



2004

AHRI

REMUNERATION

& BENEFITS

SURVEY

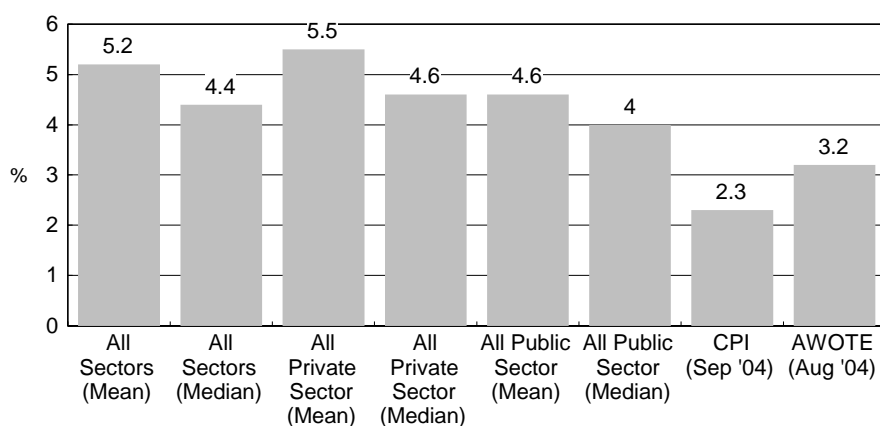
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GRAPH 1 - ANNUAL MOVEMENTS IN BASE SALARY BY COMPARATIVE INDICATORS



COMPARITIVE INDICATORS

Graph 1 shows respondents indicated a mean annual movement in base salary of 5.2% and a median increase of 4.4% across all sectors and disciplines.

Average rises were substantially higher than the rise in the Consumer Price Index (CPI) to September 2004 of 2.3%, and somewhat higher than the growth in Average Weekly Ordinary Time Earnings (AWOTE) index of 3.2% to August 2004

**TABLE 1 - ALL RESPONDENTS
SECTOR BY ANNUAL SALARY MOVEMENTS**

	Annual % movement in base salary				
	n	Lower Quartile	Median	Upper Quartile	Mean
Private sector	529	3.0	4.6	7.7	5.5
Public sector	248	2.9	4.0	5.9	4.6

EMPLOYMENT SECTOR

Table 1 shows that rises achieved in the private sector could be seen to be generally greater than those achieved in the public sector, particularly at the higher end.

TABLE 2 - RANGE OF ANNUAL SALARY MOVEMENTS BY SECTOR

		n	%
Private sector	No increase	77	14.6%
	Less than 2.5%	32	6.0%
	2.5 to less than 5%	178	33.6%
	5% to less than 7.5%	105	19.8%
	7.5% to less than 10%	57	10.8%
	10% or more	80	15.1%
Public sector	No increase	29	11.7%
	Less than 2.5%	21	8.5%
	2.5 to less than 5%	114	46.0%
	5% to less than 7.5%	49	19.8%
	7.5% to less than 10%	17	6.9%
	10% or more	18	7.3%

RANGE OF SALARY MOVEMENTS

Table 2 describes the range of average increases in salary by employment sector.

Whilst the average increase in salary was higher in the private sector than the public sector, the private sector also had a greater proportion of respondents who had received no increase in the preceding twelve months.



**TABLE 3 - ALL RESPONDENTS
JOB BY ANNUAL SALARY MOVEMENTS**

	Annual % movement in base salary				
	n	Lower Quartile	Median	Upper Quartile	Mean
Academic	14	2.2	3.1	5.0	3.5
Consultant - General	15	0	3.1	5.6	4.4
Consultant - HR specific	51	2.8	4.3	6.7	5.0
Non-HR Executive	16	3.3	4.7	8.7	5.6
HR Administrator	39	3.4	5.3	9.1	6.0
HR Advisor	71	3.1	4.4	8.3	5.7
HR Middle Management	151	3.0	4.3	6.1	5.2
Manager - Operations	18	0	3.2	5.0	2.9
Manager - Other	17	1.7	3.1	4.1	2.8
Professional/Technical expert	16	1.4	3.7	5.6	4.5
Senior HR Management	280	3.2	4.6	7.5	5.5
Non-HR Senior Management	28	1.1	3.9	6.8	4.9
Other	60	3.2	4.5	6.4	5.3

JOB

Table 3 indicates that those engaged in HR administrator roles achieved the highest average increases of 6%.

Those engaged in Operations or other management roles such as Sales and Technical Management, achieved relatively modest average increases of just under 3%.

**TABLE 4 - ALL RESPONDENTS
INDUSTRY BY ANNUAL SALARY MOVEMENTS**

	Annual % movement in base salary				
	n	Lower Quartile	Median	Upper Quartile	Mean
Consulting - Prof.Mgt	18	0	3.7	5.6	4.4
Consultant - Recruitment	15	0	0	4.0	2.8
Education - Higher	29	2.8	3.8	5.0	3.9
Eng/Arch/Building	16	3.7	5.3	7.6	5.7
Government - Federal	49	3.5	4.8	7.5	5.8
Government - State	60	2.6	3.9	5.1	4.1
Government - Local	31	2.7	4.3	7.0	4.9
Finance/Banking	67	2.1	4.6	7.5	5.2
Hospitality/Food/Beverage	17	3.5	6.7	8.5	6.4
Information Technology	30	0	2.4	4.6	3.4
Legal	23	3.0	4.5	10.3	6.1
Manufacturing	95	3.5	4.6	6.7	5.6
Medical/Health	48	2.0	4.0	5.6	4.1
Mining/Resources	25	3.3	4.3	7.4	5.4
Printing & publishing	11	3.5	4.4	7.1	4.7
Retail	14	3.2	5.5	10.0	6.4
Telecommunications	15	3.2	4.8	6.3	4.8
Transport/Logistics	21	3.4	4.2	6.6	4.9
Utility	18	4.3	4.8	7.1	6.1
Welfare/Charity/Religious	25	2.0	3.4	7.1	5.0
Other	149	3.3	5.1	8.2	6.1

INDUSTRY

Table 4 shows respondents from a variety of industries reporting average increases in excess of 6%, however care needs to be taken in interpreting these results as the numbers responding in these industries were quite low, making them subject to greater statistical error.



TURNOVER

Table 5 shows a good deal of variation in outcomes for those employed in smaller private sector enterprises (less than \$10m annual turnover), whilst increases were generally similar for other respondents.

It was interesting to note that about half of respondents employed in the private sector worked for enterprises whose turnover was in excess of \$100m per annum.

**TABLE 5 - ALL RESPONDENTS
PRIVATE SECTOR TURNOVER BY ANNUAL SALARY MOVEMENTS**

	Annual % movement in base salary				
	n	Lower Quartile	Median	Upper Quartile	Mean
Less than \$5m	33	0	2.6	5.3	3.6
\$5m to \$10m	46	3.0	5.6	12.8	7.2
\$11m to \$20m	50	1.7	4.0	9.3	5.3
\$21m to \$50m	67	3.2	4.7	7.3	5.6
\$51m to \$100m	71	2.9	4.5	7.1	5.1
Over \$100m	244	3.3	4.7	6.7	5.3
Don't know	33	3.3	5.0	8.0	5.7

**TABLE 6 - ALL RESPONDENTS
STATE BY ANNUAL SALARY MOVEMENTS**

	Annual % movement in base salary				
	n	Lower Quartile	Median	Upper Quartile	Mean
NSW	242	3.0	4.8	7.1	5.3
VIC	226	2.7	4.0	5.9	4.7
QLD	107	2.9	4.5	7.0	5.2
SA	54	3.5	4.6	7.3	5.8
WA	66	3.1	4.2	6.8	5.1
TAS	30	4.0	4.7	5.8	5.6
ACT	44	3.3	5.6	9.4	6.4
NT	13	2.1	3.8	7.5	4.5

STATE

Table 6 shows ACT respondents reported the largest average increase in base salary of 6.4%.

Respondents from Victoria reported the lowest average increase of 4.7%.

**TABLE 7 - ALL RESPONDENTS
DISCIPLINE BY ANNUAL SALARY MOVEMENTS**

	Annual % movement in base salary				
	n	Lower Quartile	Median	Upper Quartile	Mean
Human Resources	550	3.0	4.5	7.3	5.3
Industrial Relations	28	2.5	3.9	5.3	4.4
Training	40	3.0	4.2	6.0	4.7
Compensation & Benefits	11	3.4	4.5	5.3	4.9
Recruitment	21	0	3.2	5.8	4.3
Other	109	2.6	4.2	6.0	4.8

DISCIPLINE

Table 7 illustrates Human Resources to have been the discipline receiving the greatest average increase in base salary over the last twelve months.



EMPLOYER PROVIDED BENEFITS

Table 8 illustrates a significant differences between the private and public sectors in the proportions of respondents accessing benefits involving child care, jobsharing, training, and flexible working arrangements.

Much less difference was apparent in the provision of equipment related benefits such as mobile phones and home office equipment.

**TABLE 8 - ALL EMPLOYEE RESPONDENTS
ADDITIONAL EMPLOYEE BENEFITS BY SECTOR**

	Sector of employment	
	Private sector	Public sector
	%	%
On-site child care	2.2%	13.1%
Off-site child care	1.3%	4.2%
Child care via salary sacrifice	4.7%	16.9%
Jobsharing	24.2%	43.6%
Telecommuting	23.7%	26.5%
Parental leave	63.1%	82.0%
Development/Training courses	80.3%	88.7%
Flexitime	27.2%	66.8%
Mobile phone	65.2%	57.0%
Portable computer	57.4%	43.2%
Home office equipment	16.9%	16.9%
Other employer benefits	16.1%	14.6%

ACCESS TO SALARY PACKAGING

Table 9 shows access to salary packaging arrangements to be widespread in both the public and private sectors, and somewhat higher in the public sector.

**TABLE 9 - ALL RESPONDENTS
ACCESS TO SALARY PACKAGING ARRANGEMENTS
BY SECTOR**

	PRIVATE		PUBLIC	
	n	%	n	%
Yes	784	75.6%	421	86.6%
No	253	24.4%	65	13.4%
Total	1037	100.0%	486	100.0%

ACCESS TO PERFORMANCE INCENTIVES

Table 10 shows the prevalence of performance-based incentives to be far greater in the private sector than the public sector.

**TABLE 10 - ALL RESPONDENTS
SUBJECT TO PERFORMANCE BASED INCENTIVES**

	PRIVATE		PUBLIC	
	n	%	n	%
Yes	534	51.7%	140	28.8%
No	498	48.3%	346	71.2%
Total	1032	100.0%	486	100.0%

PERFORMANCE INCENTIVE AMOUNTS

Table 11 shows the levels of performance based incentives offered to employees were generally much higher in the private sector.

**TABLE 11 - ALL RESPONDENTS
PERFORMANCE BASED INCENTIVE AMOUNTS**

	n	Maximum percentage of base offered as an incentive			
		Lower Quartile	Median	Upper Quartile	Mean
Private	516	10.0%	15.0%	25.0%	20.7%
Public	133	5.0%	10.0%	15.0%	12.1%



**TABLE 12 - ALL FULL - TIME RESPONDENTS
JOB BY HOURS WORKED**

JOB FUNCTION

Table 12 indicates most full-time employees, across all classifications are, on average, working significant numbers of hours each week.

One-quarter of the survey group were working 50 hours per week or more, whilst half were working at least 47.7 hours per week.

Those engaged in senior HR and non-HR roles were typically working the longest hours on average, with working weeks in excess of 50 hours duration common.

	n	Lower Quartile	Median	Upper Quartile	Mean
Academic	21	42.0	50.0	50.0	44.5
Accountant/Finance/Clerk	13	37.0	40.0	43.0	36.5
Admin/Clerical (Non-HR)	13	40.0	42.0	44.0	39.9
Barrister/Solicitor	7	50.0	50.0	50.0	49.3
Consultant - General	32	40.0	45.0	50.0	42.8
Consultant - HR specific	102	40.0	45.0	50.0	44.8
Consultant - Recruitment	25	42.5	50.0	50.0	44.6
Non-HR Executive	27	47.5	50.0	60.0	51.4
HR Administrator	73	40.0	42.5	45.0	42.7
HR Advisor	161	40.0	45.0	50.0	44.2
HR Middle Management	324	42.0	47.5	50.0	47.2
Manager - Operations	40	44.5	50.0	50.0	47.9
Manager - Other	33	42.0	45.0	50.0	45.4
Professional/Technical expert	33	41.0	46.0	50.0	45.2
Senior HR Management	463	45.0	50.0	55.0	48.5
Non-HR Senior Management	56	45.0	50.0	57.5	50.0
Supervisor/Team Leader	20	40.0	40.0	50.0	43.0
Other	45	42.0	47.0	53.0	48.2
Total	1492	42.0	47.7	50.0	46.7

**TABLE 13 - ALL FULL-TIME EMPLOYEES
SECTOR BY METHOD OF OVERTIME COMPENSATION**

OVERTIME COMPENSATION

Table 13 shows over three-quarters of full-time respondents in the private sector and over half of respondents in the public sector receive no compensation for overtime worked.

Where overtime was recognised, it was most often as time off in lieu of payment. This was particularly the case in the public sector

	Normal method of overtime compensation									
	Monetary payment at an hourly rate		Overtime allowance built into base salary		Time off in lieu of payment		No compensation received		Other	
	n	%	n	%	n	%	n	%	n	%
Private Sector	14	1%	76	7.5%	115	11.3%	768	75.5%	44	4.3%
Public sector	31	7%	21	4.5%	136	29.1%	254	54.4%	25	5.4%
Total	45	3%	97	6.5%	251	16.9%	1022	68.9%	69	4.6%

Typical Duties

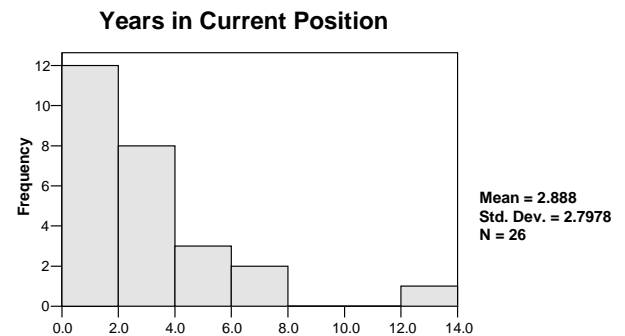
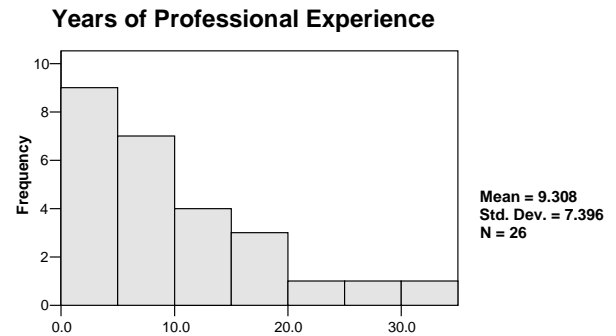
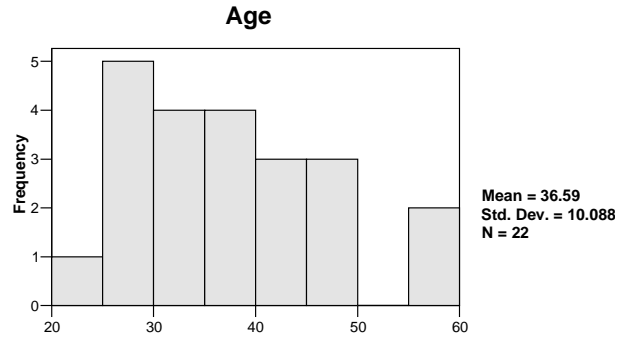
- Organisation reviews
- Change management
- Provision of strategic advice
- Business development
- General HR consulting
- Training policy development and delivery
- Recruitment and selection

Typical Supervisor's Title

- CEO
- Managing Director
- HR Manager
- General Manager
- IR Manager
- HR Principal

Typical Highest HR Qualification

- Diploma or Certificate - 20%
- Bachelor Degree (Pass) - 36%
- Post Graduate Diploma - 16%
- Masters Degree (inc MBA) - 20%



n=26	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	51,500	60,000	65,000	86,000	145,000	77,660	100.0%
Annual % movement in base salary	0	.8	5.2	6.5	12.3	5.1	46.2%
Annual leave loading	693	808	842	875	1,158	875	19.2%
Entertainment allowance	1,000	1,000	1,000	1,000	1,000	1,000	3.8%
Car allowance	400	400	6,200	12,000	12,000	6,200	7.7%
TOTAL CASH	52,193	60,000	65,437	90,000	145,000	78,344	100.0%
Original cost of vehicle provided	16,000	16,000	16,000	16,000	16,000	16,000	7.7%
Parking	1,000	1,000	2,000	4,000	4,000	2,333	11.5%
Other benefits subject to FBT	665	2,021	3,689	7,000	10,000	4,511	15.4%
Other benefits not subject to FBT
Employer superannuation	5,310	5,760	6,300	8,400	9,900	7,047	84.6%
TOTAL REMUNERATION	53,000	66,208	73,385	103,550	150,000	85,448	100.0%
Fringe Benefits Tax	3,182	3,767	3,918	4,545	9,419	4,966	19.2%
TOTAL EMPLOYMENT COST	53,000	66,208	74,976	103,550	150,000	86,403	100.0%
Performance bonus	3,250	3,500	6,000	11,250	22,000	8,427	50.0%
TOTAL PACKAGE	58,373	66,208	75,267	103,550	150,000	90,616	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	3 to less than 5	7	51,400	51,500	60,000	68,250	150,000	71,954	58,373	59,624	70,800	75,559	150,000	79,279
	5 to less than 7	3	59,000	59,000	61,480	70,000	70,000	63,493	64,310	64,310	74,083	79,800	79,800	72,731
	7 to less than 10	4	59,000	62,000	72,500	112,500	145,000	87,250	65,490	68,170	79,025	128,425	169,650	98,298
	10 to less than 15	4	64,000	71,000	82,000	93,000	100,000	82,000	94,299	95,659	103,232	126,681	143,918	111,170
	15 to less than 20	3	65,000	65,000	70,000	110,000	110,000	81,667	74,975	74,975	80,800	149,667	149,667	101,814
State	NSW	15	51,500	59,000	65,000	95,000	145,000	78,509	58,373	64,310	74,083	103,550	161,650	90,309
	VIC	4	45,000	53,765	63,265	87,000	110,000	70,382	49,050	62,304	84,929	121,983	149,667	92,144
	SA	3	59,000	59,000	70,000	150,000	150,000	93,000	65,490	65,490	80,800	150,000	150,000	98,763
HR discipline	Human Resources	18	51,400	59,000	62,005	70,000	86,000	67,842	58,373	65,490	73,192	80,800	109,443	78,467
	Other	5	53,000	95,000	100,000	110,000	145,000	100,600	53,000	103,550	143,918	149,667	169,650	123,957
Highest tertiary HR qualification	Diploma or Certificate	5	51,400	59,000	68,250	70,000	80,000	65,730	59,624	64,310	74,393	80,800	87,200	73,265
	Bachelor Degree (Pass)	9	45,000	60,000	65,000	78,000	110,000	71,220	49,050	70,850	74,083	97,020	149,667	88,340
	Post Graduate Diploma	4	53,000	56,000	60,765	106,265	150,000	81,133	53,000	59,245	70,524	112,779	150,000	86,012
	Masters Degree (inc.MBA)	5	64,000	65,000	86,000	145,000	150,000	102,000	74,975	94,299	109,443	161,650	169,650	122,003
Industry employed within	Consulting - Prof.Mgt	5	78,000	80,000	145,000	150,000	150,000	120,600	87,200	97,020	150,000	161,650	169,650	133,104
	Finance/Banking	3	61,480	61,480	65,000	70,000	70,000	65,493	70,850	70,850	74,083	79,800	79,800	74,911
	Information Technology	3	68,250	68,250	100,000	110,000	110,000	92,750	74,393	74,393	143,918	149,667	149,667	122,659
	Manufacturing	3	51,500	51,500	59,000	65,000	65,000	58,500	58,373	58,373	64,310	74,975	74,975	65,886
	Other	3	45,000	45,000	59,000	62,530	62,530	55,510	49,050	49,050	65,490	75,559	75,559	63,366
Approximate turnover of company	Less than \$5m	3	53,000	53,000	80,000	150,000	150,000	94,333	53,000	53,000	87,200	150,000	150,000	96,733
	\$5m to \$10m	3	65,000	65,000	70,000	150,000	150,000	95,000	70,850	70,850	80,800	161,650	161,650	104,433
	\$21m to \$50m	4	45,000	52,000	63,625	73,125	78,000	62,563	49,050	56,680	69,351	85,706	97,020	71,193
	Over \$100m	10	51,450	60,000	67,500	100,000	127,500	80,290	58,999	72,300	87,049	143,918	159,659	101,205
	Don't know	4	60,000	60,740	62,005	78,765	95,000	69,752	70,800	72,442	74,821	89,554	103,550	80,998

Typical Duties

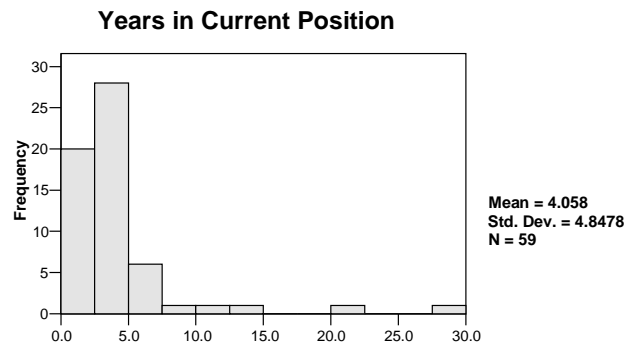
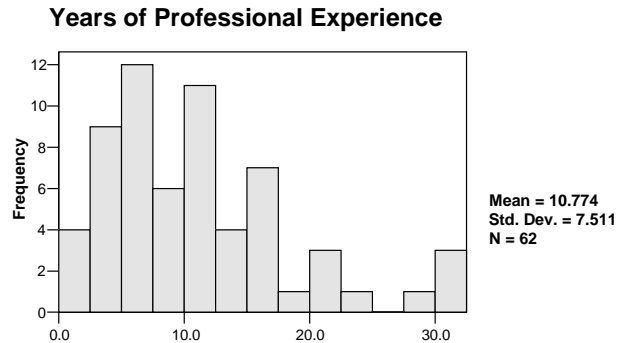
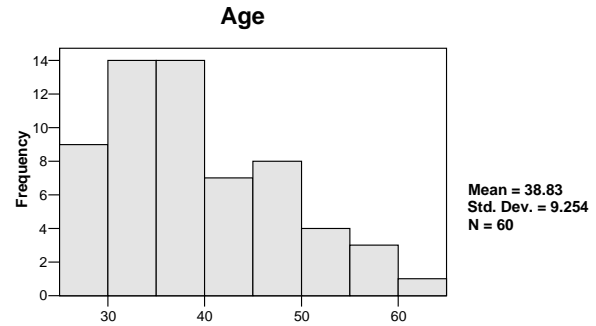
- Recruitment
- Training and development
- Remuneration and benefits advice
- ER/IR advice
- Project management

Typical Supervisor's Title

- CEO
- Managing Director
- HR Manager
- General Manager
- IR Manager
- HR Principal
- State Manager

