attempt to determine how best to utilise this channel. This coupled with a number of high

profile e-commerce sites launched at the end of 2010 (and more scheduled for 2011) means we expect significant demand for IT candidates with experience in both social and digital media across UI, UX and SEO.

SYDNEY

INFORMATION TECHNOLOGY COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
Executive				
Chief Information Officer/Chief Technology Officer	\$200 - 400k	\$200 - 450k	\$125 - 225	\$135 - 250
Project Manager				
Programme Manager	\$140 - 190k	\$140 - 200k	\$100 - 140	\$100 - 150
Project Manager (5+ yrs' exp)	\$120 - 145k	\$120 - 150k	\$75 - 110	\$80 - 125
Business Analyst				
Business Analyst (5+ yrs' exp)	\$90 - 135k	\$100 - 140k	\$70 - 100	\$80 - 110
Business Intelligence				
Data Architect	\$130 - 170k	\$135 - 170k	\$100 - 125	\$100 - 140
Business Intelligence Consultant	\$80 - 140k	\$85 - 140k	\$75 - 125	\$80 - 125
ERP				
ERP Consultant	\$90 - 155k	\$90 - 145k	\$75 - 125	\$80 - 125
Development				
Solutions/Technical Architect	\$125 - 180k	\$130 - 175k	\$80 - 120	\$90 - 125
Senior Analyst Programmer (Java, J2EE, .Net, C++)	\$85 - 125k	\$90 - 130k	\$60 - 90	\$70 - 90
Analyst Programmer (Java, J2EE, .Net, C++)	\$55 - 85k	\$60 - 95k	\$40 - 60	\$50 - 70
Web Developer (HTML, PHP, Javascript)	\$50 - 90k	\$55 - 90k	\$30 - 55	\$35 - 60
Testing				
Test Manager	\$105 - 140k	\$120 - 160k	\$70 - 100	\$80 - 120
Senior Tester	\$80 - 110k	\$80 - 110k	\$50 - 85	\$60 - 85
Tester	\$55 - 80k	\$60 - 85k	\$32 - 50	\$40 - 60
IT Infrastructure				
Database Administrator (5+ yrs' exp)	\$100 - 140k	\$100 - 140k	\$65 - 100	\$75 - 110
Systems Administrator - Unix, Windows (5+ yrs' exp)	\$80 - 130k	\$80 - 130k	\$55 - 90	\$60 - 100
Network Engineer - CCIE	\$100 - 150k	\$110 - 150k	\$75 - 105	\$90 - 125
Network Engineer - CCNP	\$70 - 100k	\$70 - 110k	\$45 - 75	\$45 - 80
Network Engineer - CCNA	\$50 - 70k	\$50 - 70k	\$30 - 45	\$30 - 50
3rd Level Support/Application Support	\$65 - 90k	\$65 - 90k	\$30 - 55	\$35 - 60
1st/2nd Level Support	\$50 - 70k	\$40 - 65k	\$25 - 30	\$25 - 35

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

LEGAL

Robert Walters' legal division focuses on recruiting temporary, contract and permanent roles within private practice, financial services and commerce and industry. Based in Sydney, the division recruits nationally and, with the help of our global office network, internationally (the team works particularly closely with our legal divisions in Hong Kong, Singapore, London and New York), we recruit at all degrees of seniority, from paralegals to contract managers, junior lawyers to partners and general counsel/head of legal. Our client base includes top-tier, mid-tier and boutique law firms, financial institutions and blue-chip corporations.

Market Overview

We saw a marked increase in legal recruitment activity in 2010. The year began relatively slowly with a low volume of opportunities and a high number of available candidates competing to secure employment. In the second half of the year, a greater number of roles were released. However, organisations remained very selective when assessing applicants' credentials, only interviewing candidates with strong technical skills, a solid academic background and specific market/client experience.

Candidates from the UK continued to show an interest in opportunities in Australia and there was a steady flow of expats returning from overseas. Despite this, employers continued to give preference to local experience and were hesitant to provide visa sponsorship in some instances.

