The background of the cover is a nighttime photograph of a Swiss city, likely Lucerne, with its illuminated buildings and spires. The image is divided into four quadrants by a white cross. The top-right and bottom-right quadrants are solid blue. The text is overlaid on the top-right quadrant.

HUMAN RESOURCES

Salary Survey 2011/2012
Switzerland

Michael Page Switzerland is pleased to present the 2011/2012 Salary Survey for Human Resources positions.

TABLE OF CONTENTS

INTRODUCTION	6	
METHODOLOGY	9	
1	HR POSITIONS IN MULTINATIONAL CORPORATIONS	10
1.1	HR VP	12
1.2	Head of HR	14
1.3	HR Business Partner	16
1.4	Head of Compensation and Benefits	18
1.5	Compensation and Benefits Manager	20
1.6	Compensation and Benefits Specialist	22
1.7	Head of Talent Acquisition	24
1.8	Talent Acquisition Manager	26
1.9	Recruitment Manager	28
1.10	Recruitment Specialist	30
2	HR POSITIONS IN SMALL & MEDIUM-SIZED ENTERPRISES	32
2.1	HR Director	34
2.2	HR Manager	36
2.3	HR Generalist	38
2.4	HR Assistant	40
2.5	Payroll Manager	42
2.6	Payroll Specialist	44

INTRODUCTION

Michael Page International

Michael Page International is one of the world's leading professional recruitment consultancies, specialising in the placement of candidates in permanent, contract, temporary and interim positions. The group represents:

- ◆ Over 35 years of experience in specialised recruitment in a wide variety of professional fields, business sectors and geographic regions
- ◆ A long-standing relationship with the world's leading companies, as well as partnerships in international recruitment projects
- ◆ A group that has grown organically and that is supported by the latest recruitment software and tools
- ◆ Trainee programs and evaluation methods which guarantee top-tier quality for our clients

Using methods that have been thoroughly tested in the field, Michael Page International can provide its clients with solutions tailored to each individual situation. The key to its success lies in the ability to measure and manage different tasks and adapt each working tool to the specificity of each assignment.

Our effectiveness can be gauged by our clients' loyalty and by the ever-growing number of candidates who entrust us with their careers. The candidate shortage in Switzerland is still an issue, despite the economic downturn of 2009. The demand for top tier talent shows the necessity of having an international network, as Michael Page International does.

Michael Page International employs consultants in the following countries: Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, China, France, Germany, India, Ireland, Italy, Japan, Luxembourg, Malaysia, Mexico, the Netherlands, New Zealand, Poland, Portugal, Qatar, Russia, Singapore, South Africa, Spain, Sweden, Switzerland, Turkey, UAE, the UK and the US.

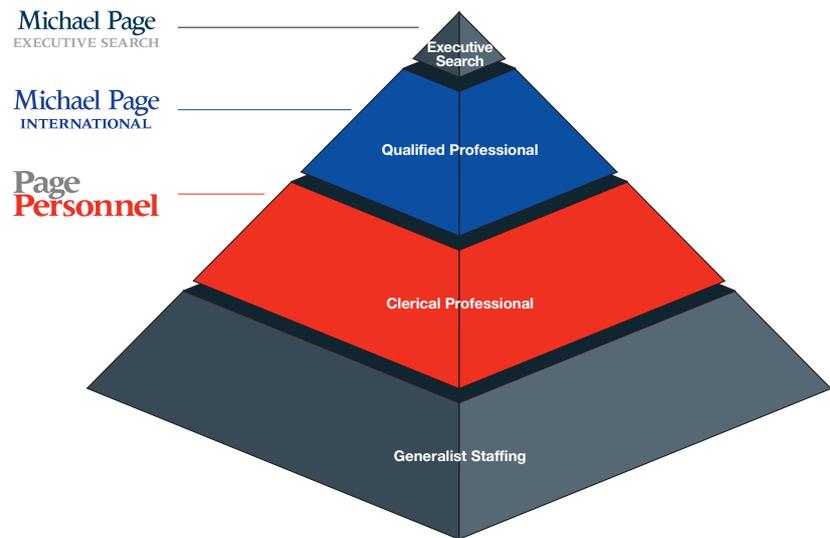
Our specialised consultants have in depth knowledge and sector specific training in the area for which they recruit. Michael Page guarantees:

- ◆ A tailor-made service
- ◆ Comprehensive knowledge of the specific sector and market of our clients and candidates
- ◆ In-depth understanding of each position's demands on both the technical and human levels
- ◆ Genuine comprehension of our partners' cultures and specific requirements

Michael Page Switzerland

Michael Page Switzerland celebrates its 10 year anniversary in 2011 and currently has offices in both Geneva and Zurich. Michael Page recruits professionals throughout Switzerland, carrying out assignments in the French, German, and Italian-speaking regions of the country. Through the following 12 divisions, we are able to provide specialised recruitment services for a broad spectrum of disciplines:

- ◆ Finance & Accounting
- ◆ Banking & Financial Services
- ◆ Sales & Marketing
- ◆ Procurement & Supply Chain
- ◆ Information Technology
- ◆ Healthcare & Life Sciences
- ◆ Engineering
- ◆ Tax & Treasury
- ◆ Interim Management
- ◆ Human Resources
- ◆ Property & Construction
- ◆ Commodity Trading



Page Personnel Switzerland

Page Personnel is a brand of the Michael Page International Group and specialises in the temporary and permanent recruitment of junior profiles and candidates who have several years of experience.