Typical Highest HR Qualification

- Diploma or Certificate - 17%
- Bachelor Degree (Pass) - 22%
- Post Graduate Diploma - 15%
- Masters Degree (inc. MBA) - 27%



n=62	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	51,000	60,000	70,000	80,000	108,000	76,980	100.0%
Annual % movement in base salary	0	0	4.1	6.0	12.4	4.6	48.4%
Annual leave loading	673	700	828	983	1,202	914	24.2%
Entertainment allowance
Car allowance	3,000	8,500	12,500	16,000	20,000	12,083	9.7%
TOTAL CASH	51,686	60,000	70,000	86,000	114,000	78,370	100.0%
Original cost of vehicle provided	20,000	28,000	30,000	40,000	65,000	35,889	14.5%
Parking	520	2,000	2,500	5,000	7,000	3,447	14.5%
Other benefits subject to FBT	136	1,000	3,600	10,000	15,450	6,327	14.5%
Other benefits not subject to FBT	200	300	750	4,000	10,225	2,895	16.1%
Employer superannuation	4,680	5,760	6,480	8,038	10,260	7,661	95.2%
TOTAL REMUNERATION	56,680	69,760	77,660	94,086	124,560	88,335	100.0%
Fringe Benefits Tax	471	3,391	5,651	9,419	14,552	6,447	29.0%
TOTAL EMPLOYMENT COST	56,680	69,760	81,750	97,466	124,560	90,206	100.0%
Performance bonus	1,530	2,600	5,000	11,550	26,460	11,715	50.0%
TOTAL PACKAGE	60,000	70,108	83,475	101,942	138,231	96,064	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	1 to less than 3	5	48,516	56,000	65,000	66,000	80,000	63,103	53,853	72,140	74,081	75,400	94,200	73,935
	3 to less than 5	8	50,000	52,000	65,000	73,500	88,250	64,906	54,500	62,110	79,140	88,343	89,500	75,398
	5 to less than 7	8	45,520	53,000	59,750	70,265	82,900	61,806	49,617	65,897	69,243	79,576	101,254	72,538
	7 to less than 10	10	57,625	64,319	68,000	80,000	106,000	74,843	64,145	70,108	80,014	97,300	117,276	84,962
	10 to less than 15	15	64,000	65,000	73,000	89,315	105,000	80,421	69,760	73,030	97,466	121,197	151,651	106,011
	15 to less than 20	8	30,000	57,000	70,500	100,000	147,000	79,000	32,700	64,317	91,846	138,554	204,299	103,304
	20 to less than 25	4	60,000	67,500	76,313	82,388	87,152	74,944	87,375	89,097	92,178	98,820	104,103	93,959
	30 to less than 35	3	55,000	55,000	108,000	280,000	280,000	147,667	60,500	60,500	169,503	394,794	394,794	208,266
State	NSW	16	56,000	62,750	65,000	75,000	88,250	68,251	67,540	70,804	76,112	93,565	99,056	82,129
	VIC	23	50,000	60,000	70,000	82,900	108,000	74,723	55,673	70,623	87,200	102,951	119,900	92,169
	QLD	9	30,000	70,000	75,000	86,000	280,000	95,667	32,700	78,480	87,375	138,231	394,794	126,465
	SA	6	52,000	55,000	65,000	99,000	114,000	75,000	56,680	60,000	83,559	121,197	135,960	90,159
	WA	6	55,000	58,000	68,055	77,000	150,000	79,352	60,500	64,960	77,955	103,601	244,850	104,970
HR discipline of current employment	Human Resources	43	51,000	56,000	66,000	75,860	110,000	75,556	60,000	67,863	79,800	97,300	119,900	93,547
	Training	4	70,000	71,500	74,500	79,450	82,900	75,475	84,623	91,045	99,360	102,103	102,951	96,574
	Compensation & Benefits	3	64,000	64,000	66,000	147,000	147,000	92,333	69,760	69,760	72,140	204,299	204,299	115,400
	Other	9	50,000	65,000	77,625	86,000	105,000	77,514	55,673	75,400	93,538	121,197	151,651	97,546
Highest tertiary HR qualification	Diploma or Certificate	10	51,000	60,000	67,500	80,000	85,026	68,605	55,590	71,725	88,350	93,591	102,678	82,917
	Bachelor Degree (Pass)	13	56,000	64,000	66,000	75,530	99,000	71,089	66,834	70,623	76,300	93,538	119,900	83,798
	Bachelor Degree (Hons)	3	56,000	56,000	65,000	72,000	72,000	64,333	74,081	74,081	75,400	78,480	78,480	75,987
	Post Graduate Diploma	9	48,516	52,000	64,319	75,000	108,000	67,077	53,853	67,540	72,828	81,750	169,503	81,315
	Masters Degree (inc.MBA)	16	55,000	60,875	75,000	97,157	125,000	89,520	60,500	69,895	88,343	127,250	158,566	112,848
	Other	8	45,520	53,000	73,500	91,000	150,000	78,815	49,617	61,178	95,750	109,126	244,850	103,322
Industry employed within	Consulting - Prof.Mgt	7	60,000	67,000	102,000	114,000	280,000	114,714	73,030	76,300	114,652	135,960	394,794	143,636
	Consultant - Recruitment	2	50,000	50,000	52,500	55,000	55,000	52,500	54,500	54,500	57,500	60,500	60,500	57,500
	Consultant - HR specific	12	55,000	65,000	75,500	83,000	108,000	78,333	60,000	85,911	91,318	128,386	158,566	103,304
	Finance/Banking	11	52,000	56,000	61,500	75,530	77,625	63,891	66,834	67,540	72,960	82,328	93,538	75,290
	Information Technology	3	64,319	64,319	75,000	99,000	99,000	79,440	70,108	70,108	89,500	121,197	121,197	93,602
	Legal	3	58,000	58,000	70,000	88,250	88,250	72,083	64,960	64,960	79,800	88,250	88,250	77,670
	Manufacturing	3	45,520	45,520	66,000	75,860	75,860	62,460	49,617	49,617	72,828	87,618	87,618	70,021
	Mining/Resources	4	30,000	51,000	88,500	126,000	147,000	88,500	32,700	55,590	115,066	177,975	204,299	116,782
	Other	4	48,516	56,758	65,500	108,000	150,000	82,379	53,853	62,996	73,770	160,125	244,850	111,561
Approximate turnover of company	Less than \$5m	13	50,000	56,000	70,000	76,000	80,000	66,178	54,500	66,834	78,480	88,435	99,056	77,992
	\$5m to \$10m	6	50,000	55,000	65,750	70,000	99,000	67,583	55,673	60,500	82,581	102,951	121,197	84,247
	\$11m to \$20m	5	70,000	88,250	108,000	125,000	280,000	134,250	79,800	88,250	158,566	169,503	394,794	178,183
	\$21m to \$50m	5	50,000	52,000	58,000	73,000	114,000	69,400	64,960	67,540	70,623	97,466	135,960	87,310
	Over \$100m	27	56,000	64,000	66,000	82,900	110,000	77,167	68,291	71,725	87,618	103,601	151,651	97,779
	Don't know	4	51,000	58,000	70,000	81,076	87,152	69,538	62,356	69,591	82,100	95,739	104,103	82,665

Typical Duties

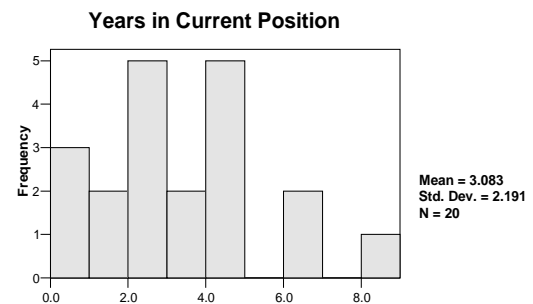
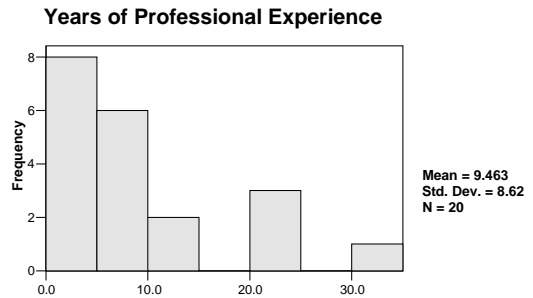
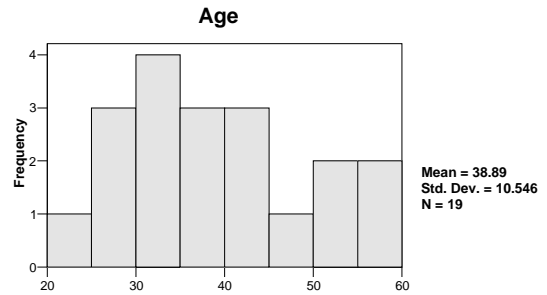
- Interviewing
- Selection
- Job evaluation
- Induction
- Training policy development and delivery

Typical Supervisor's Title

- Director
- Managing Director
- HR Manager
- General Manager
- HR Principal

Typical Highest HR Qualification

- Diploma or Certificate - 42%
- Bachelor Degree (Pass) - 16%
- Post Graduate Diploma - 16%
- Masters Degree (inc MBA) - 10.5%



n=20	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	40,000	44,198	49,000	71,000	105,500	62,910	100.0%
Annual % movement in base salary	0	0	0	3.5	7.1	1.8	40.0%
Annual leave loading	606	606	612	619	619	612	10.0%
Entertainment allowance	1,000	1,000	1,000	3,000	3,000	1,667	15.0%
Car allowance	1,000	3,000	7,500	12,500	15,000	7,750	20.0%
TOTAL CASH	40,000	44,198	49,310	81,900	109,500	64,771	100.0%
Original cost of vehicle provided	25,000	25,000	25,000	25,000	25,000	25,000	5.0%
Parking	1,800	1,800	2,700	3,600	3,600	2,700	10.0%
Other benefits subject to FBT
Other benefits not subject to FBT	5,000	5,000	5,000	5,000	5,000	5,000	5.0%
Employer superannuation	3,600	3,690	4,320	5,292	6,200	4,735	75.0%
TOTAL REMUNERATION	43,600	46,453	53,630	86,346	116,950	68,842	100.0%
Fringe Benefits Tax	6,122	6,122	6,122	6,122	6,122	6,122	5.0%
TOTAL EMPLOYMENT COST	43,600	46,453	53,630	89,407	116,950	69,148	100.0%
Performance bonus	3,200	8,000	10,000	24,000	52,500	20,164	70.0%
TOTAL PACKAGE	46,729	50,685	66,800	99,186	157,888	83,263	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	3 to less than 5	6	35,000	40,000	43,000	46,000	48,000	42,500	46,658	49,050	57,780	76,320	90,650	63,040
	5 to less than 7	3	43,395	43,395	45,000	55,000	55,000	47,798	45,606	45,606	47,301	68,200	68,200	53,702
	7 to less than 10	3	60,000	60,000	80,000	100,000	100,000	80,000	65,400	65,400	107,722	128,000	128,000	100,374
	20 to less than 25	3	40,000	40,000	110,000	150,000	150,000	100,000	46,800	46,800	165,000	191,900	191,900	134,567
State	VIC	9	35,000	41,000	48,000	55,000	110,000	53,978	46,658	52,320	68,200	79,092	191,900	79,604
	QLD	4	43,395	44,198	53,500	106,000	150,000	75,099	47,301	48,175	61,725	119,700	165,000	83,938
	WA	4	45,000	45,500	63,000	90,500	101,000	68,000	45,606	53,782	84,841	129,249	150,775	91,516
HR discipline	Recruitment	18	40,000	43,395	51,500	80,000	110,000	64,455	46,658	49,050	71,300	107,722	165,000	86,024
Highest tertiary HR qualification	Diploma or Certificate	8	35,000	40,000	45,500	69,400	101,000	55,725	46,800	51,325	70,526	99,186	150,775	79,956
	Bachelor Degree (Pass)	3	43,395	43,395	48,000	62,000	62,000	51,132	47,301	47,301	74,400	76,320	76,320	66,007
	Post Graduate Diploma	3	45,000	45,000	50,000	55,000	55,000	50,000	45,606	45,606	64,500	68,200	68,200	59,435
Industry employed	Consultant - Recruitment	14	40,000	43,395	53,400	80,000	110,000	65,585	46,658	47,301	75,360	107,722	165,000	86,707
	Mining/Resources	3	40,000	40,000	46,000	101,000	101,000	62,333	53,600	53,600	61,959	150,775	150,775	88,778
Approximate turnover of company	Less than \$5m	4	35,000	40,500	73,000	105,000	110,000	72,750	61,959	76,305	109,325	159,950	191,900	118,127
	\$5m to \$10m	8	41,000	45,697	55,000	81,500	150,000	69,424	46,658	55,900	69,900	113,548	165,000	86,294
	Don't know	5	40,000	45,000	45,000	48,000	55,000	46,600	45,606	46,800	49,050	52,320	68,200	52,395

Typical Duties

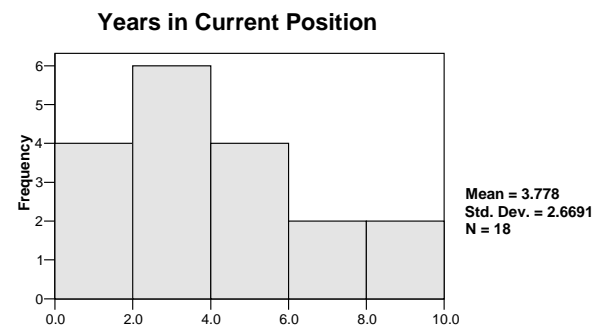
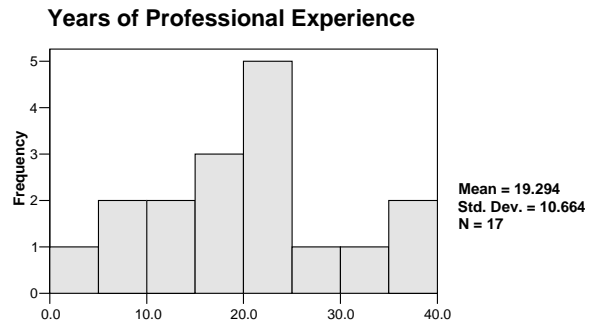
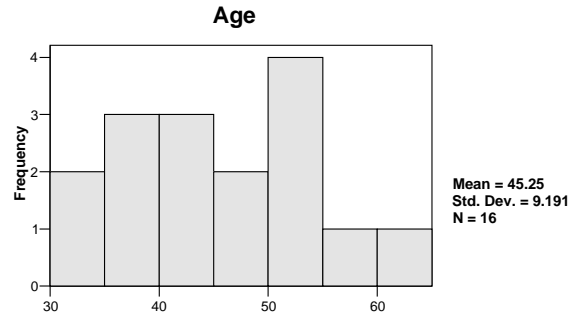
- Strategic management and planning
- Business development
- Oversee operation of organisation
- Business development and management
- Staff development

Typical Supervisor's Title

- CEO
- Chair of Board
- HR Principal
- Managing Director

Typical Highest HR Qualification

- Diploma or Certificate - 15%
- Bachelor Degree (Pass) - 15%
- Post Graduate Diploma - 15%
- Masters Degree (inc MBA) - 39%



n=18	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	73,710	90,000	107,000	130,000	250,000	140,706	100.0%
Annual % movement in base salary	0	1.6	4.5	8.9	9.5	5.3	66.7%
Annual leave loading	1,010	1,010	1,211	1,346	1,346	1,189	16.7%
Entertainment allowance	5,000	5,000	5,000	5,000	5,000	5,000	22.2%
Car allowance	5,000	10,000	15,000	16,000	17,000	12,600	27.8%
TOTAL CASH	73,710	93,000	110,000	146,000	250,000	145,515	100.0%
Original cost of vehicle provided	28,000	29,250	32,000	42,500	48,000	35,438	44.4%
Parking	800	3,000	4,500	7,000	8,500	4,788	44.4%
Other benefits subject to FBT	45,000	45,000	45,000	45,000	45,000	45,000	5.6%
Other benefits not subject to FBT	2,000	2,500	5,000	5,000	15,000	5,900	27.8%
Employer superannuation	6,634	7,650	9,900	11,700	18,900	12,572	83.3%
TOTAL REMUNERATION	93,000	103,430	134,845	169,311	260,780	166,093	100.0%
Fringe Benefits Tax	1,879	4,968	5,651	8,100	42,384	10,213	44.4%
TOTAL EMPLOYMENT COST	93,000	104,146	135,785	188,500	266,431	170,632	100.0%
Performance bonus	5,500	22,000	26,250	45,000	55,700	29,721	38.9%
TOTAL PACKAGE	93,000	104,146	143,300	211,696	268,400	182,190	100.0%

		BASE SALARY						TOTAL PACKAGE						
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience in HR	15 to less than 20	3	104,000	104,000	110,000	210,000	210,000	141,333	119,900	119,900	126,860	268,400	268,400	171,720
	20 to less than 25	5	73,710	90,000	93,000	110,000	250,000	123,342	93,000	103,233	168,735	211,696	266,431	168,619
State	NSW	4	100,000	155,000	230,000	403,500	557,000	279,250	104,146	185,289	267,416	469,615	670,830	327,452
	VIC	7	55,000	85,000	110,000	130,000	150,000	107,857	65,450	109,081	150,350	190,632	214,750	145,557
	QLD	4	90,000	91,500	96,500	112,500	125,000	102,000	93,000	114,625	158,285	196,008	211,696	155,316
HR discipline	Human Resources	3	110,000	110,000	150,000	250,000	250,000	170,000	119,900	119,900	214,750	266,431	266,431	200,360
	Other	7	73,710	90,000	100,000	110,000	210,000	112,530	103,233	104,146	168,735	211,696	268,400	166,199
Highest HR qual	Masters (inc.MBA)	5	90,000	93,000	125,000	210,000	250,000	153,600	93,000	136,250	211,696	266,431	268,400	195,155
Industry employed	Medical/Health	3	104,000	104,000	110,000	210,000	210,000	141,333	119,900	119,900	126,860	268,400	268,400	171,720
Approximate turnover of company	Less than \$5m	3	55,000	55,000	93,000	250,000	250,000	132,667	65,450	65,450	93,000	266,431	266,431	141,627
	\$5m to \$10m	4	73,710	81,855	102,500	336,000	557,000	208,928	103,233	126,791	181,023	441,263	670,830	284,027
	\$21m to \$50m	3	75,000	75,000	110,000	130,000	130,000	105,000	99,362	99,362	119,900	190,632	190,632	136,631
	\$51m to \$100m	3	104,000	104,000	125,000	150,000	150,000	126,333	126,860	126,860	136,250	214,750	214,750	159,287
	Over \$100m	4	85,000	92,500	105,000	160,000	210,000	126,250	109,081	138,908	174,528	224,360	268,400	181,634

Typical Duties

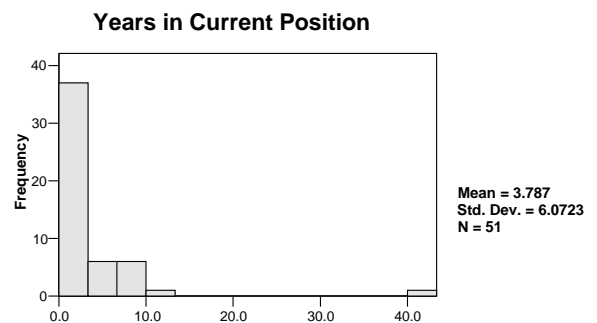
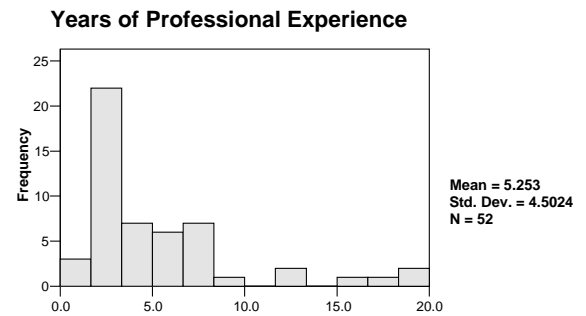
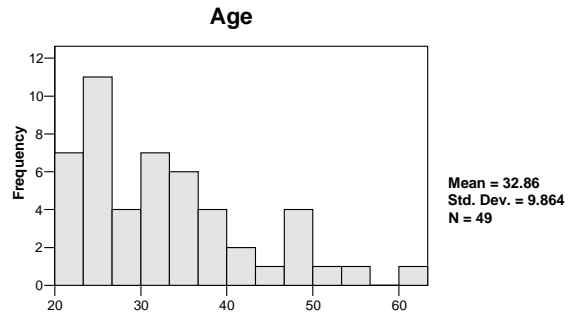
- Recruitment and selection
- Induction
- Performance reviews
- Payroll administration
- HR record keeping
- Training policy development and delivery
- Implement HR policies and procedures

Typical Supervisor's Title

- Managing Director
- HR Manager
- General Manager
- HR Principal
- Regional Manager

Typical Highest HR Qualification

- Diploma or Certificate - 43%
- Bachelor Degree (Pass) - 33%



n=52	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	40,000	43,200	50,000	55,250	63,000	50,759	100.0%
Annual % movement in base salary	0	4.0	5.5	10.0	12.5	6.6	51.9%
Annual leave loading	485	562	606	740	835	644	30.8%
Entertainment allowance
Car allowance
TOTAL CASH	40,000	43,485	50,000	55,870	63,000	51,053	100.0%
Original cost of vehicle provided	20,000	20,000	21,500	23,000	23,000	21,500	3.8%
Parking	1,000	1,700	2,500	3,016	3,432	2,358	7.7%
Other benefits subject to FBT	91	91	495	900	900	495	3.8%
Other benefits not subject to FBT	300	300	500	1,000	1,000	600	5.8%
Employer superannuation	3,600	3,960	4,590	5,194	7,180	4,866	92.3%
TOTAL REMUNERATION	42,565	47,245	55,795	62,249	71,205	56,167	100.0%
Fringe Benefits Tax	171	509	1,615	3,075	3,767	1,792	7.7%
TOTAL EMPLOYMENT COST	42,565	47,245	55,795	62,249	71,205	56,305	100.0%
Performance bonus	1,100	2,000	2,741	4,750	5,100	3,071	21.2%
TOTAL PACKAGE	42,565	48,301	56,500	63,160	71,205	56,954	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	1 to less than 3	15	36,303	38,000	49,200	56,000	63,000	47,828	39,933	41,931	54,500	61,498	68,670	53,790
	3 to less than 5	16	42,000	44,500	47,500	55,000	67,000	51,371	45,780	48,505	54,478	64,080	75,710	57,527
	5 to less than 7	6	40,000	40,000	50,250	60,000	81,000	53,583	43,600	43,600	54,932	77,687	88,290	60,507
	7 to less than 10	8	42,000	52,126	54,750	57,500	63,000	54,219	42,565	57,176	59,678	63,655	65,194	58,597
	15 to less than 20	3	49,000	49,000	54,400	54,830	54,830	52,743	60,384	60,384	66,854	67,391	67,391	64,876
State	NSW	13	38,000	41,536	45,000	51,000	63,000	48,849	41,931	45,833	52,456	57,000	68,670	54,090
	VIC	20	43,200	47,000	50,500	56,210	64,135	53,190	45,780	52,254	60,768	64,045	72,267	59,570
	QLD	7	35,130	42,000	42,230	54,000	60,000	46,694	39,467	45,780	49,980	58,860	77,687	53,793
	SA	3	42,000	42,000	45,000	59,000	59,000	48,667	42,565	42,565	49,050	64,310	64,310	51,975
	WA	5	36,303	38,000	53,253	55,000	56,000	47,711	39,933	41,420	58,763	63,250	65,194	53,712
	TAS	4	53,000	53,700	54,615	60,915	67,000	57,308	60,384	61,727	64,962	71,282	75,710	66,504
HR discipline	Human Resources	45	40,000	44,000	50,000	55,500	63,000	51,031	42,971	48,642	56,500	63,000	73,329	57,273
	Other	4	36,000	44,500	53,915	56,915	59,000	50,708	39,725	51,397	63,690	65,582	66,854	58,490
Highest tertiary HR qualification	Diploma or Cert	22	42,000	50,000	52,250	55,500	59,000	51,758	43,600	54,500	60,439	63,250	66,854	58,235
	Bachelor (Pass)	17	36,303	41,536	42,400	45,000	55,000	43,812	39,933	42,971	48,642	52,456	65,090	49,695
	Other	7	56,000	60,000	63,000	80,000	81,000	67,143	61,040	63,000	75,710	87,200	88,290	74,514
Industry employed within	Eng/Arch/Building	3	38,000	38,000	45,000	55,000	55,000	46,000	41,420	41,420	49,050	63,250	63,250	51,240
	Finance/Banking	7	44,000	48,500	53,000	56,000	80,000	54,965	47,960	52,865	58,763	65,194	87,200	61,650
	IT	3	42,000	42,000	49,200	51,000	51,000	47,400	45,780	45,780	54,851	60,690	60,690	53,774
	Legal	4	45,000	45,000	52,000	70,000	81,000	57,500	49,050	49,353	56,983	76,300	88,290	62,826
	Manufacturing	10	38,000	42,400	54,950	62,000	66,135	52,657	41,348	43,600	60,439	73,329	76,699	59,307
	Mining/Resources	4	42,000	42,115	48,115	58,500	63,000	50,308	48,642	49,311	54,420	63,765	68,670	56,538
	Other	3	49,000	49,000	51,000	56,420	56,420	52,140	55,590	55,590	61,498	67,391	67,391	61,493
Approximate turnover of company	\$5m to \$10m	4	35,130	42,065	52,000	57,000	59,000	49,532	39,467	51,359	63,780	65,850	67,391	58,605
	\$11m to \$20m	8	36,303	47,500	53,250	68,210	81,000	56,903	39,933	52,895	62,090	76,145	88,290	63,811
	\$21m to \$50m	6	36,000	42,000	43,500	54,830	56,000	45,972	39,725	42,565	49,118	61,040	66,854	51,403
	\$51m to \$100m	6	38,000	44,000	45,000	56,000	67,000	49,167	41,420	47,960	49,050	65,194	75,710	54,731
	Over \$100m	12	42,000	45,800	52,500	58,750	63,000	52,398	43,600	52,416	59,622	61,845	71,205	57,989
	Don't know	11	40,000	41,536	45,000	53,000	55,000	47,297	43,600	45,833	49,656	61,790	63,070	52,593