2010 also saw a significant number of prominent international law firms entering the Australian market to exploit growth opportunities in the region. Several aggressive recruitment campaigns were completed to establish these operations, many of which included hiring at the partner level. We also saw significant recruitment activity in private practice at all levels in banking/finance,

corporate/commercial, telecommunications, construction (back-end), insurance and employment.

We noticed an increase in in-house recruitment across the board in both financial services and commerce and industry. At international investment banks and Australian retail banks, recruitment activity was high as the market recovered and firms looked to rebuild their teams to cope with increased business activity. There were also a number of US, European and Asian banks establishing themselves in or expanding into the Australian market, which again resulted in significant recruitment in these firms.

Changes in salary levels were typically dependant on sector-specific market trends. There were instances of significant salary rises across many areas in financial services, particularly within investment banking. Within commercial businesses, however, salary levels consolidated rather than rose. In private practice, mid-tier firms remained competitive with larger organisations by offering improved career progression, better work-life balance and more competitive packages. This was particularly evident within corporate and banking.

Outlook for 2011

Pending any significant downturn in the global and local economy, we anticipate another buoyant year for legal recruitment in 2011. We expect there to be a continued increase in competition for the best talent and further focus on retention strategies by employers looking to keep top talent.

In private practice, a number of law firms were starting to consider overseas recruitment campaigns in target markets such as London at the end of 2010. As these are implemented in 2011, we anticipate more of a focus on senior appointments throughout the year. We also expect the financial services

industry to fuel the majority of new hires as financial institutions and investment banks pay annual bonuses and start planning team structures for 2011. In commerce and industry, we will continue to see a demand for candidates with strong general corporate and commercial experience in sectors such as IT, telecommunications, FMCG and pharmaceuticals.

Legal salaries are expected to increase across all markets in 2011 as law firms and organisations attempt to offset the pay freezes and/or diminished bonuses experienced in 2009/2010.

SYDNEY

LEGAL PRIVATE PRACTICE

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2010	2011
Small Firms		
10+ yrs' PQE	\$150k	\$170k+
6 - 10 yrs' PQE	\$95 - 185k	\$110 - 190k
3 - 6 yrs' PQE	\$65 - 130k	\$70 - 140k
1 - 3 yrs' PQE	\$45 - 100k	\$50 - 100k
Mid-Tier Firms		
10+ yrs' PQE	\$190k+	\$200k+
6 - 10 yrs' PQE	\$120 - 220k	\$130 - 230k
3 - 6 yrs' PQE	\$85 - 150k	\$85 - 160k
1 - 3 yrs' PQE	\$60 - 100k	\$60 - 115k
Top-Tier Firms		
10+ yrs' PQE	\$220k+	\$240k+
6 - 10 yrs' PQE	\$130 - 230k	\$145 - 240k
3 - 6 yrs' PQE	\$85 - 160k	\$95 - 180k
1 - 3 yrs' PQE	\$70 - 110k	\$72 - 120k

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

LEGAL FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2010	2011
Investment Banking		
General Counsel	\$280k+	\$280k+
10+ yrs' PQE	\$170 - 260k	\$175 - 270k
6 - 10 yrs' PQE	\$135 - 225k	\$140 - 240k
3 - 6 yrs' PQE	\$100 - 150k	\$100 - 160k
1 - 3 yrs' PQE	\$80 - 110k	\$85 - 115k
Private Wealth/Superannuation		
General Counsel	\$235k+	\$240k+
10+ yrs' PQE	\$165 - 230k	\$175 - 230k
6 - 10 yrs' PQE	\$130 - 210k	\$145 - 220k
3 - 6 yrs' PQE	\$80 - 145k	\$85k - 150k
1 - 3 yrs' PQE	\$65 - 95k	\$70 - 100k
Retail Banking & Insurance		
General Counsel	\$230k+	\$240k+
10+ yrs' PQE	\$165 - 230k	\$170 - 230k
6 - 10 yrs' PQE	\$120 - 200k	\$130 - 210k
3 - 6 yrs' PQE	\$85 - 140k	\$85 - 145k
1 - 3 yrs' PQE	\$60 - 90k	\$65 - 95k
Fund Management		
General Counsel	\$210k+	\$210k+
10+ yrs' PQE	\$160 - 240k	\$170 - 255k
6 - 10 yrs' PQE	\$150 - 225k	\$155 - 225k
3 - 6 yrs' PQE	\$80 - 160k	\$85 - 170k
1 - 3 yrs' PQE	\$70 - 100k	\$75 - 105k