Michael Page Executive Search

Michael Page Executive Search recruits executives for large corporations, Swiss subsidiaries of international groups as well as medium-sized companies, both for permanent and temporary positions.

Our Human Resources Expertise

Michael Page Switzerland launched its specialised Human Resources division in 2006 and the team has quickly established a strong reputation in the market. With 30 years of international backing in the recruitment industry and insider expertise of the Swiss market, the team has managed to consistently penetrate both existing and emerging markets.

Furthermore, each consultant has first hand experience in the field of Human Resources, allowing them to provide that added-value service Michael Page has a reputation for. As a result of all these factors, this division has experienced continuous growth.

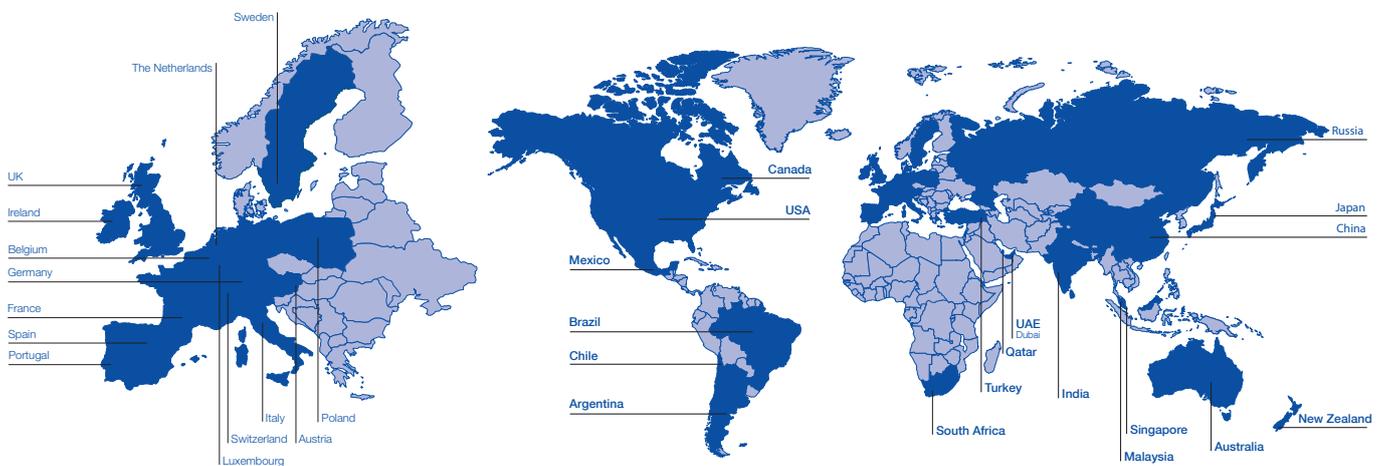
The field of Human Resources has evolved enormously since the concept was introduced in the 1960's. The shift in organisations adopting a 'welfare management' approach to people matters, compared to a purely labour force management stance, marked the beginnings of the personnel function. Latterly, a much more strategic, commercial utilisation of people management programmes has developed the division into the modern day Human Resources function.

Today, Human Resources still incorporates the essentials around delivering a company HR service to employees in pay, policy, legislation and social relations. However, the more qualitative and strategic areas of talent management, compensation and benefits, performance management, talent acquisition and organisational design and effectiveness really define the HR function's agenda.

Increasing levels of globalisation and individuals' global mobility has taken the Human Resources area to new levels in recent years. Organisations now model their global HR structures in line with their business operations and select representatives who correspond to the important social factors of culture, values and diversity. Leaders in Human Resources are now more frequently present on the executive committees of leading organisations.

The trend of organisations further integrating their Human Resources as a core business division is still increasing, making Human Resources a fast flowing and evolving area which is of great attraction to experienced and newly qualified professionals. The new HR models, ideas and innovations, coupled with the desire from businesses for continued transformation and change, make the HR function an extremely important field which is growing in strength.

Michael Page Worldwide



Michael Page Africa operates out of Paris for positions in every African country, except South Africa.

Michael Page Eastern Europe operates out of Munich for positions in Eastern Europe, except Poland and Russia.

Michael Page Latin America operates out of Sao Paulo for positions in Colombia, Peru, Costa Rica and Venezuela.