Typical Duties

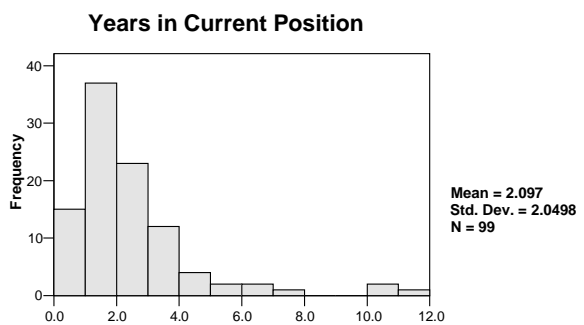
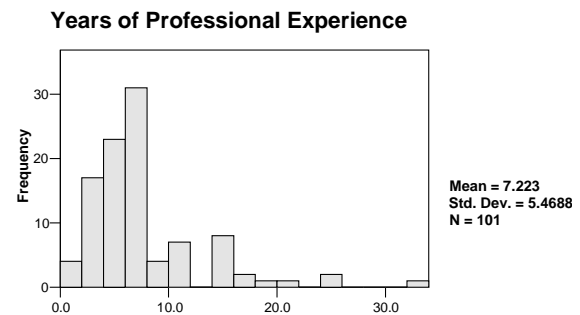
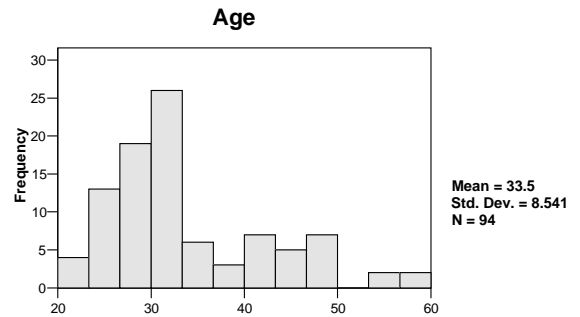
- Recruitment and selection
- Employee relations
- Performance management
- Rehabilitation policy and case management
- General HR advice
- Training policy development and delivery
- Remuneration and compensation advice
- OH&S advice

Typical Supervisor's Title

- Business Manager
- HR Manager
- General Manager
- HR Principal

Typical Highest HR Qualification

- Diploma or Certificate - 23.5%
- Bachelor Degree (Pass) - 40%
- Post Graduate Diploma - 15%



n=102	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	47,000	53,000	60,000	70,000	84,000	63,147	100.0%
Annual % movement in base salary	0	3.4	4.5	8.7	11.3	5.9	47.1%
Annual leave loading	646	734	805	942	1,050	833	32.4%
Entertainment allowance	2,000	2,000	2,000	2,000	2,000	2,000	2.0%
Car allowance	1,200	5,000	14,000	16,000	36,000	15,033	8.8%
TOTAL CASH	47,000	53,211	60,808	71,956	85,000	64,782	100.0%
Original cost of vehicle provided	20,000	30,000	35,000	35,000	36,000	31,182	10.8%
Parking	2,500	2,500	2,500	2,500	2,500	2,500	1.0%
Other benefits subject to FBT	75	300	1,250	7,680	8,000	3,133	6.9%
Other benefits not subject to FBT	200	250	400	2,000	15,450	4,326	11.8%
Employer superannuation	4,230	4,905	5,414	6,480	9,360	6,211	96.1%
TOTAL REMUNERATION	50,673	59,422	67,580	81,205	100,552	72,339	100.0%
Fringe Benefits Tax	283	3,419	3,885	6,593	7,535	4,447	16.7%
TOTAL EMPLOYMENT COST	50,673	59,422	67,955	83,250	101,920	73,080	100.0%
Performance bonus	2,750	3,360	5,510	8,840	15,600	8,265	40.2%
TOTAL PACKAGE	50,673	59,950	70,561	87,000	111,012	76,402	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	1 to less than 3	9	35,945	48,644	55,000	56,146	84,000	54,537	40,151	53,677	59,950	65,569	110,880	62,193
	3 to less than 5	24	45,000	48,100	53,856	63,837	76,934	57,578	49,050	54,500	67,729	75,230	91,551	68,539
	5 to less than 7	27	46,000	53,000	58,500	70,000	84,000	64,797	50,140	59,422	71,406	85,252	128,200	79,486
	7 to less than 10	18	47,000	55,000	59,000	65,000	78,000	60,115	51,230	62,897	67,836	84,903	93,870	71,962
	10 to less than 15	8	60,000	68,000	72,461	82,750	91,000	74,678	71,940	78,400	86,609	109,732	126,650	93,509
	15 to less than 20	10	57,000	62,000	67,000	85,000	95,000	72,200	63,344	67,580	83,368	103,501	130,776	89,559
State	NSW	40	45,500	51,500	59,887	70,000	78,303	61,701	49,923	60,185	70,591	82,672	90,316	73,272
	VIC	26	46,000	55,000	60,000	68,000	90,000	64,800	50,250	61,040	70,157	94,797	117,544	78,437
	QLD	15	50,000	53,851	62,000	78,000	91,000	66,328	57,770	61,880	77,420	101,920	128,200	83,870
	SA	7	45,000	47,000	57,000	70,000	70,000	56,449	49,050	51,863	62,130	90,300	93,214	67,708
	WA	12	48,602	51,000	60,250	76,500	78,000	62,592	54,500	56,529	66,210	90,435	117,595	75,518
HR discipline of current employment	Human Resources	85	46,000	50,000	60,000	70,000	79,671	61,859	50,250	59,950	68,080	84,918	109,327	74,108
	Training	3	44,000	44,000	56,000	60,000	60,000	53,333	47,960	47,960	70,949	84,136	84,136	67,682
	Recruitment	3	59,774	59,774	71,000	75,000	75,000	68,591	76,174	76,174	78,346	87,000	87,000	80,507
	Other	7	55,000	56,146	70,000	97,500	100,000	75,107	59,950	61,955	87,677	136,469	144,846	96,868
Highest tertiary HR qualification	Diploma or Certificate	23	47,000	50,000	59,250	68,575	79,671	62,290	51,863	56,378	66,208	74,747	87,914	71,009
	Bachelor (Pass)	39	47,000	53,000	57,500	67,266	78,000	60,151	51,230	59,950	66,816	84,903	109,327	74,265
	Bachelor (Hons)	7	45,000	46,000	53,851	70,000	78,000	58,507	49,050	50,140	59,422	90,300	126,650	71,950
	Post Grad Diploma	15	46,000	50,000	62,000	71,068	84,000	63,978	50,250	67,580	78,346	89,081	103,501	78,451
	Masters (inc.MBA)	5	45,000	74,500	76,934	84,000	100,000	76,087	49,050	81,205	91,551	110,880	144,846	95,506
	Other	9	54,000	63,100	65,000	70,000	87,500	67,841	59,950	70,850	74,402	87,677	117,544	81,970
Industry employed within	Consulting - Prof.Mgt	4	43,000	44,500	54,000	63,000	64,000	53,750	43,579	46,859	61,340	73,181	73,821	60,020
	Eng/Arch/Building	6	53,000	60,000	64,850	66,973	68,575	63,041	60,420	65,400	71,128	74,402	74,747	69,537
	Finance/Banking	12	48,602	51,000	65,000	77,467	90,000	67,326	56,378	56,983	76,780	96,086	101,700	83,361
	Hospitality/Food/Beverage	4	55,100	58,550	66,000	70,000	70,000	64,275	65,569	66,699	72,065	80,776	85,252	73,738
	Information Technology	7	60,320	62,000	73,853	95,700	132,000	80,625	68,080	70,273	80,500	111,012	156,940	91,421
	Manufacturing	20	46,600	54,000	56,573	69,500	85,750	62,145	52,160	59,950	66,469	99,149	114,492	78,270
	Medical/Health	3	53,851	53,851	57,500	70,000	70,000	60,450	59,422	59,422	73,724	77,242	77,242	70,130
	Mining/Resources	14	54,000	58,500	70,000	78,000	84,000	68,964	60,480	71,940	91,757	109,327	126,650	91,166
	Other	11	45,000	46,000	50,000	59,250	60,000	52,986	49,050	50,140	54,700	66,816	74,285	60,233
Approximate turnover of company	Less than \$5m	5	45,000	55,100	64,000	68,000	70,000	60,420	49,050	65,569	73,821	74,285	76,300	67,805
	\$5m to \$10m	6	42,000	48,000	54,000	62,000	76,934	56,156	49,705	57,770	66,245	73,581	91,551	67,516
	\$11m to \$20m	6	43,000	48,000	51,822	57,600	62,000	52,374	43,579	53,677	58,618	66,816	67,580	58,148
	\$21m to \$50m	6	48,200	56,000	61,100	78,000	97,500	66,983	70,949	71,406	87,172	111,439	136,469	94,101
	\$51m to \$100m	9	46,000	49,000	57,000	66,973	70,000	57,927	50,140	54,070	67,472	77,420	87,677	67,818
	Over \$100m	49	50,000	56,000	60,320	73,853	91,000	67,444	54,500	62,897	74,747	93,870	126,650	82,473
	Don't know	16	45,000	47,801	56,573	68,000	79,671	58,440	49,050	53,181	62,042	86,025	94,797	68,417



Typical Duties

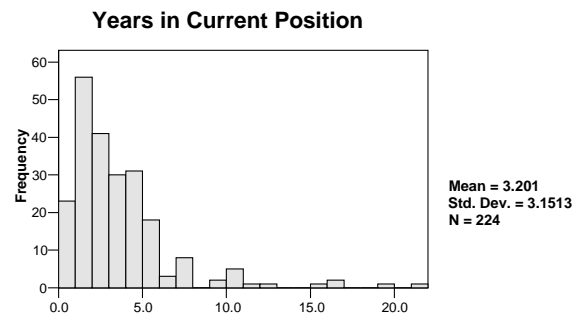
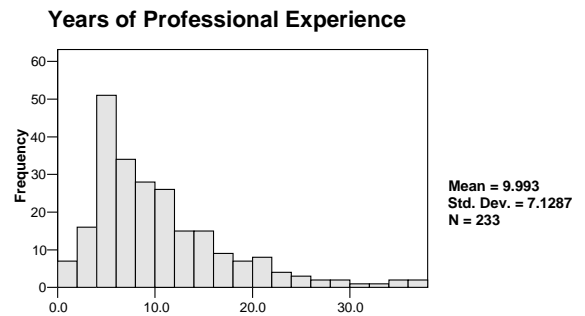
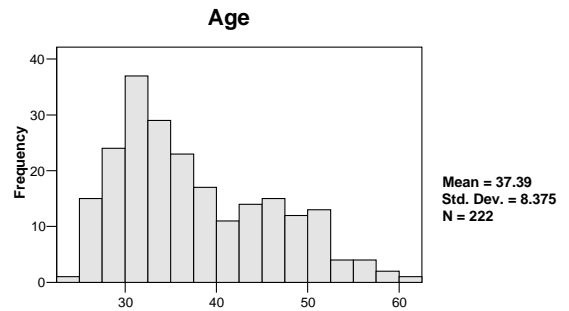
- Recruitment and retention
- Change management
- Provision of strategic advice
- Business development
- HR consulting and policy development
- Training policy development and delivery
- Recruitment and selection
- Performance review
- Succession planning
- Remuneration and benefits policy
- Administration and records management

Typical Supervisor's Title

- CEO
- Group Manager
- HR Manager
- General Manager
- HR Principal

Typical Highest HR Qualification

- Diploma or Certificate - 27%
- Bachelor Degree (Pass) - 29%
- Post Graduate Diploma - 23.5%
- Masters Degree (inc MBA) - 12%



n=235	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	53,000	65,000	75,000	93,000	110,000	79,994	100.0%
Annual % movement in base salary	1.1	3.0	4.5	6.6	11.0	5.3	46.8%
Annual leave loading	646	779	956	1,180	1,336	976	29.4%
Entertainment allowance	1,200	1,200	2,000	5,000	5,000	2,733	1.3%
Car allowance	4,000	10,301	16,565	19,850	21,007	14,590	15.3%
TOTAL CASH	53,000	65,000	77,000	95,265	117,373	82,551	100.0%
Original cost of vehicle provided	25,000	30,000	30,000	37,500	48,000	33,812	23.8%
Parking	700	1,560	3,500	6,400	10,000	4,335	8.1%
Other benefits subject to FBT	1,000	2,216	4,000	6,695	12,000	5,136	13.6%
Other benefits not subject to FBT	300	500	500	2,000	5,200	1,868	14.5%
Employer superannuation	4,770	6,068	7,304	9,315	12,645	8,079	94.5%
TOTAL REMUNERATION	60,690	72,800	87,200	109,000	133,721	93,236	100.0%
Fringe Benefits Tax	2,637	3,579	5,651	8,477	11,302	6,509	31.1%
TOTAL EMPLOYMENT COST	61,585	73,499	88,500	109,537	136,992	95,258	100.0%
Performance bonus	3,075	4,975	9,635	15,279	21,600	12,366	40.9%
TOTAL PACKAGE	61,794	74,000	91,289	118,665	152,357	100,310	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	1 to less than 3	14	49,500	50,000	61,000	70,000	76,000	63,844	55,173	59,500	73,466	87,547	123,934	79,774
	3 to less than 5	36	55,000	58,500	65,000	76,250	93,000	69,466	59,950	69,470	80,113	95,549	110,782	83,087
	5 to less than 7	35	48,000	58,716	70,000	82,000	90,545	71,651	57,497	63,000	85,503	98,694	112,000	85,236
	7 to less than 10	50	59,429	65,000	76,000	89,000	100,000	78,708	70,130	79,342	93,644	114,000	150,823	101,065
	10 to less than 15	45	60,000	74,000	90,000	105,000	120,000	89,255	68,475	83,480	116,969	142,679	175,332	116,222
	15 to less than 20	27	56,000	70,000	85,000	106,000	119,000	87,113	70,850	81,981	104,069	129,710	165,249	108,548
	20 to less than 25	12	70,000	74,100	87,750	99,625	105,735	89,224	80,475	85,129	116,538	125,581	138,430	109,791
25 to less than 30	7	70,000	84,280	102,000	119,000	128,000	100,997	76,300	104,007	142,800	176,824	184,460	140,906	
State	NSW	93	59,000	67,431	75,000	94,000	110,000	81,016	67,580	79,352	89,380	119,287	145,223	99,852
	VIC	77	56,000	65,000	82,000	93,500	115,000	82,448	65,400	78,948	98,694	122,161	159,671	107,056
	QLD	24	52,750	57,900	75,600	89,250	100,000	77,581	57,497	62,398	87,350	107,895	145,754	93,881
	SA	19	49,500	54,600	65,000	73,000	81,000	64,567	59,514	65,097	78,742	91,289	95,801	77,899
	WA	11	67,500	69,000	93,000	110,000	127,000	89,904	73,769	80,006	104,097	142,281	183,858	116,821
	TAS	5	43,000	51,000	63,000	65,000	75,000	59,400	55,590	63,880	74,639	76,275	82,759	70,629
	NT	3	50,000	50,000	50,000	102,000	102,000	67,333	55,173	55,173	67,460	176,824	176,824	99,819
HR discipline of current employment	Human Resources	197	52,068	65,000	74,000	90,000	110,000	79,081	60,781	73,200	89,380	116,308	145,422	98,003
	Training	14	61,000	67,431	85,000	98,200	103,000	83,193	70,271	82,921	100,750	121,534	125,696	102,504
	Compensation & Benefits	7	65,000	84,280	102,385	110,000	127,500	97,274	89,370	91,557	130,900	163,101	200,693	137,464
	Other	13	57,000	64,000	76,000	95,000	115,000	80,812	79,471	86,002	102,024	116,767	188,649	112,924
Highest tertiary HR qualification	Diploma or Certificate	62	49,700	60,000	67,716	82,500	97,500	72,459	62,156	68,475	79,952	104,097	134,053	90,672
	Bachelor Degree (Pass)	65	52,500	60,000	76,000	100,000	120,000	82,632	57,750	68,640	90,979	130,800	159,671	102,451
	Bachelor Degree (Hons)	5	60,000	70,000	90,000	95,000	102,385	83,477	78,742	79,882	98,100	126,957	136,456	104,028
	Post Graduate Diploma	53	65,000	70,000	80,000	92,500	100,000	82,033	70,850	83,480	99,200	121,245	142,800	104,940
	Masters Degree (inc.MBA)	26	64,000	75,000	84,601	97,500	110,000	87,662	76,300	82,840	98,650	118,750	176,824	109,620
	Other	15	50,000	59,000	67,500	105,735	130,000	80,976	57,380	68,670	89,325	124,079	200,693	104,655
Industry employed within	Agriculture/Forestry/Fishing	4	48,000	59,000	73,750	83,750	90,000	71,375	52,966	66,154	82,430	98,706	111,893	82,430
	Consulting - Prof.Mgt	6	52,750	63,000	65,000	73,000	93,700	68,742	57,497	70,271	76,276	90,979	104,007	79,218
	Eng/Arch/Building	9	45,000	67,431	80,000	83,000	95,000	75,203	63,000	78,948	87,200	98,100	136,456	90,153
	Finance/Banking	27	55,000	63,000	85,000	99,250	125,000	85,699	59,950	70,850	103,200	129,000	163,101	108,317
	Hospitality/Food/Beverage	7	39,000	46,000	60,000	68,000	110,000	62,571	43,535	57,750	67,580	82,124	130,900	74,292
	Information Technology	14	60,000	73,000	85,000	97,500	106,000	86,067	66,000	79,570	101,983	119,287	176,300	108,035
	Legal	10	53,250	66,055	74,355	119,000	126,707	85,668	58,379	72,000	81,047	129,710	138,111	93,884
	Manufacturing	46	53,000	65,000	74,690	90,000	115,000	78,610	59,768	76,275	101,495	116,969	143,540	100,680
	Medical/Health	16	55,000	59,500	70,000	82,000	90,000	71,956	66,901	80,082	87,906	112,979	155,040	100,267
	Mining/Resources	11	80,000	81,000	100,000	128,000	131,000	109,551	90,565	99,200	121,534	178,340	184,460	140,501
	Retail	12	50,000	67,500	78,500	112,500	130,000	87,833	67,460	73,575	95,464	150,178	165,249	110,468
	Telecommunications	5	90,000	93,000	102,385	120,000	127,500	106,577	111,600	111,922	126,957	163,985	200,693	143,031
	Transport/Logistics	7	56,000	65,000	82,500	90,000	110,000	80,429	61,794	87,000	97,700	117,600	179,199	107,008
	Utility	5	58,120	78,600	82,500	100,000	105,000	84,844	64,133	91,448	94,875	119,500	175,332	109,058
	Welfare/Charity/Religious	6	45,000	52,068	60,381	71,000	73,000	60,305	60,781	62,156	77,148	89,370	96,199	77,133
	Other	31	52,500	65,000	74,444	90,000	100,000	76,980	63,880	74,000	85,503	105,730	131,873	94,574
Approximate turnover of company	Less than \$5m	6	50,000	50,000	53,875	60,000	70,000	56,292	55,173	57,497	60,095	66,000	78,742	62,934
	\$5m to \$10m	16	45,000	49,600	53,300	68,715	86,201	59,937	55,173	58,447	66,338	80,115	93,959	71,148
	\$11m to \$20m	19	46,000	49,000	59,000	65,000	100,000	62,646	52,966	58,270	71,685	80,475	115,540	74,628
	\$21m to \$50m	32	52,000	59,358	67,945	78,250	87,000	69,044	60,000	67,324	84,179	96,000	116,375	86,372
	\$51m to \$100m	28	60,000	70,000	73,000	91,250	105,735	79,530	68,670	80,467	95,576	116,538	143,540	101,556
	Over \$100m	106	65,000	74,250	90,000	105,000	127,500	92,395	74,665	90,565	111,747	142,630	176,300	118,241
	Don't know	17	58,137	65,000	73,710	75,000	82,500	73,139	68,640	76,300	81,750	85,500	109,428	87,030



Typical Duties

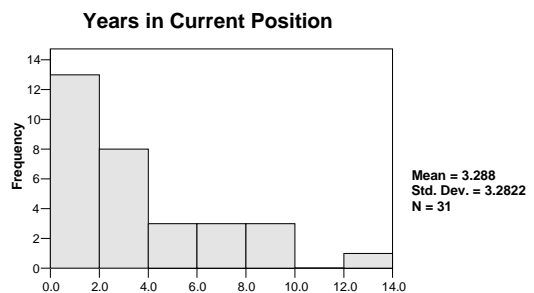
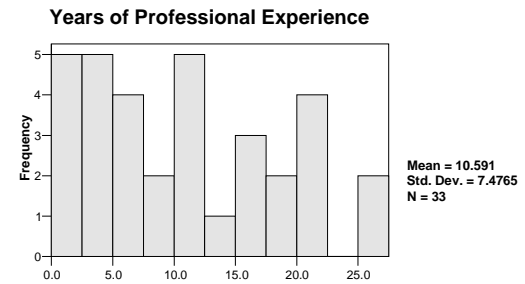
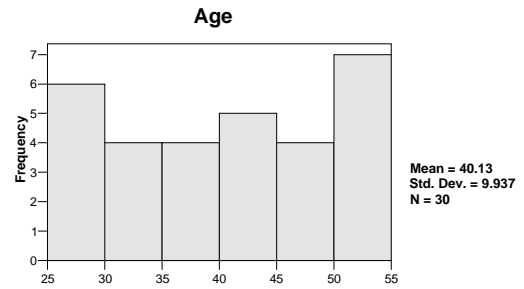
- Provision of operational advice
- Prepare contracts
- Supervision of operations staff
- Business development
- Process development