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

LEGAL COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2010	2011
Energy/Natural Resources		
10+ yrs' PQE	\$175k+	\$180k+
6 - 10 yrs' PQE	\$140 - 190k	\$145 - 200k
3 - 6 yrs' PQE	\$86 - 145k	\$91 - 150k
1 - 3 yrs' PQE	\$60 - 90k	\$65 - 91k
FMCG/Retail		
10+ yrs' PQE	\$160k+	\$170k+
6 - 10 yrs' PQE	\$110 - 185k	\$120 - 190k
3 - 6 yrs' PQE	\$84 - 130k	\$85 - 133k
1 - 3 yrs' PQE	\$61 - 85k	\$62 - 85k
IT/Telecommunications/Professional Services		
10+ yrs' PQE	\$185k+	\$190k+
6 - 10 yrs' PQE	\$140 - 190k	\$138 - 200k
3 - 6 yrs' PQE	\$90 - 140k	\$90 - 145k
1 - 3 yrs' PQE	\$65 - 90k	\$60 - 91k
Construction/Real Estate/Property		
10+ yrs' PQE	\$185k+	\$195k+
6 - 10 yrs' PQE	\$135 - 195k	\$140 - 200k
3 - 6 yrs' PQE	\$95 - 142k	\$96 - 142k
1 - 3 yrs' PQE	\$65 - 97k	\$66 - 97k

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

RISK MANAGEMENT, COMPLIANCE & AUDIT

The Robert Walters risk management, compliance & audit team is the leading provider of recruitment services for risk and compliance professionals in the Australian market. Established for over eight years, the division has an extensive track record of search and placement of opportunities from entry to head of department level.

We have the ability to source positions at all levels across the following disciplines:

- Compliance
- Fraud, anti-money laundering, investigations, enforcement and forensics
- Internal audit
- Operational, credit and market risk
- Quantitative analysis and research

Our clients include investment banks, major and boutique fund managers, retail and commercial banks, insurance and re-insurance firms, financial planning and distribution businesses and consulting service providers.

Market Overview

2010 was characterised by a consistently high volume of job opportunities across all disciplines, as both established financial services firms and new entrants in the market rebuilt or expanded their risk and compliance teams. This was largely due to the recovery in business activity across the investment banking, retail banking and funds management sectors, as well as a major increase in regulatory and risk management obligations. Many firms employed aggressive hiring tactics and this, along with increased competition for experienced candidates, resulted in significant upward pressure on salaries.

Professionals with current experience in equities and financial markets compliance, investment banking/control room compliance and institutional credit risk were in strong demand in 2010, with some organisations

either recruiting for entirely new divisions or dramatically increasing team sizes. We saw the highest competition for candidates across these markets and, as a result, significant salary rises.

We noted an increase in career opportunities in the funds management/buy side market, which was in contrast to the limited recruitment witnessed in 2009. The majority of hiring was the result of firms looking to build their operational risk and compliance teams. Retail banking recruitment across the risk and compliance sectors was also buoyant in all disciplines due to the strong economic position of Australian domestic banks in 2010.

Firms continued to recruit anti-money laundering (AML) compliance specialists steadily to address their regulatory obligations. During the year, we saw an increase in permanent positions and a decrease in the number of contract and consulting roles. In early 2010, we also saw an increase in demand for business analysts to support the implementation of initial phases of consumer credit and margin lending legislative changes.

Throughout quarter four, we noted a typical seasonal slowing of recruitment activity as Australian domestic banks approached their bonus and reporting periods and professionals were hesitant to make career moves. This slowdown was also partly driven by negative economic news emanating from the US and Europe.

Outlook for 2011

The recruitment market for risk management and compliance will again be largely influenced by broader economic factors in 2011. We expect that recruitment activity will remain steady early in the New Year as investment banks hit bonus season and firms plan their business activities and team structures for 2011. However, we predict a high volume of promising opportunities for risk management and compliance professionals to come to market during the year.