METHODOLOGY & FORECASTS:

Despite its small size and lack of raw materials, Switzerland is a world leading business environment. There is a preponderance of small and medium-sized companies, but there are also many large international organisations. This explains why we will divide this salary survey in two parts. The first part will focus on multinational organisations with Worldwide or European HQ based in Switzerland. The second part focuses on small and medium-sized companies, mainly focused on the Swiss territory.

The information presented in this document is based on our ongoing surveys of candidates and clients, which include multinational corporations as well as small and medium-sized companies throughout the country, focused on the field of Human Resources.

One caveat concerning this salary guide: multiple factors dictate the actual salary paid. These include elements such as company size, business sector, the nature of the position, the number of years in the company, merit payments, staff responsibility and geographical location. Additionally, due to the statistical limitations of this survey, certain salaries may fall outside the designated range, so we intend this document to be used as an introductory overview and guide.

In Switzerland, most salaries are comprised of both fixed and variable elements. In this survey, all salaries exclude the variable element commonly referred to as a bonus. However, we have observed a usual bonus, on top of the base salary, ranging from approximately 10% to 50%, depending on the company. Additionally, depending on the level of the position and particularly in the case of managerial positions, other benefits can be considered and are negotiated at the contract signature. These include health insurance and accommodation costs, company car, mobile phone, stock options and relocation expenses. Taken together, these bonuses and benefits can constitute a significant package.



1. HR POSITIONS IN MULTINATIONAL CORPORATIONS

1. HR POSITIONS IN MULTINATIONAL CORPORATIONS

1.1 HR VP

Role:

The HR VP is entrusted with the responsibility for a group's entire Human Resources function on a worldwide scale. Often under the direct responsibility of the Worldwide General Manager, they are a member of the Management Committee. The HR VP initiates Human Resources strategy and defines the conditions of application. Aside from their guiding, motivating and arbitrating role, they can at times manage HR issues on a more operational level for top management. They work closely with all international departments in order to define and implement an efficient, innovative Human Resources policy.

The main tasks are:

- ◆ Define the Human Resources strategy for their company in conjunction with senior management and ensure its implementation
- ◆ Gather information from the company's major departments (including senior management) as to their expectations and advise them on all issues affecting Human Resources
- ◆ Coordinate the development of Human Resources in its entirety
- ◆ Define the HR recruitment and communication policy: analysis and validation of needs
- ◆ Design and successfully implement the career management policy: development of business areas and skills, management of high potential, knowledge management and development of human capital, performance assessment, mobility, remunerations and social benefits
- ◆ Management of certain important negotiations with the social partners, even in the presence of executives specialising in Social / Employee Relations in their team
- ◆ Anticipate the human and social impacts linked to scope changes (restructuring, mergers, acquisitions, etc.). The HR VP may be called on to manage, either directly or with the help of their colleagues, the organisational and cultural elements of these reorganisations

Reports to:

- ◆ CEO
- ◆ Director General
- ◆ Secretary General

Profile

The profile mainly depends on the size of the company and the sector of activity, however a minimum of 15 years' experience is required in order to progress into this function. In certain groups, the HR VP is required to have previously held an operational position over the course of their career. The strategic responsibilities require the individual to hold the equivalent of a postgraduate qualification. Fluency in English is indispensable and the mastering of a second or third foreign language can sometimes be necessary within a large group.

Trend

The strategic dimension that the HR function has been increasingly covering in recent years is reflected in the remunerations of HR VPs who now receive significantly enhanced rewards to reflect their greater business impact. They support the General Manager in their strategic choices and the Operational departments in the valorisation of their human capital.

Evolution

A HR VP can progress into towards other Management functions (Secretary General, etc.).

Salary indication HR VP (in CHF):

	Finance	Healthcare & Life Sciences	Services	Other sectors
	Salary	Salary	Salary	Salary
minimum	230,000	230,000	215,000	215,000
maximum	400,000	400,000	380,000	380,000
average	285,000	295,000	270,000	265,000

As mentioned, the salaries are computed without bonus.

For a HR VP with global responsibilities, these bonuses can range from 20% to 50%.

1. HR POSITIONS IN MULTINATIONAL CORPORATIONS

1.2 Head of HR

Role:

The Head of HR takes on responsibility of the HR function of a geographical area, or of a subsidiary on a worldwide scale. This function comprises a more significant operational aspect than that of the HR VP, with one of their tasks being to detail the group's HR strategy in such a way that it supports the entity managed and its population. The Head of HR develops Human Resources strategy and fine-tunes the implementation on a continental level. They work alongside all of the regional departments in order to define and implement an efficient, innovative human resources policy. They are often a member of the Management Committee.