Typical Supervisor's Title

- CEO
- National Operations Manager
- Managing Director
- State/Division Manager

Typical Highest HR Qualification

- Diploma or Certificate - 22%
- Bachelor Degree (Pass) - 25%
- Masters Degree (inc MBA) - 22%



n=33	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	43,000	54,000	70,000	84,000	105,000	75,333	100.0%
Annual % movement in base salary	0	0	3.4	5.0	6.1	3.1	42.4%
Annual leave loading	511	700	754	942	1,413	832	27.3%
Entertainment allowance	6,000	6,000	6,000	6,000	6,000	6,000	3.0%
Car allowance	5,000	12,000	13,000	18,000	19,500	13,643	21.2%
TOTAL CASH	45,606	55,000	73,000	92,500	106,413	78,636	100.0%
Original cost of vehicle provided	25,000	32,000	35,000	43,000	50,000	36,400	30.3%
Parking	1,200	1,600	2,250	3,000	3,500	2,300	12.1%
Other benefits subject to FBT	1,750	1,750	15,000	15,132	15,132	10,627	9.1%
Other benefits not subject to FBT	500	500	500	14,000	14,000	5,000	9.1%
Employer superannuation	3,870	4,770	6,345	8,235	10,185	7,051	97.0%
TOTAL REMUNERATION	55,240	63,794	80,900	102,125	117,950	88,950	100.0%
Fringe Benefits Tax	2,308	3,767	5,180	6,593	14,128	6,264	39.4%
TOTAL EMPLOYMENT COST	56,680	63,794	83,930	102,125	117,950	91,417	100.0%
Performance bonus	3,000	5,000	5,775	10,320	10,500	7,920	39.4%
TOTAL PACKAGE	59,980	69,394	87,200	105,730	128,450	94,537	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	1 to less than 3	5	43,000	54,000	75,000	86,000	120,000	75,600	46,870	81,750	83,340	104,060	159,928	95,190
	3 to less than 5	5	38,000	55,000	56,000	60,000	80,000	57,800	41,931	69,394	87,200	88,827	90,493	75,569
	5 to less than 7	4	50,000	52,500	64,000	74,000	75,000	63,250	64,500	66,350	73,299	94,642	110,885	80,496
	10 to less than 15	6	52,000	64,500	76,250	97,000	105,000	78,500	59,980	71,173	100,500	118,155	127,098	96,234
	15 to less than 20	5	40,000	52,000	71,000	77,000	84,000	64,800	55,887	60,840	78,346	83,930	91,560	74,113
	20 to less than 25	4	45,000	72,500	117,500	182,500	230,000	127,500	79,040	94,620	133,940	215,690	273,700	155,155
State	NSW	7	43,000	52,000	70,000	80,000	97,000	67,571	46,870	59,980	81,750	95,270	105,730	78,028
	VIC	12	55,000	66,500	79,750	112,500	135,000	96,042	68,200	81,164	110,542	142,389	159,928	119,546
	QLD	9	38,000	54,000	55,000	65,000	86,000	59,833	41,931	71,173	83,340	89,110	104,060	79,799
	WA	4	36,000	40,500	48,500	78,500	105,000	59,500	60,840	60,866	69,966	103,745	128,450	82,305
HR discipline of current employment	Human Resources	7	36,000	40,000	70,000	97,000	105,000	69,357	55,887	60,891	95,270	110,885	128,450	89,755
	Recruitment	7	38,000	43,000	54,000	55,000	84,000	54,143	41,931	46,870	83,340	91,560	96,908	73,420
	Other	12	52,000	55,500	76,000	84,250	100,000	74,958	68,200	73,870	82,840	107,130	118,155	91,754
Highest tertiary HR qualification	Diploma or Certificate	7	36,000	55,000	75,000	97,000	100,000	71,857	60,891	69,394	91,560	105,730	110,200	87,583
	Bachelor Degree (Pass)	8	43,000	47,500	59,750	93,750	105,000	68,750	46,870	66,350	75,107	122,627	128,450	87,936
	Post Graduate Diploma	3	52,000	52,000	73,000	77,000	77,000	67,333	60,840	60,840	83,930	110,885	110,885	85,218
	Masters (inc.MBA)	7	55,000	60,000	71,000	86,000	230,000	93,143	78,346	87,200	90,493	104,060	273,700	116,842
	Other	6	38,000	52,000	59,500	120,000	135,000	77,333	41,931	59,980	86,225	157,680	159,928	98,662
Industry employed within	Finance/Banking	3	55,000	55,000	105,000	230,000	230,000	130,000	68,200	68,200	127,098	273,700	273,700	156,333
	Manufacturing	5	50,000	73,000	82,500	86,000	97,000	77,700	64,500	104,060	105,730	110,885	118,155	100,666
	Medical/Health	5	40,000	56,000	71,000	77,000	100,000	68,800	55,887	69,394	78,346	83,930	110,200	79,551
	Retail	3	52,000	52,000	65,000	135,000	135,000	84,000	60,840	60,840	89,110	157,680	157,680	102,543
Approximate turnover of company	Less than \$5m	7	38,000	40,000	55,000	75,000	80,000	57,786	41,931	55,887	68,200	78,398	87,200	66,110
	\$11m to \$20m	6	36,000	50,000	69,500	100,000	120,000	74,167	60,891	64,500	90,193	110,200	159,928	95,984
	\$21m to \$50m	3	54,000	54,000	71,000	82,500	82,500	69,167	78,346	78,346	83,340	118,155	118,155	93,280
	\$51m to \$100m	3	43,000	43,000	56,000	97,000	97,000	65,333	46,870	46,870	69,394	105,730	105,730	73,998
	Over \$100m	10	53,500	60,000	79,500	105,000	182,500	96,600	74,975	90,493	107,472	128,450	215,690	123,922



Typical Duties

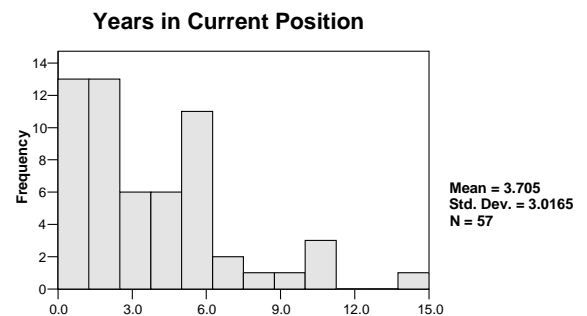
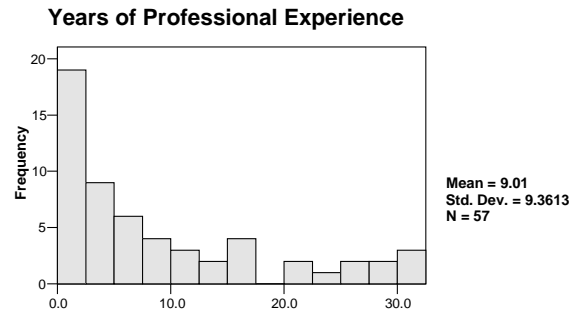
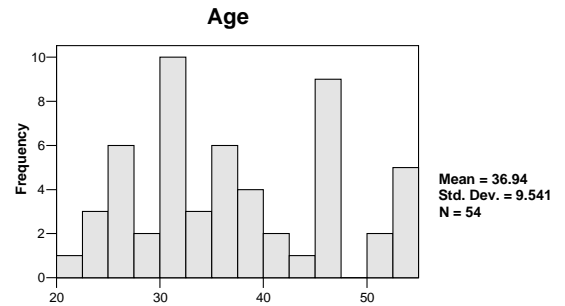
- Project management
- General supervisory/administrative/managerial tasks
- General consultative functions
- Staffing

Typical Supervisor's Title

- CEO
- Managing Director
- Financial Controller
- General Manager
- HR Principal

Typical Highest HR Qualification

- Diploma or Certificate - 37%
- Bachelor Degree (Pass) - 22%
- Post Graduate Diploma - 26%



n=32	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	46,000	55,000	74,000	97,728	120,000	79,621	100.0%
Annual % movement in base salary	0	1.7	3.7	5.8	9.0	4.5	43.8%
Annual leave loading	606	740	1,104	1,615	1,629	1,090	21.9%
Entertainment allowance	3,000	3,000	3,000	3,000	3,000	3,000	3.1%
Car allowance	6,500	10,500	13,500	16,500	20,000	13,438	25.0%
TOTAL CASH	50,000	62,157	77,750	110,552	122,629	85,250	100.0%
Original cost of vehicle provided	23,000	30,000	35,000	42,000	81,000	41,668	31.3%
Parking	200	1,000	1,200	1,500	3,500	1,426	21.9%
Other benefits subject to FBT	2,000	2,000	5,500	13,663	18,325	7,831	12.5%
Other benefits not subject to FBT	297	1,000	1,000	2,000	14,450	3,749	15.6%
Employer superannuation	4,050	4,950	7,110	8,796	11,250	7,463	87.5%
TOTAL REMUNERATION	54,656	65,500	90,994	122,618	138,000	95,599	100.0%
Fringe Benefits Tax	1,884	2,391	4,709	8,194	10,285	6,495	37.5%
TOTAL EMPLOYMENT COST	54,656	65,500	91,935	131,550	148,285	98,034	100.0%
Performance bonus	3,400	4,500	9,750	21,875	26,400	20,664	34.4%
TOTAL PACKAGE	59,156	66,975	94,830	131,550	148,285	105,137	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	5 to less than 7	5	55,000	55,000	55,000	70,000	120,000	71,000	59,950	65,450	76,300	82,862	130,800	83,072
	7 to less than 10	6	60,000	83,000	87,000	120,000	121,000	93,000	84,400	91,587	94,830	132,300	148,039	107,664
	10 to less than 15	6	60,993	62,500	73,500	82,000	125,000	79,582	62,500	68,500	105,011	118,684	195,602	109,218
	20 to less than 25	4	50,000	64,000	85,479	128,978	165,000	96,489	54,500	74,635	98,976	199,266	295,350	136,951
State	NSW	6	29,120	50,000	65,000	120,000	125,000	75,687	48,511	54,500	80,350	148,285	195,602	101,266
	VIC	9	60,993	83,000	87,000	120,000	121,000	92,717	62,500	94,830	97,913	132,300	148,039	107,025
	QLD	5	55,000	55,000	60,000	68,000	82,000	64,000	65,450	77,624	105,493	112,110	140,911	100,318
	WA	5	46,000	78,000	91,800	120,000	165,000	100,160	61,437	94,770	101,062	130,800	295,350	136,684
	TAS	3	34,000	34,000	55,000	55,000	55,000	48,000	37,400	37,400	59,950	82,862	82,862	60,071
HR discipline of current employment	Human Resources	12	55,000	55,000	61,746	89,978	125,000	76,621	59,950	63,975	81,012	100,548	195,602	103,558
	Recruitment	5	29,120	55,000	78,000	80,000	120,000	72,424	48,511	82,862	94,770	118,684	130,800	95,125
	Other	4	50,000	66,500	101,500	120,000	120,000	93,250	54,500	73,044	111,944	135,173	138,046	104,108
Highest tertiary HR qualification	Diploma or Certificate	10	50,000	60,000	71,250	120,000	145,000	86,645	60,828	65,450	100,548	148,285	245,476	123,052
	Bachelor Degree (Pass)	6	34,000	46,000	84,750	120,000	120,000	81,583	37,400	61,437	100,400	138,046	182,012	103,283
	Post Graduate Diploma	7	55,000	70,000	82,000	87,000	121,000	82,857	59,950	76,300	94,830	112,110	148,039	97,261
Industry employed within	Consultant - Recruitment	3	78,000	78,000	80,000	120,000	120,000	92,667	94,770	94,770	118,684	130,800	130,800	114,751
	Finance/Banking	4	55,000	61,500	69,000	95,500	121,000	78,500	65,450	70,875	108,605	144,475	148,039	107,675
	Mining/Resources	3	102,500	102,500	125,000	165,000	165,000	130,833	182,012	182,012	195,602	295,350	295,350	224,321
	Welfare/Charity/Religious	3	55,000	55,000	60,993	67,000	67,000	60,998	59,950	59,950	68,500	97,913	97,913	75,454
	Other	4	34,000	44,500	69,000	87,400	91,800	65,950	37,400	60,131	87,224	96,325	101,062	78,228
Approximate turnover of company	Less than \$5m	5	29,120	50,000	60,000	80,000	83,000	60,424	48,511	54,500	91,587	105,493	118,684	83,755
	\$5m to \$10m	6	45,000	46,000	57,996	62,500	120,000	64,916	59,156	59,950	61,969	97,913	130,800	78,626
	Over \$100m	13	55,000	68,000	87,000	120,000	125,000	93,269	65,450	94,770	132,300	148,039	195,602	132,283
	Don't know	3	60,000	60,000	70,000	92,957	92,957	74,319	76,300	76,300	84,400	103,182	103,182	87,961

Typical Duties

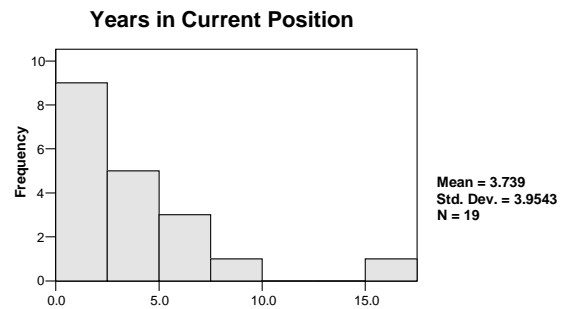
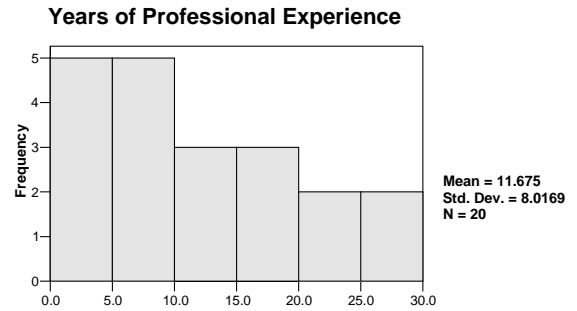
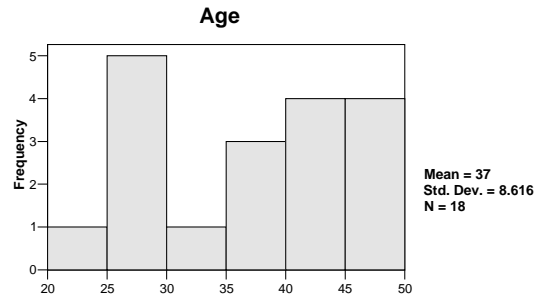
- Remuneration and benefits analysis
- Develop ER/IR strategies
- HR IT systems development
- Business development
- Strategic planning

Typical Supervisor's Title

- Managing Director
- State Manager
- Project Manager
- HR Manager

Typical Highest HR Qualification

- Diploma or Certificate - 10%
- Bachelor Degree (Pass) - 40%
- Masters Degree (inc MBA) - 35%



n=21	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	56,000	66,950	77,569	95,000	130,000	85,235	100.0%
Annual % movement in base salary	0	2.8	4.9	5.8	12.3	5.1	47.6%
Annual leave loading	670	787	901	1,144	1,306	974	33.3%
Entertainment allowance	8,000	8,000	8,000	8,000	8,000	8,000	4.8%
Car allowance	10,000	12,500	16,002	18,502	20,000	15,501	19.0%
TOTAL CASH	56,000	70,000	79,000	100,000	130,000	88,893	100.0%
Original cost of vehicle provided	30,000	30,000	39,750	50,000	65,000	42,417	28.6%
Parking	1,000	1,000	4,150	7,300	7,300	4,150	9.5%
Other benefits subject to FBT	275	275	2,637	5,000	5,000	2,637	9.5%
Other benefits not subject to FBT	400	400	1,450	2,500	2,500	1,450	9.5%
Employer superannuation	4,760	6,163	8,394	12,250	17,862	12,680	95.2%
TOTAL REMUNERATION	61,040	76,300	89,772	115,611	155,000	102,520	100.0%
Fringe Benefits Tax	518	5,651	6,687	10,361	13,563	7,501	33.3%
TOTAL EMPLOYMENT COST	61,040	76,300	96,459	125,971	155,000	105,020	100.0%
Performance bonus	1,190	4,440	6,320	19,500	24,875	10,907	47.6%
TOTAL PACKAGE	62,720	77,000	96,459	125,971	171,011	110,214	100.0%

		BASE SALARY						TOTAL PACKAGE						
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	3 to less than 5	4	48,500	56,927	67,677	72,000	74,000	64,463	52,865	64,932	86,730	127,950	159,440	96,441
	7 to less than 10	5	58,500	73,000	84,000	85,000	140,000	88,100	64,552	93,440	113,637	125,971	180,600	115,640
	10 to less than 15	3	66,950	66,950	76,000	97,000	97,000	79,983	73,877	73,877	87,400	107,036	107,036	89,437
	15 to less than 20	3	77,569	77,569	90,000	145,000	145,000	104,190	86,257	86,257	114,531	219,888	219,888	140,225
State	NSW	8	56,000	66,152	80,000	92,500	97,000	78,788	62,720	80,638	101,747	112,841	125,971	97,393
	VIC	9	48,500	70,000	77,569	129,280	140,000	89,650	52,865	77,000	94,800	166,927	180,600	117,050
	WA	3	73,000	73,000	85,000	145,000	145,000	101,000	93,440	93,440	113,637	219,888	219,888	142,322
HR discipline of current employment	Human Resources	5	56,000	58,500	73,000	77,569	90,000	71,014	62,720	64,552	86,257	93,440	114,531	84,300
	Training	3	48,500	48,500	65,354	79,000	79,000	64,285	52,865	52,865	94,800	96,459	96,459	81,375
	Compensation & Benefits	4	70,000	77,500	112,500	142,500	145,000	110,000	77,000	95,319	147,119	200,244	219,888	147,781
	Other	7	66,950	74,000	84,000	97,000	130,000	88,993	73,877	87,400	111,150	159,440	171,011	119,412
Highest tertiary HR qual	Bachelor Degree (Pass)	8	58,500	69,975	81,285	117,500	145,000	92,627	64,552	80,067	102,295	147,119	219,888	117,925
	Masters Degree (inc.MBA)	7	48,500	49,779	70,000	84,000	90,000	69,519	52,865	54,929	94,800	114,531	125,971	88,079
Industry employed within	Manufacturing	3	65,354	65,354	84,000	129,280	129,280	92,878	96,459	96,459	125,971	166,927	166,927	129,786
	Medical/Health	3	49,779	49,779	70,000	90,000	90,000	69,926	54,929	54,929	77,000	114,531	114,531	82,153
	Other	4	48,500	52,250	64,500	79,000	85,000	65,625	52,865	57,793	78,080	103,539	113,637	80,666
Approx. turnover	Over \$100m	12	58,500	69,177	84,500	129,640	140,000	94,761	64,552	94,950	119,804	168,969	180,600	130,140

Typical Duties

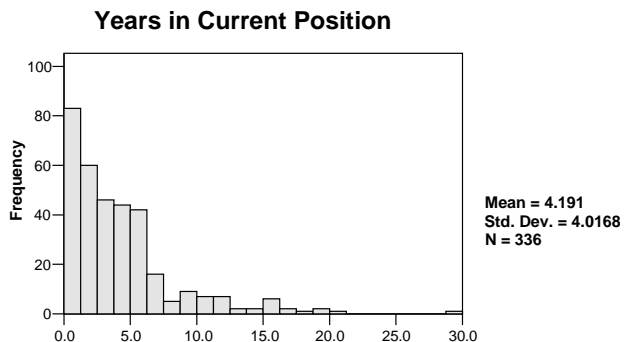
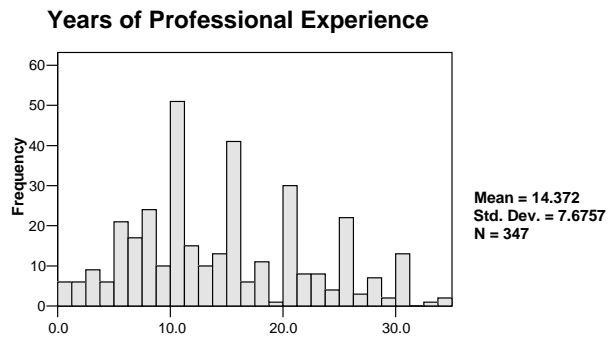
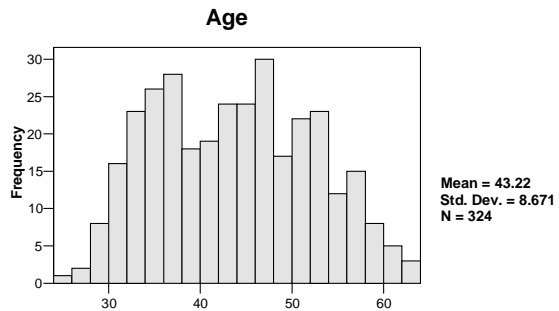
- Strategic HR policy planning
- Management of HR team
- Policy advice to senior management
- IR advocacy
- OH&S systems development
- Change management
- Senior recruitment and selection
- Compensation policy and planning
- Workforce planning

Typical Supervisor's Title

- Managing Director
- Financial Controller
- General Manager
- HR Principal
- CEO
- State Manager

Typical Highest HR Qualification

- Diploma or Certificate - 22%
- Bachelor Degree (Pass) - 24%
- Post Graduate Diploma - 24%
- Masters Degree (inc MBA) - 21%



n=348	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	70,000	84,275	101,875	132,975	171,000	113,789	100.0%
Annual % movement in base salary	0	3.3	4.8	8.1	11.6	5.7	58.6%
Annual leave loading	895	1,077	1,346	1,615	1,952	1,382	22.7%
Entertainment allowance	500	1,000	2,000	5,000	10,000	4,909	6.6%
Car allowance	8,000	15,000	20,000	24,000	27,900	19,108	25.9%
TOTAL CASH	73,000	88,500	107,667	140,750	178,000	119,369	100.0%
Original cost of vehicle provided	25,000	30,000	40,000	50,000	57,000	41,445	42.8%
Parking	1,000	2,000	3,500	5,000	9,600	4,206	19.8%
Other benefits subject to FBT	1,000	4,000	7,000	15,450	20,000	9,461	12.4%
Other benefits not subject to FBT	300	500	1,500	3,500	7,000	3,257	19.0%
Employer superannuation	6,570	8,100	10,170	14,400	20,813	12,248	95.7%
TOTAL REMUNERATION	83,047	100,095	122,162	164,510	203,730	136,641	100.0%
Fringe Benefits Tax	3,202	4,709	6,781	10,172	14,976	8,203	48.6%
TOTAL EMPLOYMENT COST	87,200	103,745	126,507	168,812	209,935	140,625	100.0%
Performance bonus	5,040	10,000	16,889	28,750	51,000	23,604	62.4%
TOTAL PACKAGE	90,050	107,193	138,572	187,437	246,809	155,343	100.0%