SYDNEY

RISK MANAGEMENT, COMPLIANCE & AUDIT

ROLE	PERMANENT SALARY PER ANNUM \$AUS	
	2010	2011
Head of Internal Audit - CA/CPA (10+ yrs' exp)	\$220 - 260k	\$220k+
Quantitative Risk (10+ yrs' exp)	\$155 - 180k	\$250k+
Market Risk - Degree (10+ yrs' exp)	\$150 - 170k	\$220k+
Compliance - Degree (10+ yrs' exp)	\$140 - 165k	\$220k+
Operational Risk Manager (10+ yrs' exp)	\$140 - 160k	\$200k+
Internal Audit - CA/CPA (6 - 10 yrs' exp)	\$130 - 180k	\$150k+
Credit Risk Analyst (6+ yrs' exp)	\$130 - 150k	\$160k+
Market Risk - Degree (3 - 5 yrs' exp)	\$90 - 140k	\$90 - 150k
Quantitative Risk (3 - 5 yrs' exp)	\$90 - 130k	\$90 - 150k
Credit Risk Analyst (3 - 5 yrs' exp)	\$80 - 120k	\$90 - 150k
Operational Risk Manager (3 - 5 yrs' exp)	\$80 - 120k	\$90 - 130k
Compliance - Degree (3 - 5 yrs' exp)	\$80 - 120k	\$90 - 150k
Internal Audit - CA/CPA (3 - 5 yrs' exp)	\$80 - 120k	\$90 - 130k
Compliance - Degree (0 - 2 yrs' exp)	\$55 - 80k	\$60 - 85k
Operational Risk Manager (0 - 2 yrs' exp)	\$55 - 80k	\$60 - 85k
Credit Risk Analyst (0 - 2 yrs' exp)	\$55 - 80k	\$60 - 85k
Market Risk - Degree (0 - 2 yrs' exp)	\$55 - 80k	\$60 - 85k
Internal Audit - CA/CPA (0 - 2 yrs' exp)	\$55 - 80k	\$60 - 85k

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SALES, MARKETING & COMMUNICATIONS

The sales, marketing & communications division places professionals across a range of industries including banking and financial services, IT&T, FMCG and liquor, publishing and media, building and construction, medical devices and pharmaceuticals and professional services. Our expertise covers all sales roles, from business development and account/relationship managers to sales directors, along with the full range of marketing and communications positions, from internal communications specialists and marketing coordinators to marketing directors.

Market Overview

In 2010, we saw increased recruitment activity as businesses sought to rebuild their marketing and sales teams after the global financial crisis (GFC).

During the first half of the year, we saw most hiring at the junior to middle management level (\$70 - 120k). We also found that businesses were extending the interview process and involving more stakeholders as they sought to establish whether a candidate met the job specification requirements. In the second half of the year, we saw more activity at the senior level (\$150k+). As the market became more competitive, businesses sought to streamline their interview processes to ensure they did not miss out on the best candidates.

We also saw a large number of organisations undergoing mergers, restructures or potential takeovers in the second half of 2010. During the interview process, hiring managers were required to outline future company direction and articulate plans to deal with challenges ahead. While many professionals would only consider opportunities at organisations with a stable business model, reputable brand and strong performance figures for the previous 12 months, other candidates were attracted to organisations midway through a period of change due to the opportunities on offer.

Throughout 2010, sales professionals most in demand were those with geographic and product-specific sales experience who could increase revenue quickly and help teams meet their end of year targets. From a marketing perspective, professionals with broader skill sets capable of operating at both a strategic and tactical level were in high demand, as teams focused on return on investment.

Salary levels remained relatively stable throughout the first half of 2010, as the number of candidates in the market outweighed the number of roles available. During the second half of the year, salary levels rose due to increased hiring activity and more competition for top-tier candidates.

IT&T

Within the IT&T market, there was strong demand for candidates with solution sales experience capable of putting complex deals together and managing key strategic relationships. The media, publishing and entertainment market saw heightened demand for business development managers, digital account managers and strategy specialists. This was due to an upswing in marketing activity and increased advertising spend, particularly in the second half of 2010.