The main tasks are:

- ◆ Organise the implementation of Human Resources strategies and policies in conjunction with Senior Management and the HR VP
- ◆ Gather information from the company's major departments (including senior management) as to their expectations, advise them on all issues affecting Human Resources and communicate these needs to the HR VP
- ◆ Advise the HR VP on the group's Human Resources policies and assess their efficiency
- ◆ Coordinate the development of Human Resources in its entirety
- ◆ Shape the HR recruitment and communication policy
- ◆ Initiate the training policy
- ◆ Shape the group's career management policy: development of business areas and skills, management of high potential, knowledge management and development of human capital, performance assessment, mobility
- ◆ Validate the local remuneration policies and perform a control of their compliance with the group's objectives
- ◆ Coordinate and lead collective work relations. Even in the presence of executives specialising in Social Relations in their team, the Head of HR is often called upon to personally manage certain important negotiations with the social partners
- ◆ Validate and promote major projects contributing to the performance of the HR department and/or creating value for the company: HR Information Systems (HRIS), new organisational structure, reduction or adjustment of work time

Reports to:

- ◆ Continent Director, Geographical Area Director or Worldwide Director of a Business Unit
- ◆ HR VP

Profile

The profile mainly depends on the size of the company and the sector of activity, however a minimum of 10 years' experience is required in order to progress into this function. In most groups the Head of HR is required to possess excellent knowledge of the area that they manage. The strategic responsibilities often require the individual to hold the equivalent of an MBA qualification. Fluency in English is indispensable and the mastering of a second or third foreign language can sometimes be necessary within a large group.

Trend

The strategic dimension that the HR function has been increasingly covering in recent years is reflected in the remunerations of Head of HR, who have acquired significantly greater influence. They support their General Manager in their strategic choices and the Operational Departments in the valorisation of their human capital. They are an invaluable support to the HR VP.

Evolution

A Head of HR generally progresses into a HR VP position, but can also evolve towards other Management functions (Secretary General, etc.).

Salary indication Head of HR (in CHF):

	Finance	Healthcare & Life Sciences	Services	Other sectors
	Salary	Salary	Salary	Salary
minimum	200,000	210,000	185,000	185,000
maximum	295,000	300,000	290,000	270,000
average	257,000	262,000	250,000	145,000

As mentioned, the salaries are computed without bonus.

For a position as Head of HR, these bonuses can range from 10% to 30%.

1. HR POSITIONS IN MULTINATIONAL CORPORATIONS

1.3 HR Business Partner

Role:

The HR Business Partner takes on responsibility of the HR function of a site, a geographical area or a subsidiary. This position comprises a significant operational aspect, whilst including the task of detailing the group's HR strategies and ensuring alignment between specific features of the entity managed and its population. Through their 'hands on' role, the HR Business Partner is also a driving force when it comes to the implementation of group HR strategies.

The main tasks are:

- ◆ Advise operatives on all areas of HR (social legislation, career management, recruitment, training, remunerations, etc.)
- ◆ Ensure the quality of social relations, and depending on the size and legal status of the entity managed: participate in negotiations with trade unions
- ◆ Coordinate the HR development of their scope: on this subject, the HR Business Partner's tasks depend on the possible existence within the group of functions with expertise in training or recruitment or career management on behalf of the different entities
- ◆ Coordinate the requirements expressed by operatives within their scope, call on specialists dedicated to these subjects and ensure quality of the service provided
- ◆ Oversee the operational side of the recruitment, training and career management and possibly internal communication tasks
- ◆ Coordinate HR projects within their scope and participate in applying any resulting change
- ◆ Ensure regular HR reporting to the Head of HR
- ◆ Directly manage certain confidential or strategic recruitments
- ◆ In some cases or models: supervise personnel administration and pay management

Reports to:

- ◆ Geographic Region Director, small Business Unit Director
- ◆ Head of HR

Profile

The profile mainly depends on the size of the company and the activity sector, however a minimum of 8 years' experience is required in order to evolve to this function. In certain groups the HR Business Partner is required to have previously held an operational position. The strategic responsibilities require the individual to hold the equivalent of a Masters qualification with an HR specialisation. Fluency in English is essential.

Trend

The HR Business Partner increasingly deals with operational matters and less and less with the administrative aspects. Increasing numbers of HR Business Partners have previously occupied an operational position, which can sometimes allow their legitimacy to be established in certain complex environments.

Evolution

A HR Business Partner can progress into other HR functions, whether a general role with a more significant scope (Head of HR) or a specialist role with an international scope (Compensation & Benefits Manager, Head of Talent Acquisition, etc.).

Salary indication HR Business Partner (in CHF):

	Finance	Healthcare & Life Sciences	Services	Other sectors
	Salary	Salary	Salary	Salary
minimum	135,000	135,000	130,000	120,000
maximum	205,000	210,000	200,000	180,000
average	180,000	182,000	165,000	156,000

As mentioned, the salaries are computed without bonus.

For a HR Business Partner, these bonuses can range from 10% to 25%.

1. HR POSITIONS IN MULTINATIONAL CORPORATIONS

1.4 Head of Compensation & Benefits

Role:

The Head of Compensation & Benefits (C&B) is in charge of all aspects relating to remuneration systems on a worldwide level. It is down to them to define and oversee the implementation of a salary policy, an engagement and motivational element. They thus play a crucial role in the development and stabilisation of human capital.