		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	1 to less than 3	12	70,000	82,500	101,875	132,500	154,000	105,415	79,800	96,100	129,946	188,517	230,831	145,968
	3 to less than 5	15	60,000	75,000	87,000	104,000	135,000	95,467	82,750	90,000	110,139	154,972	213,000	129,269
	5 to less than 7	22	61,912	70,000	80,867	95,000	104,270	81,937	76,492	92,847	104,393	129,742	146,359	111,907
	7 to less than 10	50	64,000	80,000	94,372	111,000	130,000	97,501	89,321	96,109	117,250	144,738	191,064	129,201
	10 to less than 15	89	66,600	80,000	98,000	124,500	155,000	106,673	87,200	106,460	129,000	177,775	218,769	146,791
	15 to less than 20	59	75,000	97,920	115,000	150,000	195,000	128,674	99,943	118,704	153,747	193,404	276,860	169,739
	20 to less than 25	50	85,500	95,850	110,000	150,000	200,000	126,555	104,170	120,469	149,778	196,200	287,556	171,040
	25 to less than 30	34	83,350	97,000	130,000	160,000	210,000	133,822	98,936	134,325	177,932	239,568	295,172	193,337
30 to less than 35	14	71,000	83,000	122,500	160,000	220,000	134,818	98,444	132,270	182,155	225,693	312,120	195,206	
State	NSW	129	80,000	95,500	111,000	150,000	200,000	126,523	99,943	124,179	153,747	196,767	280,311	173,388
	VIC	102	70,000	85,000	102,500	136,000	182,500	116,025	89,380	106,417	138,185	192,189	270,602	158,050
	QLD	57	65,475	80,000	95,000	115,000	145,000	99,499	81,239	100,000	116,137	167,948	215,241	136,030
	SA	21	63,000	80,000	93,000	117,400	151,200	101,446	91,017	110,000	122,109	147,289	223,949	140,229
	WA	17	61,912	82,500	96,000	113,000	141,310	98,307	67,484	94,925	124,370	152,267	181,464	125,850
	TAS	8	68,000	69,450	70,500	85,500	125,000	80,487	75,101	89,991	99,751	141,999	156,341	111,865
	ACT	8	66,500	68,500	82,042	106,000	195,000	96,823	79,800	96,154	104,385	157,578	251,550	130,948
NT	4	70,000	78,000	93,000	100,000	100,000	89,000	107,185	109,093	116,673	126,044	129,742	117,568	
HR discipline of current employment	Human Resources	292	70,000	84,222	101,000	132,975	170,000	113,397	89,600	107,019	139,076	184,710	246,809	154,768
	Industrial Relations	9	73,000	81,000	96,000	108,000	160,000	99,333	89,380	102,975	139,073	142,562	223,117	135,387
	Compensation & Benefits	4	115,000	117,500	142,500	175,500	186,000	146,500	134,325	163,275	194,496	259,269	321,771	211,272
	Other	32	68,000	90,000	104,500	140,000	175,000	115,581	98,131	111,690	131,248	221,359	239,568	158,905
Highest tertiary HR qualification	Diploma or Certificate	69	63,000	75,000	93,500	113,000	140,000	97,166	79,800	95,615	124,260	154,878	205,651	132,228
	Bachelor Degree (Pass)	76	66,500	84,000	100,000	136,500	190,000	115,696	94,380	112,590	131,495	176,916	265,059	153,479
	Bachelor Degree (Hons)	14	73,000	85,000	100,750	115,000	158,000	109,360	80,553	97,401	141,601	176,242	256,460	146,677
	Post Graduate Diploma	76	75,000	89,750	103,250	139,450	186,000	121,768	98,131	113,115	140,831	195,374	295,172	169,463
	Masters Degree (inc.MBA)	66	80,000	95,600	116,250	150,000	185,000	124,885	94,925	122,109	173,050	204,468	246,809	174,041
	Other	18	70,000	83,000	107,750	152,000	171,000	116,680	91,017	110,000	138,192	196,200	252,675	157,866
Industry employed within	Agriculture/Forestry/Fishing	5	95,500	100,000	100,000	111,000	132,950	107,890	104,483	122,346	160,835	180,221	185,128	150,603
	Arts/Media	4	95,000	115,000	142,500	155,000	160,000	135,000	117,800	132,475	171,075	212,916	230,831	172,695
	Consulting - Prof.Mgt	5	87,000	92,000	115,000	120,000	150,000	112,800	100,580	112,230	134,325	142,800	190,000	135,987
	Education - Secondary	6	73,000	85,000	95,000	106,230	110,000	94,038	80,553	101,518	114,040	125,179	164,589	116,653
	Eng/Arch/Building	8	66,500	75,367	122,000	148,500	210,000	121,029	86,333	106,909	163,923	217,893	275,900	167,461
	Finance/Banking	30	85,768	100,000	128,250	150,000	194,000	129,469	93,988	112,200	149,425	217,775	254,575	169,607
	Hospitality/Food/Beverage	22	55,723	64,220	80,000	110,000	130,000	92,097	64,260	74,240	105,842	148,200	156,263	124,271
	Import/Export	4	90,000	91,000	94,500	116,000	135,000	103,500	116,719	121,894	127,703	168,827	209,319	145,361
	Information Technology	8	90,000	95,500	103,500	173,000	385,000	152,375	99,190	114,330	136,869	194,802	558,950	193,768
	Legal	15	89,000	95,850	112,000	165,000	182,500	134,973	100,000	104,476	150,150	190,750	198,925	152,347
	Manufacturing	62	75,000	90,000	104,500	131,000	165,000	115,331	95,843	119,062	151,950	203,807	265,059	166,506
	Medical/Health	12	78,500	80,000	87,750	117,500	150,000	103,159	88,277	105,562	131,817	168,524	195,519	137,254
	Mining/Resources	16	80,000	88,871	122,500	145,500	214,000	131,172	107,798	123,115	169,531	225,203	330,820	186,458
	Printing & publishing	8	65,000	67,737	89,200	101,500	160,000	92,734	84,000	98,039	120,785	136,030	223,117	127,103
	Retail	18	75,000	81,000	100,875	133,000	220,000	119,458	91,890	107,200	135,974	207,887	294,800	169,990
	Sales/Marketing/PR/Advert.	5	62,000	89,510	96,000	110,000	115,000	94,502	95,615	110,992	129,501	155,648	172,368	132,825
	Telecommunications	12	84,444	108,500	134,500	156,000	170,000	133,954	122,933	141,855	188,719	218,369	248,157	187,078
	Transport/Logistics	16	73,600	92,100	104,135	127,500	200,000	116,208	102,254	131,761	163,098	189,743	298,962	179,172
	Utility	6	68,000	105,000	129,000	171,000	195,000	132,833	98,131	132,297	201,396	251,550	355,974	206,791
	Welfare/Charity/Religious	16	51,000	64,750	80,000	98,500	110,000	81,115	75,225	90,761	113,934	135,864	166,551	112,878
Other	46	66,600	82,500	103,500	120,000	154,000	107,720	88,742	99,934	134,560	159,385	206,080	141,242	
Approximate turnover of company	Less than \$5m	11	60,000	61,912	70,000	81,000	125,000	78,451	67,484	76,492	94,380	99,934	153,753	96,071
	\$5m to \$10m	12	63,000	66,800	85,000	99,000	139,000	88,842	82,050	83,880	96,093	110,614	183,878	109,319
	\$11m to \$20m	32	58,200	65,650	85,500	97,925	112,000	83,859	70,850	80,519	102,082	126,019	159,690	107,896
	\$21m to \$50m	48	70,000	80,367	92,500	105,000	135,000	97,681	91,017	104,043	118,627	145,966	167,160	127,998
	\$51m to \$100m	59	70,000	80,000	100,000	115,000	140,000	101,710	89,900	104,483	130,200	156,341	194,900	136,482
	Over \$100m	171	84,000	100,000	120,000	160,000	200,000	133,912	111,600	132,090	176,004	226,309	294,545	188,724
	Don't know	8	65,000	70,000	96,000	106,000	112,000	90,125	72,850	85,101	116,530	128,255	176,242	113,608



Typical Duties

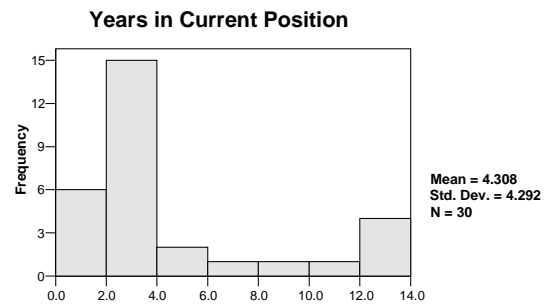
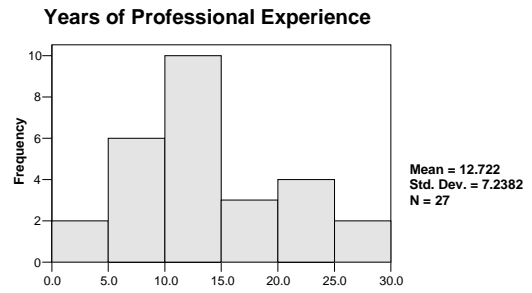
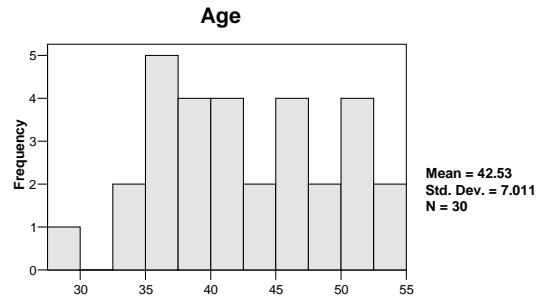
- General management
- Financial management
- Policy advice to senior management
- Management of staff
- Business development

Typical Supervisor's Title

- CEO
- Managing Director
- Regional Manager
- General Manager

Typical Highest HR Qualification

- Diploma or Certificate - 29%
- Bachelor Degree (Pass) - 33%
- Post Graduate Diploma - 21%
- Masters Degree (inc MBA) - 12.5%



n=30	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	50,000	65,000	88,800	125,000	178,000	102,467	100.0%
Annual % movement in base salary	0	3.1	5.0	7.7	13.3	5.9	43.3%
Annual leave loading	646	673	942	1,346	1,656	1,058	23.3%
Entertainment allowance	1,000	1,000	6,000	10,000	10,000	5,667	10.0%
Car allowance	9,000	10,000	12,000	26,000	30,000	17,000	23.3%
TOTAL CASH	52,336	65,267	91,939	125,000	191,500	107,247	100.0%
Original cost of vehicle provided	30,000	32,500	39,500	47,000	52,000	41,250	40.0%
Parking	3,000	3,000	4,000	5,000	5,000	4,000	6.7%
Other benefits subject to FBT	1,500	9,000	10,000	12,600	15,000	9,620	16.7%
Other benefits not subject to FBT	250	500	5,000	5,000	15,000	5,150	16.7%
Employer superannuation	4,500	5,850	7,650	11,070	15,300	9,362	90.0%
TOTAL REMUNERATION	66,974	81,750	104,740	135,726	205,975	122,326	100.0%
Fringe Benefits Tax	4,144	5,651	8,948	10,775	14,599	8,931	46.7%
TOTAL EMPLOYMENT COST	73,446	87,789	109,449	144,218	205,975	126,494	100.0%
Performance bonus	10,050	17,000	23,425	52,500	107,000	42,005	33.3%
TOTAL PACKAGE	73,446	87,789	109,449	169,468	247,619	140,496	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	5 to less than 7	4	48,000	56,500	83,000	101,000	101,000	78,750	52,966	73,768	123,269	160,718	169,468	117,243
	10 to less than 15	10	56,500	72,000	99,000	125,000	212,500	113,100	68,125	86,206	117,550	172,720	300,000	148,041
	15 to less than 20	3	67,000	67,000	87,600	150,000	150,000	101,533	73,280	73,280	96,360	202,500	202,500	124,047
	20 to less than 25	4	44,000	54,200	125,200	193,000	200,000	123,600	87,789	89,873	173,047	318,069	382,000	203,971
State	NSW	9	65,000	95,000	123,000	150,000	200,000	124,067	94,569	119,829	154,176	202,300	382,000	171,800
	VIC	9	70,000	82,000	90,000	108,000	270,000	118,222	92,650	101,426	110,100	172,720	358,900	160,740
	QLD	5	48,000	50,000	52,000	63,000	100,000	62,600	52,966	54,500	73,611	86,206	145,485	82,554
	WA	3	50,000	50,000	67,000	125,000	125,000	80,667	73,280	73,280	75,538	157,825	157,825	102,214
HR discipline of current employment	Human Resources	12	50,000	64,700	86,500	147,500	186,000	104,367	54,500	91,179	126,698	185,884	254,139	150,409
	Recruitment	3	108,000	108,000	150,000	155,000	155,000	137,667	172,720	172,720	202,500	241,100	241,100	205,440
	Other	7	44,000	50,000	67,000	123,000	125,000	78,143	73,280	75,538	86,206	125,000	154,176	98,272
Highest tertiary HR qualification	Diploma or Certificate	7	50,000	64,400	87,600	123,000	200,000	97,857	54,500	87,789	96,360	154,176	382,000	141,318
	Bachelor Degree (Pass)	8	44,000	50,000	65,000	107,500	155,000	80,500	52,966	73,446	89,081	117,550	241,100	106,777
	Post Graduate Diploma	5	72,000	75,000	85,000	101,000	186,000	103,800	81,750	92,650	95,957	151,969	254,139	135,293
	Masters (inc.MBA)	3	50,000	50,000	170,000	270,000	270,000	163,333	75,538	75,538	202,300	358,900	358,900	212,246
Industry employed within	Consulting - Prof.Mgt	3	50,000	50,000	67,000	270,000	270,000	129,000	54,500	54,500	73,280	358,900	358,900	162,227
	Finance/Banking	3	82,000	82,000	87,600	123,000	123,000	97,533	96,360	96,360	108,799	154,176	154,176	119,778
	Manufacturing	3	44,000	44,000	186,000	200,000	200,000	143,333	91,956	91,956	254,139	382,000	382,000	242,698
	Welfare/Charity	4	48,000	50,000	62,000	78,500	85,000	64,250	52,966	63,289	83,131	94,303	95,957	78,796
	Other	6	70,000	95,000	112,500	150,000	170,000	118,333	101,426	119,829	135,243	202,300	202,500	149,423
Approximate turnover of company	Less than \$5m	4	48,000	49,000	50,000	75,500	101,000	62,250	52,966	53,733	65,019	122,503	169,468	88,118
	\$5m to \$10m	7	44,000	64,400	75,000	95,000	150,000	83,629	81,750	87,789	92,650	119,829	202,500	110,347
	\$11m to \$20m	7	65,000	67,000	82,000	108,000	170,000	94,714	73,280	94,569	108,799	172,720	202,300	129,295
	\$21m to \$50m	5	63,000	87,600	90,000	186,000	270,000	139,320	86,206	96,360	110,100	254,139	358,900	181,141
	Over \$100m	3	100,000	100,000	125,000	200,000	200,000	141,667	145,485	145,485	157,825	382,000	382,000	228,437

Typical Duties

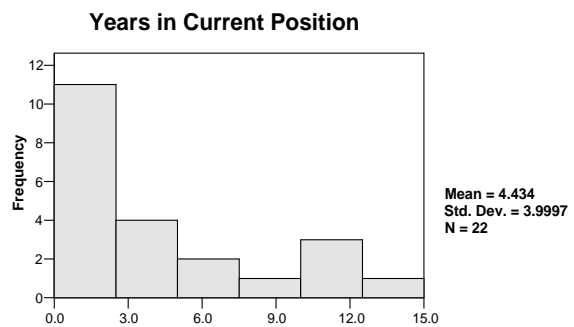
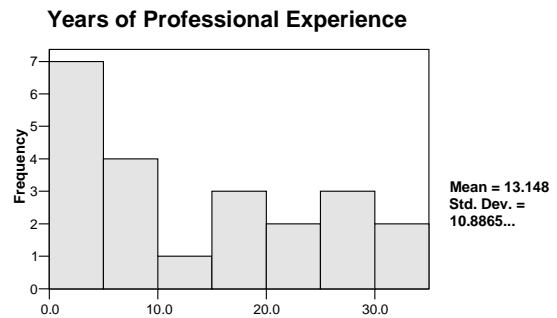
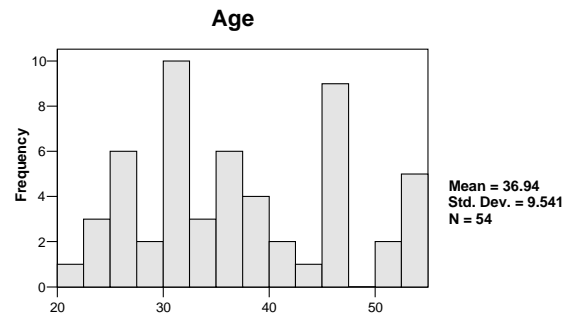
- Business development
- Rewards management
- Office management/supervision
- Consulting
- Program management
- Organisation development
- Provision of specialist advice

Typical Supervisor's Title

- HR Manager
- Board of Directors
- Operations Manager
- Divisional Manager

Typical Highest HR Qualification

- Diploma or Certificate - 30%
- Bachelor Degree (Pass) - 24%
- Post Graduate Diploma - 16%
- Masters Degree (inc MBA) - 14%



n=58	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	42,000	47,500	58,500	90,000	140,000	80,457	100.0%
Annual % movement in base salary	0	3.3	5.1	8.8	14.6	6.4	41.4%
Annual leave loading	525	612	700	861	1,354	801	29.3%
Entertainment allowance	4,000	4,000	4,000	4,000	4,000	4,000	1.7%
Car allowance	1,300	5,650	10,686	15,686	20,000	10,668	6.9%
TOTAL CASH	42,000	47,633	58,894	97,500	140,000	81,496	100.0%
Original cost of vehicle provided	9,000	25,000	30,000	35,000	80,000	36,178	15.5%
Parking	1,000	1,000	1,500	4,800	7,000	2,800	10.3%
Other benefits subject to FBT
Other benefits not subject to FBT	450	1,500	8,000	15,000	15,500	7,458	12.1%
Employer superannuation	3,870	4,950	6,300	9,054	15,600	8,374	91.4%
TOTAL REMUNERATION	45,606	54,565	69,760	111,008	152,600	91,446	100.0%
Fringe Benefits Tax	932	4,709	5,651	8,571	15,070	6,542	15.5%
TOTAL EMPLOYMENT COST	45,606	54,565	69,760	115,100	156,349	92,461	100.0%
Performance bonus	2,000	2,450	5,440	12,600	44,000	11,941	25.9%
TOTAL PACKAGE	45,606	55,366	71,573	115,100	156,349	95,550	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Job	Academic	3	52,000	52,000	100,600	250,000	250,000	134,200	59,980	59,980	115,717	272,500	272,500	149,399
	Accountant/Finance/Clerk	10	39,500	42,000	50,186	55,000	69,000	51,487	44,317	50,207	57,733	74,945	77,930	60,593
	Admin/Clerical (Non-HR)	11	37,000	41,200	46,651	55,000	60,000	48,214	43,788	45,463	55,173	59,950	65,400	53,894
	Barrister/Solicitor	7	56,000	82,000	97,500	120,000	140,000	99,714	61,040	89,380	106,275	130,800	152,600	107,146
	Supervisor/Team Leader	5	52,960	58,000	58,500	59,000	70,000	59,692	63,220	66,105	80,986	81,050	93,025	76,877
	Other	22	45,150	55,000	76,500	108,045	196,000	101,009	49,214	59,287	95,941	129,766	270,510	125,477
Years of experience working in HR	1 to less than 3	16	40,000	51,000	55,500	64,000	70,000	55,906	45,600	53,431	64,310	75,623	81,050	63,103
	3 to less than 5	9	45,000	46,651	48,000	58,500	82,500	55,169	45,606	55,366	57,085	59,287	89,925	61,052
	7 to less than 10	8	37,000	42,500	59,500	84,250	120,000	66,188	43,788	52,625	76,435	96,664	120,000	76,905
	10 to less than 15	5	52,000	52,960	108,045	120,000	140,000	94,601	59,980	80,986	129,141	130,800	152,600	110,701
	15 to less than 20	4	82,000	88,500	157,500	235,000	250,000	161,750	104,829	114,151	197,987	284,950	297,400	199,551
	25 to less than 30	4	39,000	71,500	108,000	231,000	350,000	151,250	43,035	86,401	143,058	280,493	404,637	183,447
State	NSW	14	42,000	46,000	52,666	70,000	169,500	74,049	45,606	57,085	62,690	80,986	210,742	90,782
	VIC	22	43,000	47,500	56,000	82,000	100,600	70,352	46,870	55,000	62,675	89,925	125,359	80,492
	QLD	4	47,000	55,500	80,750	102,773	108,045	79,136	51,863	69,458	96,664	117,708	129,141	93,583
	SA	8	70,000	88,500	108,000	168,000	350,000	143,625	76,300	114,151	141,183	213,429	404,637	177,308
	WA	4	39,000	47,500	63,000	95,000	120,000	71,250	43,035	52,037	71,045	100,525	120,000	76,281
	TAS	4	43,000	49,000	56,750	74,250	90,000	61,625	46,870	56,487	70,525	95,023	115,100	75,755
HR discipline of current employment	Human Resources	25	43,000	47,500	55,000	90,000	112,000	73,550	46,870	55,000	76,300	115,717	152,600	89,984
	Industrial Relations	7	55,000	56,000	82,000	120,000	120,000	84,929	61,040	65,450	89,380	120,000	130,800	94,285
	Payroll	4	39,000	40,500	47,186	55,186	58,000	47,843	43,035	50,060	57,733	60,800	63,220	55,430
	Recruitment	4	34,000	40,326	52,826	154,500	250,000	97,413	34,000	46,615	76,128	182,763	272,500	114,689
	Other	13	46,000	55,000	58,500	70,000	85,000	63,746	50,140	59,287	65,400	83,300	104,829	72,566
Highest tertiary HR qualification	Diploma or Certificate	15	41,200	45,000	52,960	68,000	104,000	64,679	45,600	46,870	59,950	80,986	156,349	81,586
	Bachelor Degree (Pass)	12	39,000	46,250	56,750	98,500	120,000	71,417	43,788	51,035	60,736	122,680	129,766	80,782
	Post Graduate Diploma	8	57,000	58,750	67,000	158,750	350,000	122,000	59,287	71,590	90,039	201,838	404,637	148,857
	Masters Degree (inc.MBA)	7	45,150	52,000	90,000	108,045	250,000	101,456	49,214	59,980	104,829	129,141	272,500	115,295
	Other	5	34,000	43,000	50,000	55,000	60,000	48,400	34,000	46,870	55,173	65,400	65,450	53,379
Industry employed within	Consulting - Prof.Mgt	4	55,000	62,500	119,750	209,750	250,000	136,125	59,950	68,125	143,521	241,621	272,500	154,873
	Education - Higher	5	37,000	48,000	52,000	68,000	100,600	61,120	43,788	55,366	59,980	79,560	115,717	70,882
	Finance/Banking	8	45,500	46,500	52,500	125,500	350,000	105,563	50,140	51,035	60,312	169,355	404,637	127,022
	Legal	8	55,000	58,000	82,250	108,750	120,000	84,125	55,000	63,220	89,652	113,138	130,800	89,727
	Medical/Health	4	55,000	62,500	82,500	99,500	104,000	81,000	74,945	77,998	92,939	130,589	156,349	104,293
	Telecommunications	4	41,200	43,175	45,900	58,326	70,000	50,750	45,463	47,338	54,222	71,265	83,300	59,302
	Other	9	39,000	43,000	57,000	85,000	108,045	63,672	43,035	46,870	62,130	115,100	129,141	79,186
Approximate turnover of company	Less than \$5m	6	34,000	55,000	59,500	108,045	169,500	80,924	34,000	65,400	80,613	129,141	210,742	100,085
	\$5m to \$10m	9	39,000	43,000	68,000	90,000	250,000	83,556	43,035	58,380	76,300	104,829	272,500	96,835
	\$11m to \$20m	3	52,960	52,960	70,000	97,500	97,500	73,487	80,986	80,986	81,050	106,275	106,275	89,437
	\$21m to \$50m	5	82,000	85,000	100,600	104,000	120,000	98,320	115,717	123,474	125,359	130,800	156,349	130,340
	\$51m to \$100m	3	71,000	71,000	82,000	112,000	112,000	88,333	84,671	84,671	89,380	129,766	129,766	101,272
	Over \$100m	21	45,150	47,500	57,000	70,000	196,000	90,064	49,214	55,173	62,130	87,053	270,510	105,705
	Don't know	11	40,000	43,000	48,000	55,000	58,000	50,957	45,600	46,870	55,366	59,980	63,220	56,928