FMCG

Recruitment activity within the FMCG industry remained high throughout 2010. Specifically, category managers, national account managers and customer insights and innovations professionals were most in demand.

Banking & Financial Services

We saw a high volume of hiring activity within the finance and banking sectors as firms launched several new or enhanced products. This created a demand for marketing professionals, particularly those with experience of working with online channels.

In wealth management, we saw companies increasing marketing and sales headcount as they sought to rebuild teams that were reduced during the GFC. Private wealth advisors, planners and relationship managers were in demand in the private banking sector, while business and corporate banking institutions sought strong relationship managers and assistant relationship managers to grow their portfolios. In addition, communications specialists were in high demand. We also saw a number of Asia and US-based finance businesses looking to establish themselves in Australia, which created a spike in demand for business development managers and senior sales professionals.

Companies in the investment banking and funds management space did not hire at a high rate throughout 2010, with many still affected by instability in international markets. We found that any hiring that did occur was due to attrition rather than growth.

Outlook for 2011

For the first half of 2011, we expect hiring levels for sales and marketing professionals to remain relatively stable. There are signs that senior professionals will be in higher demand and salaries will rise as companies seek to grow headcount and the market becomes increasingly candidate short. We also expect partner/alliance managers to be in strong demand, as companies in the IT&T sector continue to focus on recruiting professionals who can manage key strategic relationships with both clients and partners.

SYDNEY

SALES, MARKETING & COMMUNICATIONS

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
General Sales & Marketing Roles				
Account Manager	\$65 - 100k	\$70 - 110k	\$40 - 60	\$40 - 60
Account Executive	\$50 - 65k	\$50 - 70k	\$28 - 40	\$28 - 40
Senior Business Development Manager	\$110 - 170k	\$120 - 180k	\$70 - 100	\$70 - 100
Business Development Manager	\$55 - 90k	\$60 - 100k	\$33 - 50	\$33 - 50
Campaign Manager	\$70 - 110k	\$70 - 110k	\$35 - 55	\$40 - 60
Channel Manager	\$80 - 120k	\$85 - 120k	\$40 - 60	\$47 - 66
Marketing Director	\$150 - 230k	\$160 - 250k	\$90 - 140	\$90 - 140
Marketing Manager	\$90 - 150k	\$90 - 150k	\$50 - 83	\$50 - 83
Marketing Executive	\$65 - 85k	\$70 - 90k	\$40 - 50	\$40 - 50
Marketing Coordinator	\$55 - 70k	\$55 - 70k	\$27 - 37	\$30 - 40
Product Manager	\$90 - 120	\$90 - 130k	\$50 - 72	\$50 - 72
Sales Director	\$150 - 250k	\$150 - 250k	\$83 - 140	\$83 - 140
Sales Manager	\$90 - 140k	\$100 - 150k	\$55 - 83	\$55 - 83
FMCG Specific Roles				
National Business Manager	\$125 - 170k	\$130 - 180k	\$65 - 100	\$72 - 110
National Account Manager	\$85 - 125k	\$90 - 130k	\$45 - 65	\$50 - 72
Senior Category Manager	\$120 - 165k	\$130 - 180k	\$65 - 90	\$72 - 100
Category Manager	\$90 - 120k	\$100 - 130k	\$48 - 65	\$55 - 72
Senior Brand Manager	\$100 - 120k	\$110 - 130k	\$60 - 72	\$60 - 72
Brand Manager	\$80 - 110k	\$85 - 110k	\$47 - 60	\$47 - 60
Product Development Manager	\$120 - 180k	\$120 - 180k	\$65 - 100	\$65 - 100
Trade Marketing Manager	\$80 - 120k	\$85 - 130k	\$42 - 65	\$47 - 72
Financial Services Specific Roles				
Relationship Manager	\$100 - 150k	\$110 - 160k	\$60 - 90	\$60 - 90

NB: Figures are basic salaries inclusive of superannuation, but exclusive of benefits/bonuses unless otherwise specified.