The main tasks are:

- ◆ Optimise payroll; to this end, they contribute directly to the negotiation of certain agreements and global partnerships for the benefits aspect (both direct and indirect)
- ◆ Draw up the global remuneration plans, taking into account the social and cultural restrictions of the countries where their company is present
- ◆ Directly manage the global remuneration of the top management
- ◆ Understand and assess the development of the remuneration systems
- ◆ Offer advice/assistance during decision-making by the managers, present recommendations to the management committee
- ◆ Maintain equity within the remuneration systems, based on the company's HR policy
- ◆ Competitor analysis
- ◆ Analyse the results of the salary surveys to help ensure the global competitiveness of the offers relating to salaries and social benefits
- ◆ Recommend corrective measures and/or propose new packages
- ◆ Coordinate the programmes and ensure communication with the management

Reports to:

- ◆ HR VP
- ◆ CFO

Profile

A higher-education qualification (Masters or MBA) is required, as well as a minimum of 15 years' experience in remuneration and salary-management issues (in a company or within a specialist consultancy).

Excellent statistics' and tax knowledge are required. Mastery of IT tools, MS Access in particular, is a notable asset, whilst fluency in English is indispensable given the scopes managed, and the mastering of a second or third foreign language can sometimes be necessary within a large group.

Trend

Employee satisfaction and stabilisation represent an increasing challenge for the human resources department, which adds a major strategic dimension to this position. The remuneration and social benefits aspects are managed by specialists, whose influence is on the increase, their remuneration likewise.

Evolution

A Head of Compensation & Benefits can progress into a Head of HR or HR VP role.

Salary indication Head of Compensation & Benefits (in CHF):

	Finance	Healthcare & Life Sciences	Services	Other sectors
	Salary	Salary	Salary	Salary
minimum	225,000	230,000	210,000	200,000
maximum	330,000	350,000	330,000	360,000
average	270,000	275,000	265,000	270,000

As mentioned, the salaries are computed without bonus.

For a Head of Compensation & Benefits, these bonuses can range from 20% to 40%.

1. HR POSITIONS IN MULTINATIONAL CORPORATIONS

1.5 Compensation & Benefits Manager

Role:

The Compensation & Benefits Manager is in charge of all aspects relating to the remuneration systems of a geographical area, or a subsidiary on a worldwide level. Beyond applying the C&B policy imposed by the Head of C&B, it is up to the C&B Manager to be a driving force during the definition and introduction of a salary policy. The C&B Manager also contributes to the development of human capital.

The main tasks are:

- ◆ In charge of optimising payroll; to this end, they contribute directly to the negotiation of agreements and global partnerships for the benefits (both direct and indirect)
- ◆ Often in charge of the global remuneration of top management
- ◆ Understand the remuneration system development of the group and the group subsidiaries
- ◆ Offer advice/assistance during decision-making by the managers, present recommendations to the management committee, and be available to lend an ear to employees
- ◆ Maintain equity within the remuneration systems, based on performance
- ◆ Competitor analysis
- ◆ Analyse the results of the salary surveys in conjunction with the Head of Compensation & Benefits to help ensure the global competitiveness of the offers relating to salaries and social benefits
- ◆ Recommend corrective measures and/or propose new packages
- ◆ Coordinate the programmes and ensure communication with the management
- ◆ Supervise the Compensation & Benefits specialists
- ◆ Transfer the data to the payroll and accounts department

Reports to:

- ◆ Continent Director, Geographical Area Director or Worldwide Director of a Business Unit
- ◆ The Head of Compensation & Benefits or the CFO

Profile

The profile mainly depends on the size of the company and their activity sector, however a minimum of 8 years' experience in remuneration is required in order to progress into this function. Excellent statistics' and tax knowledge are required. The mastering of IT tools, MS Access in particular, is a notable asset. The strategic responsibilities often require the individual to hold the equivalent of a Masters degree. Fluency in English is indispensable.

Trend

Organisations are placing more importance on the total rewards offered to employees as part of their attraction and retention strategies, and also as part of their brand positioning. The Compensation & Benefits Manager's role is pivotal to the organisation's success in delivering the right commercial proposition.

Evolution

A Compensation & Benefits Manager role can progress into a Head of Compensation & Benefits position, head of other specialisations, or a more generalist senior HR appointment.

Salary indication Compensation & Benefits Manager (in CHF):

	Finance	Healthcare & Life Sciences	Services	Other sectors
	Salary	Salary	Salary	Salary
minimum	130,000	135,000	130,000	130,000
maximum	200,000	210,000	200,000	200,000
average	165,000	170,000	165,000	160,000

As mentioned, the salaries are computed without bonus.

For a Compensation & Benefits Manager, these bonuses can range from 0% to 30%.