Typical Duties

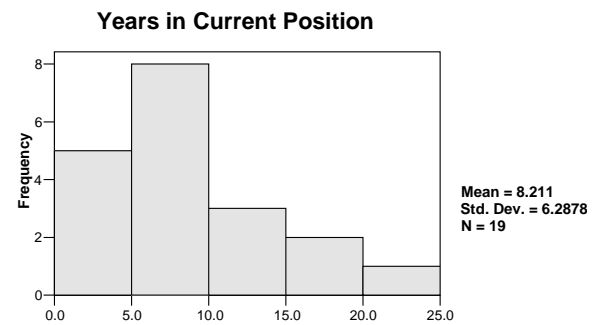
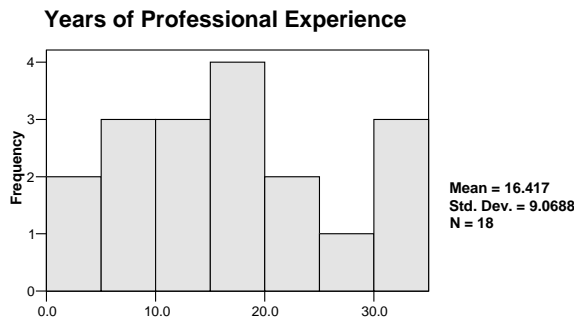
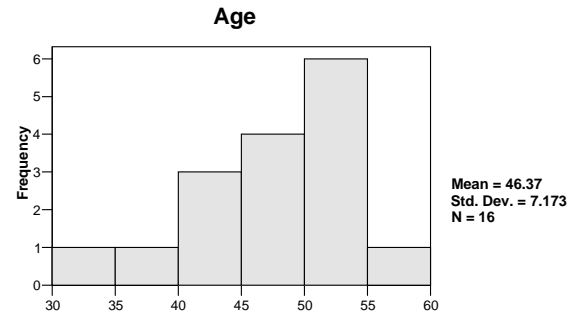
- Lecturing
- Tutoring
- Research
- Training
- Develop course materials
- Course administration

Typical Supervisor's Title

- Principal
- Dean
- Head of School

Typical Highest HR Qualification

- Masters Degree (inc MBA) - 32%
- Doctorate/PhD/D.Sc - 47%



n=19	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	56,000	64,400	68,000	74,000	91,000	70,727	100.0%
Annual % movement in base salary	.8	2.2	3.1	4.6	5.2	3.2	68.4%
Annual leave loading	754	902	969	996	1,225	959	47.4%
Entertainment allowance
Car allowance
TOTAL CASH	56,754	64,400	70,000	74,996	92,225	71,590	100.0%
Original cost of vehicle provided
Parking	360	360	360	360	360	360	5.3%
Other benefits subject to FBT	5,100	5,100	5,100	5,100	5,100	5,100	5.3%
Other benefits not subject to FBT
Employer superannuation	5,940	6,660	8,700	11,551	12,410	9,145	100.0%
TOTAL REMUNERATION	62,888	73,030	79,292	86,110	100,415	81,022	100.0%
Fringe Benefits Tax	4,804	4,804	4,804	4,804	4,804	4,804	5.3%
TOTAL EMPLOYMENT COST	62,888	73,030	80,660	86,110	100,415	81,275	100.0%
Performance bonus	6,700	6,700	12,600	18,500	18,500	12,600	10.5%
TOTAL PACKAGE	62,888	75,992	81,656	86,173	100,415	82,602	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	10 to less than 15	3	70,000	70,000	73,000	91,000	91,000	78,000	76,300	76,300	86,393	100,415	100,415	87,702
	15 to less than 20	4	53,750	55,875	63,000	87,000	106,000	71,437	62,888	65,974	73,290	100,770	124,020	83,372
	30 to less than 35	3	56,000	56,000	66,000	67,000	67,000	63,000	61,794	61,794	79,730	82,732	82,732	74,752
State	NSW	9	56,000	67,000	70,000	74,000	91,000	71,066	61,794	79,292	81,656	82,732	100,415	82,599
	VIC	4	53,750	57,934	63,259	66,173	67,947	62,054	62,888	67,783	74,335	81,082	86,173	74,433
	QLD	3	72,000	72,000	79,000	106,000	106,000	85,667	85,209	85,209	86,110	124,020	124,020	98,446
HR discipline of current employment	Human Resources	6	53,750	67,000	69,000	74,000	74,000	67,792	62,888	76,300	78,406	81,656	99,160	79,469
	Training	7	56,000	58,000	67,947	91,000	106,000	74,220	61,794	69,060	82,732	100,415	124,020	86,643
	Other	5	64,400	67,000	72,000	73,000	79,000	71,080	75,992	79,730	85,209	86,110	86,393	82,687
Highest tertiary HR qualification	Masters (inc.MBA)	6	67,947	70,000	73,296	79,000	91,000	75,757	76,300	82,310	85,660	86,173	100,415	86,086
	Doctorate/PhD/DSc	9	56,000	67,000	68,000	74,000	106,000	72,156	61,794	77,520	79,730	86,393	124,020	85,062
Industry employed in	Education - Higher	14	62,118	66,000	67,973	74,000	79,000	71,176	72,678	77,520	82,194	86,173	99,160	84,176
	Education - TAFE/VET	3	58,000	58,000	70,000	91,000	91,000	73,000	69,060	69,060	76,300	100,415	100,415	81,925

Typical Duties

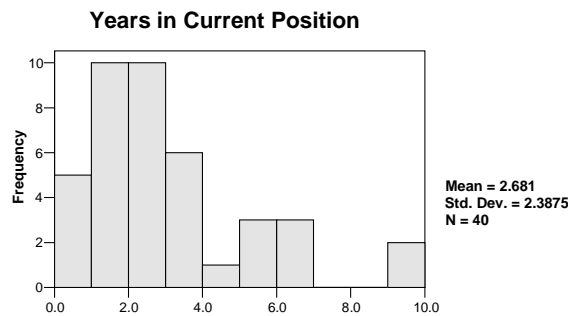
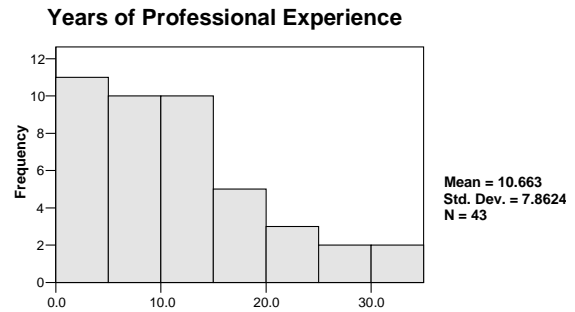
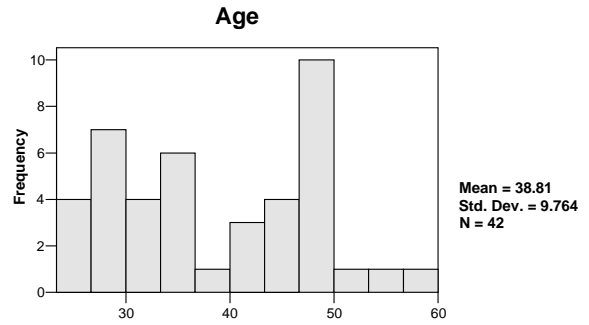
- Recruitment
- Training and development
- Remuneration and benefits advice
- ER/IR advice
- Project management

Typical Supervisor's Title

- HR Manager
- Business Manager
- Financial Controller
- HR Principal

Typical Highest HR Qualification

- Diploma or Certificate - 28%
- Bachelor Degree (Pass) - 26%
- Post Graduate Diploma - 10%
- Masters Degree (inc. MBA) - 15%



n=43	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	45,000	57,137	62,073	70,000	91,000	64,805	100.0%
Annual % movement in base salary	.7	3.2	4.8	7.3	11.4	5.4	46.5%
Annual leave loading	601	698	824	861	942	797	37.2%
Entertainment allowance
Car allowance
TOTAL CASH	45,806	57,660	62,285	70,050	91,000	65,106	100.0%
Original cost of vehicle provided	25,000	25,000	25,000	30,000	30,000	26,667	7.0%
Parking	3,600	3,600	3,600	3,600	3,600	3,600	2.3%
Other benefits subject to FBT	500	500	500	500	500	500	2.3%
Other benefits not subject to FBT	500	500	8,700	14,090	17,000	8,158	11.6%
Employer superannuation	5,130	5,580	6,789	9,100	11,583	7,494	97.7%
TOTAL REMUNERATION	56,308	63,220	70,621	80,032	101,780	74,170	100.0%
Fringe Benefits Tax	471	2,590	4,709	5,180	5,651	3,885	9.3%
TOTAL EMPLOYMENT COST	56,308	66,700	70,621	80,032	104,970	74,531	100.0%
Performance bonus	3,200	5,670	9,200	18,600	18,750	10,741	16.3%
TOTAL PACKAGE	56,308	66,700	70,850	80,032	107,890	76,280	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	1 to less than 3	5	43,600	44,644	45,000	64,000	93,000	58,049	47,524	49,263	49,550	69,760	123,570	67,933
	3 to less than 5	6	44,000	45,000	52,733	74,392	76,500	57,560	52,241	62,642	67,229	82,575	89,505	70,237
	5 to less than 7	6	48,690	54,000	57,830	65,000	92,000	62,558	56,308	63,180	65,341	74,975	116,471	73,603
	7 to less than 10	4	62,000	63,500	67,525	75,525	81,000	69,512	67,580	69,215	75,441	89,688	99,343	79,451
	10 to less than 15	10	56,000	57,137	61,178	64,000	80,500	63,945	62,589	66,879	70,270	78,075	97,626	75,042
	15 to less than 20	5	62,483	63,163	64,000	75,000	125,000	77,929	70,621	72,696	76,646	81,750	155,000	91,343
	20 to less than 25	3	62,073	62,073	63,000	91,000	91,000	72,024	68,901	68,901	74,970	121,081	121,081	88,317
State	NSW	8	57,000	60,000	64,500	83,000	125,000	74,625	62,130	65,400	71,905	101,416	155,000	86,821
	VIC	17	44,000	48,690	62,000	64,000	92,000	62,909	49,550	62,642	67,580	74,970	116,471	74,550
	QLD	10	51,233	58,000	63,000	65,000	67,500	61,182	66,790	67,580	70,736	74,975	77,658	71,450
	SA	3	44,644	44,644	63,163	74,392	74,392	60,733	49,263	49,263	76,646	82,575	82,575	69,495
HR discipline	Human Resources	31	48,690	57,660	62,000	70,000	91,000	65,517	62,642	66,700	70,850	78,075	107,890	76,650
	Training	6	44,644	57,000	62,500	75,000	76,500	63,024	49,263	62,130	75,755	87,361	89,505	73,295
Highest tertiary HR qualification	Diploma or Certificate	11	57,137	58,000	63,163	65,000	76,500	65,474	63,048	66,700	72,960	76,646	89,505	76,516
	Bachelor Degree (Pass)	10	45,733	54,000	61,000	70,050	91,500	64,052	62,911	63,220	72,798	80,032	112,180	78,486
	Bachelor Degree (Hons)	4	44,644	44,822	53,500	68,500	75,000	56,661	49,263	49,406	58,565	74,665	81,750	62,036
	Post Graduate Diploma	6	45,000	57,660	62,000	62,073	74,392	60,521	52,241	67,462	67,580	68,901	82,575	67,723
	Masters (inc.MBA)	6	43,600	61,000	64,500	91,000	125,000	74,933	47,524	69,760	79,106	121,081	155,000	91,929
Industry employed within	Government - Federal	12	57,000	57,830	62,000	73,275	81,000	68,297	62,130	66,790	67,580	84,769	99,343	78,684
	Government - State	14	60,952	61,458	63,582	65,000	75,000	65,494	67,580	70,621	72,828	81,750	87,361	76,571
	Government - Local	4	44,644	49,822	59,500	64,500	65,000	57,161	49,263	61,542	74,398	76,525	78,075	69,033

Typical Duties

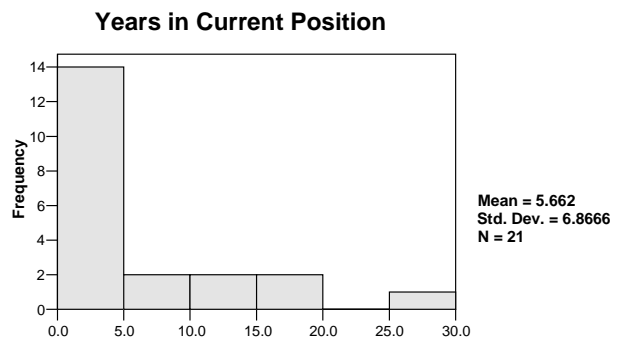
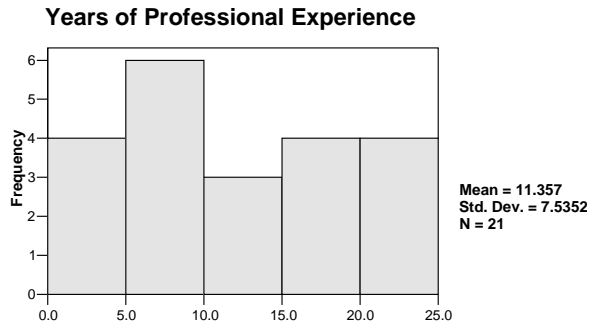
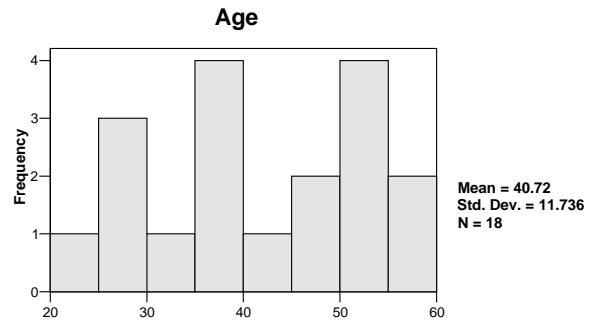
- Recruitment and selection
- Induction
- Performance reviews
- Payroll administration
- HR record keeping
- Training policy development and delivery
- Implement HR policies and procedures

Typical Supervisor's Title

- CEO
- ER Manager
- HR Manager
- HR Principal

Typical Highest HR Qualification

- Diploma or Certificate - 50%
- Bachelor Degree (Pass) - 19%
- Post Graduate Diploma - 12.5%



n=21	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	40,000	44,326	52,000	60,000	69,000	52,720	100.0%
Annual % movement in base salary	0	2.1	3.9	6.4	9.7	4.5	57.1%
Annual leave loading	417	646	693	899	1,063	727	42.9%
Entertainment allowance
Car allowance
TOTAL CASH	40,000	44,326	52,000	60,000	69,929	53,031	100.0%
Original cost of vehicle provided	20,000	20,000	20,000	20,000	20,000	20,000	4.8%
Parking
Other benefits subject to FBT	102	102	102	102	102	102	4.8%
Other benefits not subject to FBT
Employer superannuation	3,623	4,360	5,175	6,255	11,654	6,142	95.2%
TOTAL REMUNERATION	44,400	49,202	56,817	68,481	76,300	59,102	100.0%
Fringe Benefits Tax	3,960	3,960	3,960	3,960	3,960	3,960	4.8%
TOTAL EMPLOYMENT COST	44,400	49,202	56,817	68,481	76,300	59,290	100.0%
Performance bonus	1,000	1,000	1,000	1,000	1,000	1,000	4.8%
TOTAL PACKAGE	45,235	49,202	56,817	68,481	76,300	59,338	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	7 to less than 10	4	43,000	43,663	47,908	51,745	52,000	47,704	46,870	48,036	53,010	57,399	57,980	52,717
	10 to less than 15	3	41,500	41,500	48,000	48,000	48,000	45,833	45,235	45,235	52,966	54,406	54,406	50,869
	15 to less than 20	4	55,000	60,900	68,400	74,500	79,000	67,700	59,950	67,833	76,008	82,922	89,543	75,377
	20 to less than 25	3	52,000	52,000	54,000	64,000	64,000	56,667	54,727	54,727	65,262	78,080	78,080	66,023
State	VIC	5	39,000	41,500	51,490	54,000	64,000	49,998	43,035	45,235	54,727	56,817	78,080	55,579
	ACT	7	44,345	54,654	60,000	70,000	79,000	61,714	50,376	59,950	68,481	76,300	89,543	69,456
HR discipline	Human Resources	17	39,000	43,000	51,490	55,000	66,800	51,124	43,035	46,870	54,727	65,262	78,080	57,341
Highest tertiary HR qual	Diploma or Certificate	8	40,000	42,913	50,000	57,000	79,000	52,353	45,235	47,301	54,566	61,690	89,543	57,737
	Bachelor Degree (Pass)	3	39,000	39,000	44,345	51,490	51,490	44,945	43,035	43,035	50,376	56,817	56,817	50,076
Industry employed within	Government - Federal	7	40,000	44,345	54,654	60,000	70,000	53,714	45,400	50,376	65,262	68,481	76,300	61,596
	Government - State	4	44,326	46,163	50,000	60,500	69,000	53,331	49,202	51,804	56,193	67,059	76,139	59,432
	Government - Local	3	31,000	31,000	39,000	43,000	43,000	37,667	34,207	34,207	43,035	46,870	46,870	41,371

Typical Duties

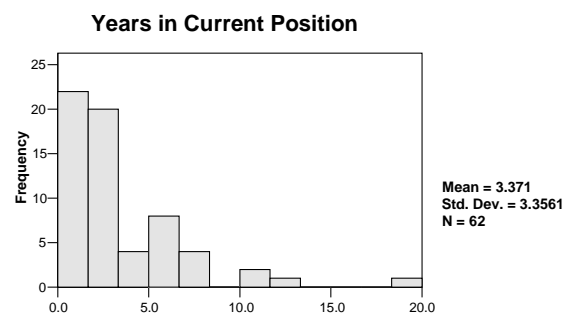
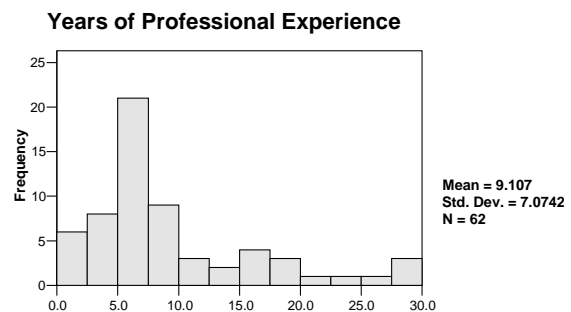
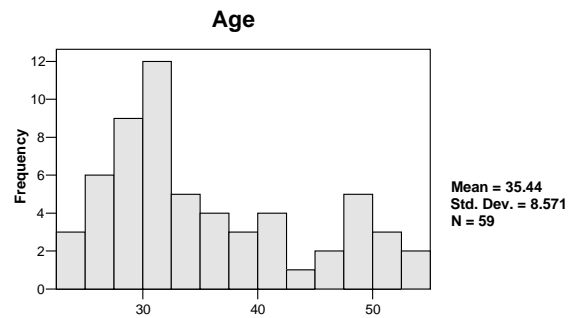
- Recruitment and selection
- Employee relations
- Performance management
- Rehabilitation policy and case management
- General HR advice
- Training policy development and delivery
- Remuneration and compensation advice
- OH&S advice

Typical Supervisor's Title

- CEO
- HR Manager
- Business Manager
- HR Principal

Typical Highest HR Qualification

- Diploma or Certificate - 25%
- Bachelor Degree (Pass) - 35%
- Post Graduate Diploma - 17%
- Masters Degree (inc. MBA) - 12%



n=63	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	46,301	52,000	58,336	70,000	77,000	61,134	100.0%
Annual % movement in base salary	0	2.4	4.3	8.1	10.1	5.2	36.5%
Annual leave loading	619	686	740	902	1,016	788	41.3%
Entertainment allowance
Car allowance
TOTAL CASH	46,619	52,239	58,369	70,000	77,023	61,475	100.0%
Original cost of vehicle provided	20,000	24,000	26,000	30,000	37,000	27,400	7.9%
Parking	145	1,680	3,000	4,000	4,015	2,640	9.5%
Other benefits subject to FBT	2,600	2,600	9,025	15,450	15,450	9,025	3.2%
Other benefits not subject to FBT	270	300	400	2,500	8,500	2,394	7.9%
Employer superannuation	4,512	5,067	6,300	7,497	9,626	6,708	96.8%
TOTAL REMUNERATION	50,759	59,930	64,310	77,857	85,216	69,110	100.0%
Fringe Benefits Tax	1,808	2,449	3,767	7,347	14,552	5,499	11.1%
TOTAL EMPLOYMENT COST	50,759	60,208	65,759	79,665	94,673	69,721	100.0%
Performance bonus	1,458	2,014	2,543	5,202	6,860	3,480	20.6%
TOTAL PACKAGE	52,667	60,208	66,375	80,553	96,132	70,439	100.0%

		BASE SALARY						TOTAL PACKAGE						
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	1 to less than 3	5	39,616	49,000	54,000	58,369	62,536	52,704	45,840	56,497	62,100	63,622	68,434	59,299
	3 to less than 5	8	46,000	48,217	52,445	54,500	78,184	54,313	52,667	56,099	59,595	66,600	97,508	64,345
	5 to less than 7	14	47,000	51,000	55,750	67,122	70,000	58,383	50,759	60,495	64,800	76,300	79,665	66,058
	7 to less than 10	16	51,000	52,340	60,021	73,156	76,000	61,616	58,276	60,449	69,790	82,760	85,216	69,766
	10 to less than 15	5	58,336	58,865	77,000	85,605	98,000	75,561	64,163	85,701	96,132	101,687	117,680	93,072
	15 to less than 20	7	45,768	54,835	67,000	72,667	86,000	64,581	49,887	61,367	73,700	86,580	104,020	73,332
	25 to less than 30	3	59,000	59,000	65,850	89,979	89,979	71,610	66,375	66,375	72,663	103,476	103,476	80,838
State	NSW	12	50,000	54,054	69,000	75,068	76,000	64,978	54,500	61,377	77,983	82,901	86,202	72,892
	VIC	15	51,000	52,072	58,865	72,667	77,000	62,953	58,321	62,235	72,663	85,701	96,132	74,070
	QLD	12	45,768	55,618	61,021	68,500	75,500	61,494	49,887	61,915	68,915	75,350	101,687	70,892
	SA	4	46,000	48,067	50,567	68,500	86,000	58,283	50,759	53,039	56,798	81,148	104,020	67,094
	WA	4	39,616	42,958	50,568	54,917	55,000	48,938	45,840	49,254	57,343	65,479	68,940	57,367
	TAS	5	51,545	52,000	54,065	58,533	59,000	55,029	56,878	61,360	61,740	65,759	71,594	63,466
	ACT	10	47,500	54,000	59,768	72,000	84,079	63,212	57,878	61,367	68,280	83,769	94,346	72,611
HR discipline of current employment	Human Resources	45	46,000	51,000	56,300	68,000	76,000	60,210	50,759	59,259	63,840	77,870	96,132	69,574
	Industrial Relations	11	52,000	54,000	57,000	77,000	78,184	62,525	60,208	62,100	68,781	85,701	97,508	73,176
	Training	4	58,000	58,433	62,933	71,000	75,000	64,716	63,220	63,691	69,047	77,841	81,750	70,766
Highest tertiary HR qualification	Diploma or Certificate	15	40,000	46,000	52,000	56,300	72,667	53,924	45,218	49,887	59,930	62,018	86,580	60,782
	Bachelor Degree (Pass)	21	49,000	54,000	58,369	67,000	75,137	61,021	56,497	60,495	64,260	73,700	79,665	68,630
	Bachelor Degree (Hons)	3	54,000	54,000	69,500	78,184	78,184	67,228	62,100	62,100	75,755	97,508	97,508	78,454
	Post Graduate Diploma	10	53,804	58,000	58,932	73,000	83,490	64,879	62,740	64,163	72,763	85,701	99,804	76,997
	Masters Degree (inc.MBA)	7	46,000	67,122	72,000	75,000	75,500	68,276	59,259	77,870	81,940	86,202	105,169	82,280
	Other	4	51,545	51,772	54,500	66,500	76,000	59,136	56,878	62,501	68,453	76,322	83,863	69,412
Industry employed within	Government - Federal	11	52,072	54,835	56,300	67,000	67,122	60,026	60,208	61,360	63,840	73,932	77,870	67,177
	Government - State	12	45,768	51,272	72,500	76,500	78,184	65,223	49,887	57,577	82,161	91,605	101,687	76,056
	Government - Local	8	47,000	50,067	52,172	60,675	69,500	55,291	47,000	54,910	60,212	67,449	75,755	60,987
	Finance/Banking	5	40,000	74,312	75,000	86,000	98,000	74,662	43,600	81,750	86,202	104,020	117,680	86,650
	Medical/Health	3	46,000	46,000	52,000	55,000	55,000	51,000	59,259	59,259	60,690	68,781	68,781	62,910
	Science/Research	6	49,000	52,608	56,185	64,200	89,979	61,359	56,497	62,100	62,941	72,546	103,476	70,083
	Utility	7	46,301	54,065	67,000	70,000	75,137	63,005	52,667	61,740	73,700	77,000	79,665	69,547