SYDNEY

SECRETARIAL & BUSINESS SUPPORT

The secretarial & business support division specialises in the provision of high quality temporary, contract and permanent staff to a variety of organisations across a wide range of industries. We primarily recruit professionals in a number of roles, including, but not limited to, receptionists, team assistants, personal assistants, desktop publishers, executive assistants and customer service personnel. Our approach is consultative, offering advice to both clients and candidates to deliver effective business solutions. The success of our team is based on our high-calibre consultants who have strong recruitment and industry experience and pride themselves on integrity, honesty and quality.

Market Overview

Secretarial and business support hiring levels increased steadily over the first half of 2010. The permanent and temporary-to-permanent markets experienced the most significant improvements as headcount freezes were lifted and businesses began to recruit again. A number of businesses also sought to reappoint positions that had been cut during the global financial crisis (GFC).

Early 2010 saw a major increase in candidate confidence. The number of professionals actively looking for new opportunities was greater than the previous two years, which in turn generated more recruitment activity as organisations were forced to replace employees pursuing new roles. This increased recruitment activity was in evidence across most industries but particularly in the banking and finance sectors, where there was high demand for support staff at all levels, from junior support to executive assistant level.

Recruitment levels remained high throughout the second half of 2010. While the banking and finance sectors continued to lead the recovery, we also saw a marked increase in activity within the property, construction and engineering industries.

Team assistants with 2 - 3 years' experience and personal assistants were most highly sought-after as companies continued to rebuild.

Quarters three and four saw an increase in the number of quality candidates receiving multiple and counter-offers as the market became increasingly candidate driven. Consequently, professionals became more selective about company size, location, brand and training and development opportunities. Salary expectations also increased across all levels, with the exception of the senior executive assistance space, where the number of candidates outweighed the number of available opportunities. Rates for temporary contractors remained similar to 2009.

Outlook for 2011

We anticipate that recruitment activity will continue to increase throughout 2011. Candidates moving into permanent roles will have high salary expectations as they look to compensate for a lack of pay rises during the global financial crisis. While market leaders across all sectors look set to continue to create new positions at all levels, we believe demand will be strongest for mid-level team assistants and junior PAs on both a permanent and temporary basis. Replacement recruitment will also continue to grow as more employees pursue new career opportunities and more vacancies become available. This means employers will need to be acutely aware of candidates' expectations and strategically invest in retention policies to minimise the risk of losing their best staff.

SYDNEY

SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT SALARY PER ANNUM \$AUS		CONTRACT RATE PER HOUR \$AUS	
	2010	2011	2010	2011
	Executive Assistant	\$65 - 95k	\$70 - 95k	\$32 - 38
Office Manager	\$60 - 90k	\$65 - 95k	\$32 - 38	\$32 - 38
Desk Assistant	\$55 - 70k	\$60 - 75k	\$28 - 32	\$30 - 35
Legal Secretary	\$55 - 65k	\$55 - 70k	\$28 - 32	\$30 - 35
Personal Assistant	\$50 - 70k	\$55 - 75k	\$28 - 32	\$28 - 32
Events Coordinator	\$50 - 70k	\$55 - 75k	\$28 - 32	\$28 - 35
WP Operator	\$55 - 65k	\$55 - 70k	\$26 - 30	\$28 - 32
Marketing Assistant	\$45 - 55k	\$45 - 60k	\$26 - 30	\$27 - 32
Team Secretary/Assistant	\$50 - 60k	\$50 - 65k	\$26 - 30	\$27 - 30
Switchboard Operator	\$42 - 50k	\$45 - 55k	\$22 - 24	\$23 - 26
Administration Assistant	\$40 - 55k	\$45 - 60k	\$22 - 26	\$23 - 27
Senior Receptionist	\$50 - 60k	\$55 - 65k	\$25 - 27	\$26 - 28
Junior Receptionist	\$40 - 50k	\$45 - 55k	\$22 - 24	\$23 - 25
Data Entry Operator	\$35 - 42k	\$35 - 45k	\$22 - 24	\$23 - 25
Office Junior	\$35 - 42k	\$35 - 45k	\$22 - 24	\$23 - 25
Desktop Publisher	\$60 - 75k	\$60 - 90k	\$30 - 40	\$32 - 45
Customer Service	\$35 - 45k	\$35 - 47k	\$22 - 24	\$22 - 25

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