1. HR POSITIONS IN MULTINATIONAL CORPORATIONS

1.6 Compensation & Benefits Specialist

Role:

A Compensation & Benefits Specialist is in charge of applying, on a local level, the remuneration policy put in place by the Head of C&B. They must take into account the specific sociocultural elements in order to guarantee a consistent policy, enhancing employee satisfaction. In certain groups, Compensation & Benefits Specialists may be specialised in the benefits or compensation aspect only.

The main tasks are:

- ◆ Implement the remuneration plans, in compliance with group policy
- ◆ Put in place the remuneration packages (premium, bonus, stock options, benefits in kind, private pension scheme, statutory and discretionary profit-sharing, etc.)
- ◆ Advise operatives on salary proposals presented to future employees
- ◆ Prepare the margins for negotiation of Compensation & Benefits during the annual assessments
- ◆ Conduct remuneration surveys
- ◆ Calculate and manage statutory and discretionary profit-sharing
- ◆ Act as a driving force for the improvement of remuneration packages

Reports to:

- ◆ Compensation & Benefits Manager

Profile

The technical nature of this business area requires advanced training in tax, law and statistics, equivalent to the Masters level. Certain candidates may also move into C&B with at least three years' experience in a Payroll Manager's position.

Trend

Employee satisfaction and retention represents an increasing challenge for human resources, which adds a strategic dimension to this position. The remuneration and social benefits aspects are managed by specialists, whose influence is on the increase, their remuneration likewise.

Evolution

A Compensation & Benefits Specialist can progress into a C&B Manager or Payroll Manager position.

Salary indication Compensation & Benefits Specialist (in CHF):

	Finance	Healthcare & Life Sciences	Services	Other sectors
	Salary	Salary	Salary	Salary
minimum	90,000	90,000	90,000	90,000
maximum	140,000	150,000	140,000	140,000
average	120,000	130,000	120,000	120,000

As mentioned, the salaries are computed without bonus.

For a Compensation & Benefits Specialist, these bonuses can range from 0% to 15%.

1. HR POSITIONS IN MULTINATIONAL CORPORATIONS

1.7 Head of Talent Acquisition

Role:

This position mainly concerns large companies or groups particularly those which have a parent organization. The purpose of the role is to identify high potentials while also developing and maintaining human capital. This person is called on during reorganisations, restructuring and mergers. This function involves an excellent knowledge of the company's functions and the teams in place. The Head of Talent Acquisition must have a long-term vision of the management of human resources and be able to anticipate future recruitment.

The Main Tasks are:

- ◆ Employee assessment methods and processes, identification and management of potentials
- ◆ Internal mobility and more generally the management of employees' careers
- ◆ Establishment of a new workplace organization, change management
- ◆ Recruitment and training (in a proactive and/or supervisory role, e.g. creation of an internal university)
- ◆ Anticipation of recruitment needs and succession planning
- ◆ Definition of training processes
- ◆ HR communication and HR marketing
- ◆ Manage relations with universities
- ◆ Management of a talent acquisition team

Reports to:

- ◆ HR VP or Head of HR

Profile

Extensive knowledge of the company's various career possibilities, its business sector and culture is required, which implies a minimum of 10 years' experience in an HR generalist or recruitment role. The management of cross-functional projects inherent in this function requires excellent interpersonal skills and an ability to generate commitment, to motivate and to convince.

Trend

Head of Talent Acquisition is a position which is becoming more popular within both large companies and more advanced SMEs with an international dimension. The fact that the role encourages stability in human capital and attracts the best talent, results in increased influence within the human resources department.

Evolution

The Head of Talent Acquisition may progress into a senior generalist HR role (HR Business Partner, Head of HR, etc.).

Salary indication Head of Talent Acquisition (in CHF):

	Finance	Healthcare & Life Sciences	Services	Other sectors
	Salary	Salary	Salary	Salary
minimum	155,000	155,000	150,000	150,000
maximum	220,000	220,000	200,000	200,000
average	185,000	185,000	175,000	175,000

As mentioned, the salaries are computed without bonus.

For a Head of Talent Acquisition, these bonuses can range from 10% to 25%.

1. HR POSITIONS IN MULTINATIONAL CORPORATIONS

1.8 Talent Acquisition Manager

Role:

This position mainly concerns large companies or groups, particularly those which have a parent organization. Its role is to identify high potentials while also developing and maintaining human capital. The objective of the Talent Acquisition Manager is to establish the Talent Acquisition strategy at a more local level. The position does retain a strategic dimension, because talent acquisition policies are often specific to each country.

The main tasks are:

The Talent Acquisition Manager takes on a cross-functional and operational role within the HR department:

- ◆ Employee assessment methods and processes, identification and management of potentials
- ◆ Internal mobility and promotions
- ◆ Anticipating recruitment requirements, succession planning
- ◆ Establishment of a new workplace organization, change management
- ◆ Recruitment and training (in a proactive and/or supervisory role, e.g. creation of an internal university)
- ◆ Definition of training processes
- ◆ HR communication, HR marketing
- ◆ Relations with universities
- ◆ Management of high potentials
- ◆ Job mapping

Reports to:

- ◆ Head of Talent Acquisition or Head of HR

Profile

A good knowledge of the company's various careers, its business sector and its culture is required, which implies at least eight years prior experience in a general HR or recruitment role. A network must also be maintained with universities and training centres in order to guarantee the required level of talent recruitment. The management of cross-functional projects inherent in this function requires having excellent interpersonal skills and a real ability to generate commitment, motivate and convince.