Typical Duties

- Recruitment and retention
- Change management
- Provision of strategic advice
- Business development
- HR consulting and policy development
- Training policy development and delivery
- Recruitment and selection
- Performance review
- Succession planning
- Remuneration and benefits policy
- Administration and records management

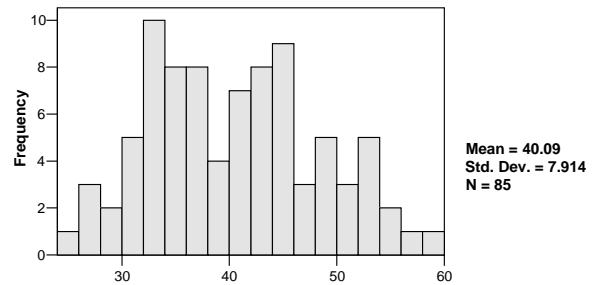
Typical Supervisor's Title

- General Manager
- Director
- HR Manager
- Business Services Manager
- General Manager
- HR Principal

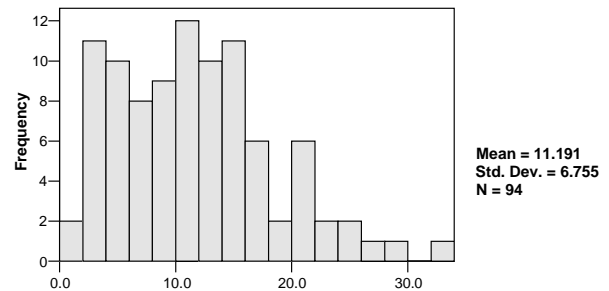
Typical Highest HR Qualification

- Diploma or Certificate - 35%
- Bachelor Degree (Pass) - 20%
- Post Graduate Diploma - 23%
- Masters Degree (inc MBA) - 17%

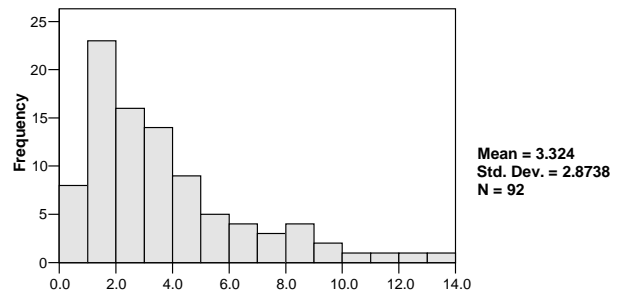
Age



Years of Professional Experience



Years in Current Position



n=94	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	52,000	61,562	70,500	78,000	92,000	71,134	100.0%
Annual % movement in base salary	2.8	3.2	4.2	5.6	8.3	5.0	43.6%
Annual leave loading	693	767	875	996	1,104	885	37.2%
Entertainment allowance	500	500	2,750	5,000	5,000	2,750	2.1%
Car allowance	1,000	4,000	6,250	18,750	26,000	10,625	8.5%
TOTAL CASH	53,000	62,000	71,000	80,000	95,000	72,437	100.0%
Original cost of vehicle provided	15,000	28,000	30,000	42,500	50,000	33,289	20.2%
Parking	260	260	1,000	3,900	3,900	1,720	3.2%
Other benefits subject to FBT	250	1,000	3,950	11,300	13,500	5,781	8.5%
Other benefits not subject to FBT	1,000	1,000	14,775	17,000	25,000	12,258	6.4%
Employer superannuation	5,130	6,030	7,517	9,272	12,410	8,074	94.7%
TOTAL REMUNERATION	61,540	69,518	81,591	92,468	108,109	82,590	100.0%
Fringe Benefits Tax	942	2,939	5,651	7,535	12,715	6,164	24.5%
TOTAL EMPLOYMENT COST	61,540	69,698	82,360	95,355	111,905	84,098	100.0%
Performance bonus	1,900	3,150	5,125	7,600	9,700	5,511	27.7%
TOTAL PACKAGE	61,540	70,070	82,360	96,923	115,000	85,623	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	1 to less than 3	7	53,000	57,000	62,046	67,000	72,000	61,578	60,420	62,897	72,668	79,730	79,897	71,813
	3 to less than 5	11	45,000	46,000	52,735	71,400	77,000	60,941	49,050	50,600	57,515	81,553	100,361	69,513
	5 to less than 7	10	50,163	52,000	71,000	77,973	79,200	66,470	56,520	77,373	81,615	90,449	91,838	79,319
	7 to less than 10	12	57,000	59,550	64,710	71,066	80,000	66,429	63,220	69,999	80,067	90,553	114,830	84,746
	10 to less than 15	26	60,000	63,500	73,500	83,000	92,000	75,114	67,095	70,070	85,213	103,469	115,999	90,855
	15 to less than 20	15	66,500	72,700	76,491	95,000	105,000	81,486	78,660	82,318	91,824	113,092	131,097	97,790
	20 to less than 25	9	56,000	62,000	68,000	78,000	100,612	70,790	61,794	69,440	78,090	97,431	120,564	85,612
	25 to less than 30	3	70,000	70,000	73,000	95,000	95,000	79,333	77,700	77,700	85,410	114,917	114,917	92,676
State	NSW	25	57,000	68,000	74,600	90,000	100,000	78,384	63,220	78,787	92,491	100,973	115,999	91,100
	VIC	23	51,500	60,000	74,000	78,000	80,339	69,503	65,400	73,663	85,385	93,600	103,469	84,825
	QLD	13	52,000	62,046	69,000	72,700	82,000	67,857	57,515	67,630	78,660	84,000	108,109	79,124
	SA	7	46,000	52,735	63,163	85,000	100,000	67,628	50,600	57,481	69,698	141,500	161,944	88,566
	WA	7	41,000	57,820	65,000	88,500	100,612	69,908	45,242	66,115	87,506	114,830	136,026	91,550
	TAS	4	61,562	65,781	70,000	73,500	77,000	69,641	67,103	71,701	77,000	81,463	85,226	76,582
	ACT	11	53,000	56,000	69,000	77,000	77,973	68,151	60,420	67,095	79,730	91,789	93,440	80,448
	NT	4	57,000	59,500	63,500	68,160	71,321	63,830	67,457	68,449	75,496	101,229	120,904	84,839
HR discipline of current employment	Human Resources	69	51,500	60,000	70,000	77,000	90,000	69,650	61,540	69,440	82,318	92,491	113,092	83,342
	Industrial Relations	3	69,000	69,000	73,000	76,491	76,491	72,830	79,281	79,281	85,410	91,789	91,789	85,493
	Training	8	64,000	68,066	71,500	89,500	100,612	77,843	72,541	75,524	86,050	103,840	115,000	89,796
	OH&S/Risk Management	3	53,000	53,000	57,000	88,500	88,500	66,167	60,420	60,420	62,897	136,026	136,026	86,448
	Other	7	52,735	65,000	74,000	87,482	95,000	75,791	57,481	81,553	98,855	114,917	161,944	101,605
Highest tertiary HR qualification	Diploma or Certificate	30	52,118	61,562	67,500	74,600	85,241	67,734	62,288	69,698	78,444	91,789	114,005	81,726
	Bachelor Degree (Pass)	17	50,891	64,421	71,000	82,000	96,723	72,564	57,515	75,874	85,226	102,280	114,830	87,253
	Post Graduate Diploma	20	60,000	67,066	74,000	80,169	91,000	74,464	72,849	79,342	89,978	93,798	115,714	92,335
	Masters Degree (inc.MBA)	15	53,000	57,000	75,000	90,000	100,612	74,662	60,420	66,115	91,185	111,679	119,700	89,573
	Other	4	52,000	54,500	64,161	72,011	72,700	63,255	57,380	62,419	74,505	81,978	82,403	72,198
Industry employed within	Education - Higher	6	52,000	57,000	66,000	73,000	80,339	65,723	61,540	67,457	76,141	85,410	93,997	76,781
	Education - TAFE/VET	3	63,163	63,163	70,000	83,000	83,000	72,054	69,698	69,698	77,700	100,973	100,973	82,790
	Government - Federal	24	53,000	58,688	69,500	77,000	78,000	68,501	60,420	67,499	81,840	90,833	98,855	81,506
	Government - State	17	52,000	65,000	69,000	74,600	92,000	71,432	57,380	74,749	78,660	87,281	102,280	80,190
	Government - Local	15	57,820	64,000	67,000	75,000	80,000	69,996	66,115	72,668	85,226	97,431	114,830	86,205
	Medical/Health	4	51,500	54,250	58,500	65,500	71,000	59,875	65,400	71,904	79,000	79,744	79,897	75,824
	Retail	3	57,000	57,000	77,000	95,000	95,000	76,333	62,897	62,897	100,361	113,092	113,092	92,117
	Telecommunications	3	50,000	50,000	80,000	97,000	97,000	75,667	91,824	91,824	93,600	115,430	115,430	100,285
	Utility	5	63,500	85,000	100,612	105,000	110,000	92,822	70,070	111,679	119,700	131,097	161,944	118,898
	Other	5	51,000	71,000	71,400	74,000	95,000	72,480	55,590	78,787	81,656	85,200	114,917	83,230

Typical Duties

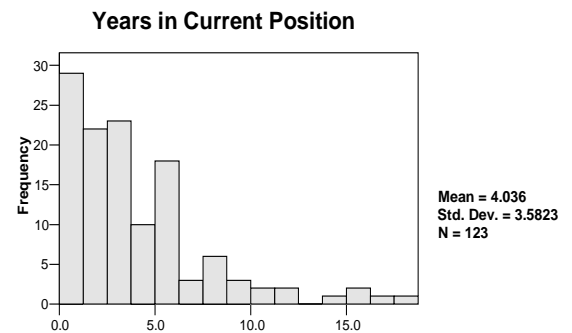
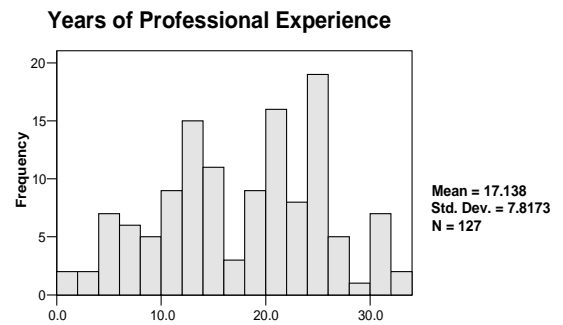
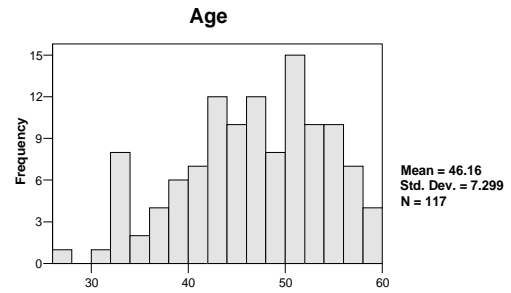
- Strategic HR policy planning
- Management of HR team
- Policy advice to senior management
- IR advocacy
- OH&S systems development
- Change management
- Senior recruitment and selection
- Compensation policy and planning
- Workforce planning

Typical Supervisor's Title

- CEO
- Group Manager
- General Manager
- HR Principal

Typical Highest HR Qualification

- Diploma or Certificate - 23.5%
- Bachelor Degree (Pass) - 19%
- Post Graduate Diploma - 23%
- Masters Degree (inc MBA) - 26%



n=128	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	69,400	77,454	88,653	102,500	135,000	95,268	100.0%
Annual % movement in base salary	0	3.1	4.0	5.9	8.5	4.7	57.0%
Annual leave loading	915	1,042	1,082	1,252	1,548	1,178	35.9%
Entertainment allowance	1,000	1,000	3,000	10,000	10,000	4,667	2.3%
Car allowance	4,000	7,600	12,863	15,000	17,000	11,896	9.4%
TOTAL CASH	70,000	78,221	89,500	103,500	141,884	96,916	100.0%
Original cost of vehicle provided	25,000	30,000	31,000	40,000	50,000	34,026	42.2%
Parking	600	1,000	1,800	2,500	5,000	2,214	10.2%
Other benefits subject to FBT	500	1,200	3,000	5,000	13,040	5,140	8.6%
Other benefits not subject to FBT	380	500	1,100	8,755	17,000	4,870	20.3%
Employer superannuation	6,300	7,290	9,500	13,500	18,760	11,366	97.7%
TOTAL REMUNERATION	77,746	88,277	104,029	121,558	165,902	112,527	100.0%
Fringe Benefits Tax	1,319	3,259	5,180	6,593	9,419	5,330	46.1%
TOTAL EMPLOYMENT COST	79,094	88,277	104,739	126,416	170,988	114,983	100.0%
Performance bonus	2,800	4,590	8,550	14,545	23,400	12,341	37.5%
TOTAL PACKAGE	79,366	89,320	108,244	131,744	177,502	119,611	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	3 to less than 5	3	64,000	64,000	68,000	113,000	113,000	81,667	75,035	75,035	75,741	123,170	123,170	91,316
	5 to less than 7	8	58,000	77,863	80,500	86,653	91,000	79,879	63,220	86,302	93,590	105,108	113,750	93,371
	7 to less than 10	8	60,000	75,731	92,250	118,000	140,000	96,495	66,208	83,397	116,346	147,812	177,502	117,353
	10 to less than 15	28	70,000	80,000	92,375	106,500	134,000	98,699	82,479	96,447	117,250	139,721	194,919	127,040
	15 to less than 20	19	63,000	72,000	86,000	92,500	150,000	90,858	69,518	80,940	100,936	114,733	258,658	117,008
	20 to less than 25	34	70,000	75,000	87,000	105,000	135,000	93,872	81,513	90,053	104,124	138,752	176,181	116,990
	25 to less than 30	15	77,896	80,796	91,272	156,000	182,500	115,641	94,200	107,342	126,031	216,766	230,631	150,139
	30 to less than 35	9	57,000	72,965	80,000	97,300	107,900	84,018	79,366	90,328	97,279	107,367	126,042	99,555
State	NSW	31	75,000	81,610	95,000	132,000	182,000	108,420	87,915	90,075	115,200	162,000	230,631	134,865
	VIC	25	70,000	80,000	91,272	104,000	145,000	96,241	88,277	96,672	113,750	144,148	188,674	125,529
	QLD	16	67,430	77,700	79,976	95,000	134,000	89,814	79,406	87,742	92,843	132,360	178,944	111,808
	SA	9	63,000	77,896	85,000	88,306	110,000	84,305	69,518	92,650	102,482	121,000	129,392	103,092
	WA	16	64,000	73,000	85,949	95,940	125,000	89,762	75,741	90,294	106,547	124,969	163,521	114,753
	TAS	6	63,000	66,254	72,731	80,000	115,000	78,286	76,441	79,094	82,385	87,700	134,550	90,426
	ACT	22	71,000	77,000	88,500	98,789	115,000	92,845	77,995	89,510	108,840	117,460	167,703	116,023
	NT	3	68,000	68,000	80,000	135,000	135,000	94,333	75,035	75,035	97,279	170,988	170,988	114,434
HR discipline of current employment	Human Resources	104	67,430	77,454	85,449	104,000	140,000	95,648	79,094	88,720	106,876	135,080	188,674	120,737
	Industrial Relations	5	88,306	91,000	100,000	100,000	104,000	96,661	98,903	110,346	113,750	122,115	144,148	117,852
	Training	4	71,000	74,000	82,500	88,750	89,500	81,375	80,940	85,225	95,795	106,329	110,577	95,777
	Other	11	71,555	75,000	95,000	101,000	115,000	93,279	83,842	85,431	109,740	134,096	167,703	114,883
Highest tertiary HR qualification	Diploma or Certificate	27	63,000	71,462	80,000	89,000	113,000	83,813	77,242	79,920	92,650	110,610	146,556	104,852
	Bachelor Degree (Pass)	22	63,000	71,000	88,836	100,000	135,000	93,096	79,406	83,510	110,061	135,610	170,988	117,802
	Bachelor Degree (Hons)	5	70,000	79,000	92,000	95,000	104,000	88,000	83,842	87,173	104,829	109,661	122,115	101,524
	Post Graduate Diploma	26	70,000	77,508	86,949	105,000	140,000	96,721	76,300	91,206	109,340	138,752	178,944	122,861
	Masters Degree (inc.MBA)	30	75,863	80,000	91,000	113,000	157,500	104,919	86,673	94,408	114,475	155,432	210,246	130,483
	Other	5	66,254	76,000	88,000	101,000	145,000	95,251	82,630	100,863	102,080	134,096	218,862	127,706
Industry employed within	Agriculture/Forestry/Fishing	4	69,400	75,200	83,000	97,500	110,000	86,350	82,479	91,460	110,720	123,515	126,031	107,488
	Arts/Media	3	80,000	80,000	96,000	105,000	105,000	93,667	87,700	87,700	129,392	138,752	138,752	118,615
	Education - Higher	9	64,000	73,000	85,000	127,000	182,500	105,722	75,741	90,328	103,700	178,944	227,251	137,719
	Government - Federal	26	70,000	77,000	88,000	93,000	100,000	90,857	76,441	89,510	102,340	115,526	155,432	110,240
	Government - State	35	68,000	75,000	81,610	92,000	103,000	87,127	79,094	85,431	98,903	114,132	167,703	106,418
	Government - Local	14	58,000	70,000	80,771	93,000	107,900	84,444	79,366	87,915	107,025	119,241	135,610	108,266
	Medical/Health	10	61,500	76,000	86,648	104,000	121,500	89,335	67,459	88,310	111,037	143,832	159,043	113,020
	Utility	8	63,000	105,000	125,000	135,000	182,000	121,875	96,672	126,140	148,275	173,585	230,631	152,913
	Other	6	72,965	91,750	110,500	140,000	193,000	119,786	91,206	109,383	135,448	171,916	242,991	147,732

Typical Duties

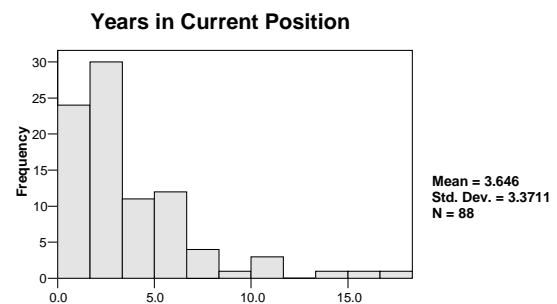
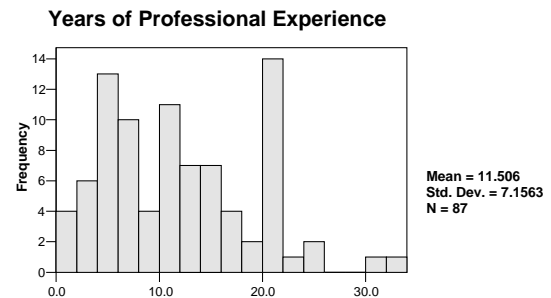
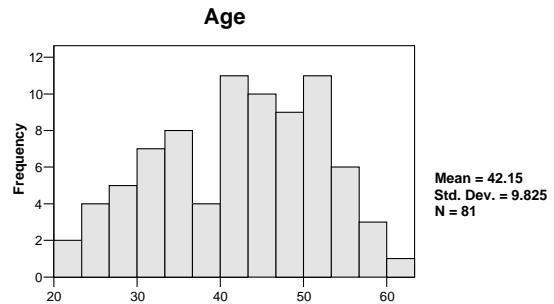
- General management
- Financial management
- Policy advice to senior management
- Management of staff
- Business development

Typical Supervisor's Title

- CEO
- Director
- Deputy Director
- General Manager

Typical Highest HR Qualification

- Diploma or Certificate - 22%
- Bachelor Degree (Pass) - 15%
- Post Graduate Diploma - 26%
- Masters Degree (inc MBA) - 26%



n=29	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	69,000	76,000	93,500	110,000	125,000	95,536	100.0%
Annual % movement in base salary	0	0	3.5	5.9	10.5	4.1	48.3%
Annual leave loading	700	929	1,205	1,259	1,696	1,154	24.1%
Entertainment allowance	1,200	1,200	1,200	1,200	1,200	1,200	3.4%
Car allowance	3,000	8,000	11,000	13,500	17,000	10,625	27.6%
TOTAL CASH	69,929	84,000	96,987	110,000	135,000	99,511	100.0%
Original cost of vehicle provided	25,000	30,000	34,500	39,000	45,000	34,500	62.1%
Parking	250	250	2,875	5,500	5,500	2,875	6.9%
Other benefits subject to FBT	1,000	1,750	3,000	9,475	15,450	5,613	13.8%
Other benefits not subject to FBT	150	2,575	6,425	11,425	15,000	7,000	13.8%
Employer superannuation	6,480	8,100	9,900	11,250	15,750	10,177	100.0%
TOTAL REMUNERATION	79,570	98,760	113,905	127,320	154,450	116,305	100.0%
Fringe Benefits Tax	1,884	3,108	4,945	7,252	7,535	5,502	62.1%
TOTAL EMPLOYMENT COST	79,570	101,200	117,408	130,800	159,159	119,720	100.0%
Performance bonus	2,160	3,040	9,900	15,120	17,500	9,056	37.9%
TOTAL PACKAGE	82,181	101,200	119,268	144,755	159,159	123,155	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Years of experience working in HR	10 to less than 15	8	69,000	72,000	74,500	101,500	120,000	85,625	79,570	98,345	121,630	137,954	148,800	118,028
	15 to less than 20	5	90,000	93,987	108,000	120,000	175,000	117,397	113,905	114,531	145,520	153,280	238,932	153,234
	20 to less than 25	3	80,000	80,000	88,000	93,500	93,500	87,167	91,277	91,277	101,200	106,446	106,446	99,641
State	NSW	5	52,000	76,000	89,500	90,000	96,100	80,720	82,181	99,249	114,531	123,991	126,180	109,227
	VIC	9	60,000	93,000	108,000	110,000	126,000	99,778	73,947	119,268	144,755	146,593	184,261	133,226
	QLD	6	69,000	75,000	85,000	93,500	175,000	97,083	91,277	91,696	101,598	120,166	238,932	124,211
	ACT	5	73,000	93,987	105,000	110,000	125,000	101,397	79,570	113,905	114,450	119,900	159,159	117,397
HR discipline	Human Resources	12	72,000	74,000	89,750	97,550	105,000	87,883	91,696	98,000	117,349	127,747	144,755	116,161
	Other	11	80,000	93,000	99,450	125,000	126,000	107,085	104,993	106,446	119,268	159,159	184,261	136,911
Highest tertiary HR qualification	Diploma or Certificate	6	52,000	60,000	84,550	105,000	110,000	82,683	73,947	79,570	98,315	126,180	146,593	103,820
	Bachelor Degree (Pass)	4	69,000	79,500	94,500	104,500	110,000	92,000	91,696	105,798	120,033	132,460	144,755	119,129
	Post Graduate Diploma	7	72,000	72,000	89,500	99,450	125,000	91,420	99,249	101,200	110,284	129,314	159,159	116,872
	Masters (inc.MBA)	7	75,000	80,000	93,000	120,000	175,000	105,857	91,277	96,750	119,268	153,280	238,932	137,080
	Other	3	93,500	93,500	110,000	126,000	126,000	109,833	106,446	106,446	130,900	184,261	184,261	140,536
Industry employed within	Government - Federal	5	73,000	88,000	93,987	105,000	108,000	93,597	79,570	101,200	113,905	114,450	145,520	110,929
	Government - State	4	80,000	85,000	91,750	96,250	99,000	90,625	91,277	98,861	113,306	132,460	144,755	115,661
	Government - Local	9	69,000	90,000	96,100	110,000	120,000	95,950	91,696	114,531	123,991	130,900	153,280	124,081
	Other	3	52,000	52,000	75,000	125,000	125,000	84,000	82,181	82,181	96,750	159,159	159,159	112,697

Typical Duties

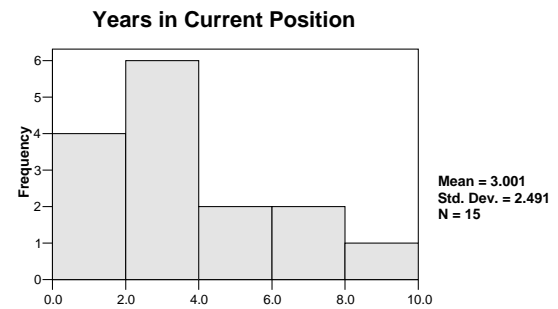
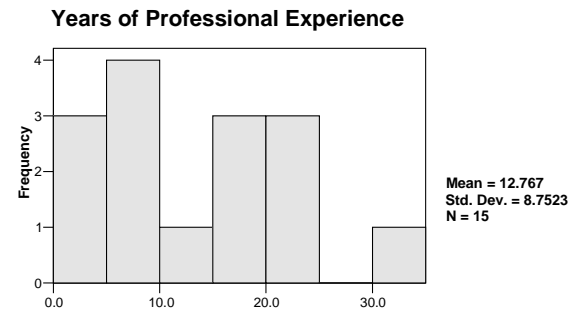
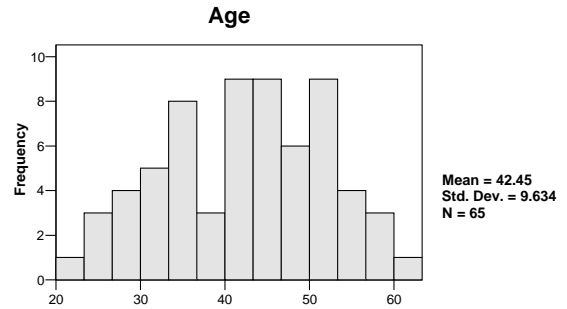
- Business development
- EEO policy development
- Office management/supervision
- Consulting
- Program management
- Organisation development
- Provision of specialist advice

Typical Supervisor's Title

- Managing Director
- Financial Controller
- General Manager
- HR Principal
- Regional Manager

Typical Highest HR Qualification

- Diploma or Certificate - 20%
- Bachelor Degree (Pass) - 27%
- Post Graduate Diploma - 16%
- Masters Degree (inc MBA) - 12.5%



n=91	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Response %
BASE SALARY	46,116	54,000	69,400	90,000	120,000	77,455	100.0%
Annual % movement in base salary	1.1	3.0	3.8	4.8	6.8	4.1	53.8%
Annual leave loading	592	700	855	1,010	1,131	893	37.4%
Entertainment allowance	1,000	1,000	3,000	7,000	7,000	3,667	3.3%
Car allowance	10,000	13,000	14,500	17,500	21,000	15,125	8.8%
TOTAL CASH	46,737	54,000	69,400	90,000	130,700	79,243	100.0%
Original cost of vehicle provided	22,500	30,000	35,750	49,500	55,000	38,175	22.0%
Parking	90	110	2,000	3,000	3,168	1,695	7.7%
Other benefits subject to FBT	1,500	3,900	8,000	9,000	10,500	6,764	11.0%
Other benefits not subject to FBT	250	500	750	2,000	2,000	1,128	9.9%
Employer superannuation	4,230	5,670	7,119	10,296	15,300	8,510	94.5%
TOTAL REMUNERATION	52,150	61,540	79,292	98,051	150,702	89,274	100.0%
Fringe Benefits Tax	3,673	4,766	7,535	8,477	13,130	7,263	27.5%
TOTAL EMPLOYMENT COST	54,666	62,480	80,300	99,311	153,680	91,269	100.0%
Performance bonus	1,560	2,800	4,500	6,480	16,800	6,275	23.1%
TOTAL PACKAGE	54,666	64,240	80,964	102,671	166,464	92,717	100.0%

		BASE SALARY							TOTAL PACKAGE					
		n	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean	Lower Decile	Lower Quartile	Median	Upper Quartile	Upper Decile	Mean
Job	Accountant/Finance/Clerk	3	49,113	49,113	52,000	68,000	68,000	56,371	54,194	54,194	57,380	75,035	75,035	62,203
	Admin/Clerical (Non-HR)	3	39,829	39,829	43,000	50,562	50,562	44,464	47,449	47,449	55,113	60,378	60,378	54,313
	Consultant - General	9	54,000	60,000	63,000	73,466	88,000	67,430	64,240	67,024	69,518	81,067	110,377	77,646
	Consultant - Recruitment	4	42,000	46,655	58,155	75,000	85,000	60,827	45,780	51,880	66,040	86,562	99,025	69,221
	Non-HR Executive	9	98,000	107,000	120,000	160,000	184,000	132,444	110,000	145,458	157,960	182,120	225,095	166,297
	Manager - Operations	7	63,129	64,000	73,500	76,000	90,000	73,004	70,073	70,621	81,868	83,863	99,311	81,187
	Manager - Other	12	54,797	56,950	72,500	84,750	91,621	72,535	65,100	78,618	86,139	93,771	100,041	85,100
	Professional/Technical expert	11	37,000	55,000	65,053	90,000	98,500	73,088	57,259	71,601	76,623	98,500	108,750	87,005
	Supervisor/Team Leader	15	44,000	47,000	58,000	73,000	84,000	61,467	48,552	58,114	66,653	84,320	102,671	72,019
	Other	16	43,000	52,000	71,000	122,500	147,534	88,706	48,118	60,716	83,783	168,910	181,901	110,876
Years of experience working in HR	1 to less than 3	7	37,000	47,000	50,562	58,000	68,000	51,525	54,194	55,113	57,259	68,641	75,035	61,524
	3 to less than 5	8	38,500	44,058	56,559	85,000	98,600	63,542	44,793	46,949	64,383	102,935	112,446	73,222
	5 to less than 7	13	54,000	58,000	65,000	76,000	92,000	70,668	64,240	68,525	80,964	100,041	110,377	86,190
	7 to less than 10	9	50,098	58,000	65,053	72,000	146,000	72,273	57,980	65,400	81,276	88,776	182,120	87,246
	10 to less than 15	20	54,000	63,064	73,483	89,000	103,500	79,580	64,001	73,733	82,088	98,763	133,980	91,400
	15 to less than 20	11	54,797	64,000	69,400	91,621	130,700	87,315	65,100	70,621	79,810	95,920	147,364	99,123
	20 to less than 25	16	44,000	63,913	85,000	136,267	160,000	97,835	48,552	70,998	103,394	176,629	215,082	121,011
State	NSW	19	50,562	58,000	67,000	90,000	155,000	79,591	55,113	66,653	83,635	110,000	180,347	95,753
	VIC	21	43,000	49,113	63,000	84,000	92,000	70,043	47,960	54,666	71,601	95,920	111,293	81,645
	QLD	11	50,098	55,900	70,000	98,600	120,000	77,629	58,114	74,120	81,276	112,446	147,364	93,785
	SA	7	44,000	52,000	65,000	98,000	200,000	85,106	48,552	60,840	76,623	127,167	240,335	101,334
	WA	13	43,000	54,797	69,400	78,000	125,000	74,403	57,259	65,100	79,810	86,291	181,901	91,256
	TAS	6	39,829	56,800	74,065	98,500	120,000	77,210	60,378	67,024	84,287	99,025	153,447	91,408
	ACT	12	51,310	60,338	76,750	90,810	107,000	83,842	64,150	69,791	86,744	108,113	157,960	100,965
HR discipline of current employment	Human Resources	31	51,000	54,000	69,400	88,000	120,000	77,648	57,380	64,240	79,810	99,025	153,447	91,644
	Industrial Relations	5	56,800	86,000	98,500	107,000	120,000	93,660	67,024	98,500	103,200	157,960	166,464	118,630
	Training	13	47,000	58,000	63,000	75,000	78,200	66,063	64,150	68,525	80,300	82,759	89,970	76,141
	OH&S/Risk Management	3	58,000	58,000	64,248	72,000	72,000	64,749	80,964	80,964	81,720	100,041	100,041	87,575
	Compensation & Benefits	3	46,116	46,116	65,053	91,000	91,000	67,390	54,666	54,666	83,635	111,293	111,293	83,198
	Recruitment	5	42,000	51,310	52,000	65,000	162,000	74,462	45,780	53,560	57,980	74,100	180,347	82,354
	Other	21	44,000	54,797	70,000	90,000	146,000	80,728	47,960	65,100	77,945	107,477	182,120	96,735
Highest tertiary HR qualification	Diploma or Certificate	19	44,000	50,562	72,000	85,000	146,000	75,868	48,552	57,980	81,067	110,377	171,357	90,018
	Bachelor Degree (Pass)	26	39,829	52,000	68,700	98,000	130,700	78,717	57,259	61,540	80,387	112,446	180,719	97,061
	Post Graduate Diploma	15	50,098	58,000	66,675	80,000	88,000	67,712	54,666	65,400	80,300	96,800	102,671	79,570
	Masters Degree (inc.MBA)	12	55,000	68,300	76,000	100,500	120,000	87,883	71,601	77,578	84,299	124,329	153,447	104,940
	Other	12	43,000	50,059	58,000	64,873	68,000	60,116	47,449	52,749	70,899	77,284	81,276	73,085
Industry employed within	Education - Higher	7	46,116	52,000	54,797	64,745	67,000	56,380	54,666	60,840	65,100	76,623	79,292	66,672
	Education - TAFE/VET	5	43,000	47,000	60,000	62,000	78,000	58,000	47,449	64,150	65,400	68,525	89,970	67,099
	Government - Federal	17	50,098	55,000	73,000	86,000	91,621	71,941	58,114	67,024	81,720	99,025	108,750	86,234
	Government - State	25	53,000	64,000	73,000	100,000	130,700	86,119	60,378	71,725	81,276	110,000	181,901	102,753
	Government - Local	8	33,000	50,556	93,000	133,000	160,000	93,264	35,970	55,787	111,543	174,292	215,082	116,787
	Finance/Banking	4	37,000	51,026	72,526	89,300	98,600	70,163	57,259	70,447	97,006	111,411	112,446	90,929
	Medical/Health	7	42,000	50,562	55,900	76,000	90,000	61,530	45,780	53,560	77,945	83,863	99,311	70,934
	Transport/Logistics	4	51,000	61,500	109,767	151,267	155,000	106,383	56,276	72,526	130,066	183,673	195,990	128,100
	Utility	3	70,000	70,000	98,500	120,000	120,000	96,167	77,942	77,942	98,500	153,447	153,447	109,963
	Other	4	38,500	43,309	70,059	127,000	162,000	85,154	44,793	46,456	74,199	140,314	180,347	93,385



Six per cent of survey respondents were self-employed.

Those engaged as independent contractors were charging a wide range of rates for a variety of general or HR specific consulting roles, with an average charge of around \$120 per hour exclusive of GST.

INDEPENDENT CONTRACTOR RATES RATE CHARGED PER HOUR EXCLUDING GST

	n	Lower Quartile	Median	Upper Quartile	Mean
Consultant - General	21	80.0	100.0	150.0	123.5
Consultant - HR specific	36	75.0	105.0	150.0	118.9
Other	19	55.0	70.0	100.0	82.4
TOTAL	76	67.5	100.0	150.0	111.0

The majority of independent contractors were engaged on contracts of less than 12 months duration.

Rates charged for shorter-term contracts are normally higher however the survey found little difference in the rates charged based on contract duration. This may be a consequence of relatively small sizes or a consequence of competitive forces.

INDEPENDENT CONTRACTORS CONTRACT TYPE

	n	%
Long term (12 months or longer)	36	39.6%
Short term	55	60.4%
Total	91	100.0%

A large proportion (34.4%) of independent contractors received their current contract as a result of a contact made when fulfilling a previous contract.

Only a relatively small proportion (5.6%) of independent contractor respondents had obtained their current contract engagement by making use of an agency.

INDEPENDENT CONTRACTORS SOURCE OF CONTRACT

	n	%
Previous employer	9	10.0%
Previous contract	31	34.4%
Advertising	8	8.9%
Agency	5	5.6%
Associate	11	12.2%
Other	26	28.9%
Total	90	100.0%



1 - ALL RESPONDENTS - EMPLOYMENT STATUS

	n	%
Full-time salaried in perm. position	1505	81.7%
Full-time salaried in temp. position	60	3.3%
Part-time salaried in perm. position	107	5.8%
Part-time salaried in temp. position	8	.4%
Self-employed proprietor/director	110	6.0%
Hourly contract employee	24	1.3%
Studying full-time	1	.1%
Unemployed	9	.5%
Retired	4	.2%
Other	15	.8%
Total	1843	100.0%

3 - ALL RESPONDENTS - STATE

	n	%
NSW	568	30.9%
VIC	552	30.0%
QLD	257	14.0%
SA	117	6.4%
WA	159	8.6%
TAS	63	3.4%
ACT	93	5.1%
NT	29	1.6%
Total	1838	100.0%

2 - ALL RESPONDENTS - JOB FUNCTION BY GENDER

	Male		Female	
	n	%	n	%
Academic	15	53.6%	13	46.4%
Accountant/Finance/Clerk	4	26.7%	11	73.3%
Admin/Clerical (Non-HR)	1	6.3%	15	93.8%
Barrister/Solicitor	4	57.1%	3	42.9%
Consultant - General	31	42.5%	42	57.5%
Consultant - HR specific	60	34.9%	112	65.1%
Consultant - Recruitment	16	41.0%	23	59.0%
Non-HR Executive	19	61.3%	12	38.7%
HR Administrator	11	13.4%	71	86.6%
HR Advisor	33	17.3%	158	82.7%
HR Middle Management	103	28.5%	259	71.5%
Manager - Operations	26	63.4%	15	36.6%
Manager - Sales	4	80.0%	1	20.0%
Manager - Technical	6	85.7%	1	14.3%
Manager - Other	14	36.8%	24	63.2%
Professional/Technical expert	20	50.0%	20	50.0%
Senior HR Management	258	49.7%	261	50.3%
Non-HR Senior Management	31	47.7%	34	52.3%
Supervisor/Team Leader	7	33.3%	14	66.7%
Other	17	33.3%	34	66.7%
Total	680	37.7%	1123	62.3%

4 - ALL RESPONDENTS - LOCATION

	n	%
Capital city/suburb	1567	85.4%
Regional	268	14.6%
Total	1835	100.0%

5 - ALL RESPONDENTS - WORKED OVERSEAS IN HR

	n	%
Yes	320	17.4%
No	1518	82.6%
Total	1838	100.0%



6 - ALL RESPONDENTS - QUALIFICATION

	n	%
Diploma or Certificate	413	24.2%
Bachelor Degree (Pass)	432	25.3%
Bachelor Degree (Hons)	63	3.7%
Post Graduate Diploma	352	20.6%
Masters Degree (inc.MBA)	299	17.5%
Doctorate/PhD/DSc	16	.9%
Other	131	7.7%
Total	1706	100.0%

7 - ALL RESPONDENTS HIGHEST NON-HR QUALIFICATION

	n	%
Diploma	300	17.0%
Bachelor Degree (Pass)	431	24.4%
Bachelor Degree (Honours)	116	6.6%
Graduate Diploma	187	10.6%
Masters Degree (inc. MBA)	183	10.3%
Other	105	5.9%
None	447	25.3%
Total	1769	100.0%

8 - ALL RESPONDENTS - CURRENT STUDY

	n	%
None	1408	77.0%
Bachelor Degree	44	2.4%
Graduate Diploma (Mgmt/Bus)	87	4.8%
Graduate Diploma (Science)	2	.1%
Graduate Diploma (Other)	43	2.4%
Masters (Mgmt/Business)	117	6.4%
Masters (Science)	2	.1%
Masters (Other)	37	2.0%
Doctorate/PhD/DSc	27	1.5%
Other	62	3.4%
Total	1829	100.0%

9 - DISTRIBUTION OF JOB FUNCTION

	n	%
Academic	28	1.6%
Accountant/Finance/Clerk	15	.8%
Admin/Clerical (Non-HR)	16	.9%
Barrister/Solicitor	7	.4%
Consultant - General	73	4.0%
Consultant - HR specific	173	9.6%
Consultant - Recruitment	39	2.2%
Non-HR Executive	31	1.7%
HR Administrator	82	4.5%
HR Advisor	191	10.6%
HR Middle Management	362	20.1%
Manager - Operations	41	2.3%
Manager - Sales	5	.3%
Manager - Technical	7	.4%
Manager - Other	38	2.1%
Professional/Technical expert	40	2.2%
Senior HR Management	519	28.8%
Non-HR Senior Management	66	3.7%
Supervisor/Team Leader	21	1.2%
Other	51	2.8%
Total	1805	100.0%

10 - ALL RESPONDENTS DISTRIBUTION OF PRIVATE SECTOR COMPANY TURNOVER

	n	%
Less than \$5m	170	13.9%
\$5m to \$10m	111	9.1%
\$11m to \$20m	113	9.2%
\$21m to \$50m	133	10.9%
\$51m to \$100m	127	10.4%
Over \$100m	478	39.1%
Don't know	92	7.5%
Total	1224	100.0%



11 - DISTRIBUTION OF INDUSTRY

	n	%
Agriculture/Forestry/Fishing	25	1.4%
Arts/Media	16	.9%
Consulting - Prof.Mgt	74	4.1%
Consultant - Recruitment	41	2.3%
Education - Commercial	12	.7%
Education - Higher	61	3.4%
Consultant - HR specific	45	2.5%
Education - Secondary	14	.8%
Education - TAFE/VET	22	1.2%
Eng/Arch/Building	36	2.0%
Government - Federal	110	6.1%
Government - State	132	7.3%
Government - Local	71	3.9%
Finance/Banking	150	8.3%
Hospitality/Food/Beverage	42	2.3%
Import/Export	9	.5%
Information Technology	61	3.4%
Legal	57	3.2%
Manufacturing	181	10.0%
Medical/Health	104	5.8%
Mining/Resources	76	4.2%
Motor vehicle	12	.7%
Printing & publishing	18	1.0%
Retail	43	2.4%
Sales/Marketing/PR/Advertising	12	.7%
Science/Research	18	1.0%
Sport & Recreation	8	.4%
Telecommunications	36	2.0%
Textiles/Clothing/Footwear	1	.1%
Tourism	9	.5%
Transport/Logistics	44	2.4%
Utility	43	2.4%
Welfare/Charity/Religious	45	2.5%
Other	178	9.9%
Total	1806	100.0%

12 - DISTRIBUTION OF NUMBER OF EMPLOYEES IN ORGANISATION

	n	%
Less than 10	73	4.3%
11 to 50	123	7.3%
51 to 100	122	7.2%
101 to 500	506	30.0%
Over 500	864	51.2%
Total	1688	100.0%

13 - DISTRIBUTION OF NUMBER OF HR EMPLOYEES IN ORGANISATION

	n	%
Less than 5	793	47.3%
6 to 10	252	15.0%
11 to 20	201	12.0%
21 to 50	207	12.4%
Over 50	223	13.3%
Total	1676	100.0%

14 - RESPONDENTS RECEIVING PROMOTION IN PREVIOUS 12 MONTHS

	n	%
Yes	407	24.2%
No	1276	75.8%
Total	1683	100.0%

15 - RESPONDENTS CHANGING EMPLOYERS IN PREVIOUS 12 MONTHS

	n	%
Yes	277	16.5%
No	1401	83.5%
Total	1678	100.0%



BASE SALARY

Base Salary refers to the annual salary component of the contract of employment exclusive of any additional allowances, payments or non-cash benefits.

TOTAL CASH

Total Cash is the total of some or all of the following components:

- Base salary
- Annual leave loading
- Overtime
- Other cash allowances

TOTAL REMUNERATION

Total Remuneration is the total of some or all of the following components:

- Total Cash
- Employer superannuation contributions
- Benefit value motor vehicles, low interest loans parking and an other FBT items (health insurance premiums, telephone payments, education expenses, etc)
- Other non-FBT items (home office expenses, professional subscriptions, etc)

TOTAL EMPLOYMENT COST

Total Employment Cost is the total of Total Remuneration plus the cost associated with the Fringe Benefits Tax.

TOTAL PACKAGE

Total Package is the total of Total Employment Cost plus performance pay.

ANNUAL SALARY MOVEMENT

The calculation of percentage increases in annual salary is based on a comparison of current base salary to that of twelve months earlier as supplied by the respondent at the time of the survey.

The average taken is the mean of the sum of each individual movement for the given category of analysis.

MINIMUM SAMPLE SIZE REPORTED

Where the number of respondents in any given category is less than three, the results have not been reported for that single category in order to ensure the anonymity of the respondent is preserved, however the amounts are included in any calculation of the Total for the broader category.

VALUATION OF MOTOR VEHICLE

The value of capital and running costs given to a motor vehicle provided as part of a salary package has been determined based on the following formula:

$$0.226 \times \text{Cost of Vehicle} + 20 \text{ cents per km}$$

Cost of vehicle is the original cost of the car inclusive of government taxes and charges and dealer delivery fees.

Where the cost of the vehicle exceeds the Tax Commissioners Depreciation Limit of \$57,009, an adjustment has been made to the above formula.

Capital costs within the formula are based on 22.5% straight-line depreciation over 4 years.

Vehicle running costs are based on an average derived from the Royal Automobile Club of Victoria annual survey of car running costs. These costs include registration, insurance, fuel and servicing.

The Fringe Benefits Tax liability has been calculated using the following formula:

$$\text{FBT} = \text{Purchase price} \times \text{statutory fraction} \times 2.1292 \times 0.485$$

using the following statutory fractions supplied by the Australian Tax Office:

Distance travelled (kms)	Statutory fraction
Less than 15,000	0.26
15,000 to 24,999	0.20
25,000 to 40,000	0.11
Over 40,000	0.07



For the purposes of salary analysis, the following statistics were used:

n - The number of observations recorded for each category.

Lower Decile (Percentile 10) - the value below which 10% of observations were recorded.

Lower Quartile (Percentile 25) - the value below which 25% of observations were recorded.

Median (Percentile 50) - the value below which 50% of observations were recorded.

Upper Quartile (Percentile 75) - the value below which 75% of observations were recorded.

Upper Decile (Percentile 90) - the value below which 90% of observations were recorded.

Mean - the sum of individual salary values divided by the number of observations.

Interquartile range - The values between which 50% of observations fall. The lower boundary is the lower quartile, the upper boundary the upper quartile.

Response % - The proportion of the survey sample represented by number of observations in the given category.

The calculations for Base Salary, Total Cash, Total Remuneration, Total Employment Cost, Total Package and other remuneration components, are made separately for each of the sample respondents, and then ranked. The median is not, therefore, a reflection of the middle ranked respondent across all categories, but rather, the middle value of the particular component when all values of that component are ranked. As a consequence, the component statistics will not add up to the value given by the overall statistic.

Where a significant difference exists between the value of the mean and the median, this will indicate the following:

Where the mean is higher than the median, a number of high values were recorded, sufficient to skew the mean upwards away from the median.

Conversely, if the mean is lower than the median, a number of low values were recorded, sufficient to skew the mean downwards, away from the median.

If the mean and median are relatively close, the distribution was approximately normally distributed.

The 2004 Australian Human Resources Institute Remuneration and Benefits survey was conducted in September 2004.

The survey instrument used was a paper questionnaire forwarded to Australian-based AHRI members. Approximately 10,000 survey questionnaires were sent.

Completed questionnaires were returned by 1,843 respondents and have been used as the basis for the analysis contained in this report.

Much of the analysis provided is based on sector of employment, being either private or public as deemed by the respondent. The majority of respondents (approx. 70%) were engaged in the private sector.

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