Trend

Talent Acquisition Manager is a position which is becoming more popular within both large companies and more advanced SMEs with an international dimension. The fact that the role encourages stability in human capital is resulting in increased influence within the human resources department.

Evolution

The Talent Acquisition Manager may progress into a generalist HR role (HR Business Partner, Head of HR, etc.).

Salary indication Talent Acquisition Manager (in CHF):

	Finance	Healthcare & Life Sciences	Services	Other sectors
	Salary	Salary	Salary	Salary
minimum	120,000	120,000	120,000	110,000
maximum	175,000	180,000	180,000	180,000
average	150,000	155,000	150,000	150,000

As mentioned, the salaries are computed without bonus.

For a Talent Acquisition Manager, these bonuses can range from 0% to 20%.

1. HR POSITIONS IN MULTINATIONAL CORPORATIONS

1.9 Recruitment Manager

Role:

The Recruitment Manager manages the whole of the recruitment process, from the definition of needs to the induction of candidates. The Recruitment Manager works in close collaboration with operational staff in order to define their needs and the ways to achieve their objectives.

The main tasks are:

- ◆ Design and formalise internal recruitment processes
- ◆ Represent the company at all recruitment events: attending employment fairs and university forums, and conducting interviews with journalists to promote the employer's image
- ◆ Identify needs and define profiles of candidates needed
- ◆ Define the most effective sourcing strategy: external communication (internet, press, forums, etc.) and/or service providers (recruitment firms, temporary employment agencies, etc.)
- ◆ Coordinate interviews carried out by the team and operational staff and take part in some of them, depending on the level of the positions to be filled
- ◆ Assist operational staff in contract negotiations, particularly in terms of remuneration
- ◆ Monitor the candidate up to their induction into the company
- ◆ Report on all recruitment processes based on the objectives initially set

Reports to:

- ◆ Head of HR or HR Business Partner

Profile

The profile mainly depends on the size of the company and the scope of responsibilities. At least five years' experience in recruitment, in a company or a recruitment firm, is required.

Trend

The Recruitment Manager's role is becoming increasingly important as organisations seek to reduce cost and time per hire while remaining committed to attracting, recruiting and retaining the best talent. Often the Recruitment Manager's role will be critical to positioning the brand well in the industry and the market. Recruitment of future employees and building their loyalty is currently one of the major challenges in Human Resources. This is therefore a key function in many companies.

Evolution

The Recruitment Manager may progress into a HR Business Partner position or into another specialist function, particularly HR Development (Talent Manager, etc.).

Salary indication Recruitment Manager (in CHF):

	Finance	Healthcare & Life Sciences	Services	Other sectors
	Salary	Salary	Salary	Salary
minimum	100,000	105,000	95,000	90,000
maximum	180,000	155,000	175,000	180,000
average	140,000	130,000	140,000	140,000

As mentioned, the salaries are computed without bonus.

For a Recruitment Manager, these bonuses can range from 0% to 15%.

1. HR POSITIONS IN MULTINATIONAL CORPORATIONS

1.10 Recruitment Specialist

Role:

The Recruitment Specialist manages recruitment processes for operational staff.

The main tasks are:

- ◆ Understanding and assimilating careers and contacts
- ◆ Helping to formulate and formalise needs
- ◆ Defining and developing sourcing tailored to the type of candidates sought (relations with universities, databases, adverts, etc.)
- ◆ Conducting recruitment interviews
- ◆ Establishing a shortlist of selected candidates and presenting them to operational staff
- ◆ Supporting decision-making and negotiation
- ◆ Supporting induction and monitoring of candidates

Reports to:

- ◆ Recruitment Manager or HR Manager

Profile

The Recruitment Specialist is generally starting out in the HR function. They must be able to demonstrate experience or meaningful training in recruitment and have at least the equivalent of a Master's degree in HR. The Recruitment Specialist may also come from an operational position in the field for which they are recruiting.

Trend

Good knowledge of the company's career opportunities and business sector is required. Sound knowledge of English is also becoming an increasingly important criterion. This is a highly developed position within growing organisations, service companies and groups with large sales teams due to cyclical recruitment periods and higher levels of turnover.

Evolution

This position is an entry point to move into other HR functions (Recruitment Manager, etc.).

Salary indication Recruitment Specialist (in CHF):

	Finance	Healthcare & Life Sciences	Services	Other sectors
	Salary	Salary	Salary	Salary
minimum	85,000	85,000	80,000	80,000
maximum	145,000	145,000	125,000	120,000
average	120,000	130,000	110,000	100,000

As mentioned, the salaries are computed without bonus.

For a Recruitment Specialist, these bonuses can range from 0% to 15%.



2. HR POSITIONS IN SMALL & MEDIUM-SIZED ENTERPRISES

2. HR POSITIONS IN SMEs

2.1 HR Director

Role:

The HR Director is responsible for all Human Resources activities. Their duties are in proportion to the size of the organization they work for: the larger the organization, the larger the strategic dimension. The HR Director works in collaboration with all departments to define and implement an effective and innovative Human Resources policy.

The main tasks are:

- ◆ Define and implement the Human Resources strategy, in collaboration with senior management
- ◆ Determine the needs of the company's major departments (including senior management) and advise on all aspects related to Human Resources
- ◆ Define and implement the HR recruitment and communication policy
- ◆ Design the career management policy: forward planning and development of careers and skills, management of high potentials, knowledge management, and development of human capital, assessment of performance, mobility, remuneration and employee benefits
- ◆ Ensure good labour relations by maintaining a positive relationship with unions
- ◆ Validate the training policy
- ◆ Anticipate human and workforce impacts due to changes in the scope of responsibilities (restructuring, mergers, acquisitions, etc.)
- ◆ Promote and manage large projects that contribute to the performance of the HR department and that create value for the company: HRIS, new organization chart, reduction or rearrangement of working time, etc.
- ◆ Supervise administrative and payroll aspects

Reports to:

- ◆ CEO, General Secretary
- ◆ Global HR Director (for multinational SMEs with headquarters outside Switzerland).

Profile

The profile mainly depends on the size of the company and the scope of responsibilities, however at least 10 years experience is required to move into this function. Fluency in English is increasingly required and knowledge of a second or third language (French or German) is an undeniable advantage in an international group.

Trend

Since promoting the value of human capital has become a major corporate issue, the HR Director occupies an increasingly strategic role. The HR Director is more and more removed from the administrative aspects in order to focus on HR development and maximising human capital.

Evolution

The HR Director can progress into a HR VP position in a larger business, or into other Management functions (CEO, General Secretary, etc.).

Salary indication HR Director (in CHF):

	Finance	Healthcare & Life Sciences	Services	Other sectors
	Salary	Salary	Salary	Salary
minimum	140,000	140,000	150,000	135,000
maximum	260,000	260,000	250,000	230,000
average	185,000	185,000	175,000	170,000

As mentioned, the salaries are computed without bonus.
For a HR Director, these bonuses can range from 10% to 50%.

2. HR POSITIONS IN SMEs

2.2 HR Manager

Role:

The HR Manager is responsible for the HR functions of a site, geographical area, or subsidiary. This function has a strong operational aspect, along with the task of tailoring the group's HR strategy to the specific nature of the entity managed and its people.

The main tasks are:

- ◆ Advise operational staff on all aspects of HR (labour legislation, career management, recruitment, training, remuneration, etc.)
- ◆ Ensure the quality of union relations
- ◆ Coordinate HR development within their scope of responsibilities: in this respect, the HR Manager's responsibilities depend on whether expert functions exist within the group to support the different entities in relation to training, recruitment and career management. If so, the HR Manager has a coordinating role with respect to needs expressed by operational staff, calling on specialists and ensuring the quality of the service provided. When the Human Resources department does not have specialist advisors, the HR Manager and their team are operationally responsible for recruitment, training and career management, and at times for internal communications
- ◆ Supervise payroll administration and staff management and train the HR team
- ◆ Coordinate HR projects within the scope of their responsibilities and take part in any change management that results

Reports to:

- ◆ Director of the subsidiary, branch or site
- ◆ HR Director

Profile

The profile depends on the business sector, the scope of responsibilities and their complexity. Typically at least eight years' experience is required to move into this type of position.

Trend

The HR Manager coordinates a number of cross-functional tools affecting other managers, in terms of their everyday needs. Therefore, the position has a service and customer-focus dimension in relation to operational staff.

Evolution

After significant experience in this function, a HR Manager may move towards a more senior HR Manager position with a wider and more complex scope of responsibilities, or indeed into a HR Director position.

Salary indication HR Manager in an SME (in CHF):

	Finance	Healthcare & Life Sciences	Services	Other sectors
	Salary	Salary	Salary	Salary
minimum	140,000	145,000	140,000	140,000
maximum	195,000	205,000	195,000	190,000
average	165,000	165,000	160,000	155,000

As mentioned, the salaries are computed without bonus.

For a HR Manager, these bonuses can range from 0% to 20%.

2. HR POSITIONS IN SMEs

2.3 HR Generalist

Role:

Together with the HR Manager, the HR Generalist is responsible for the HR function of a site, geographical area, or subsidiary. This position has a strong operational aspect and focuses on delivering the company's HR objectives.

The main tasks are:

- ◆ Advise operational staff in relation to all aspects of HR (labour legislation, career management, recruitment, training, remuneration, etc.)
- ◆ Support the development of the HR function in the business
- ◆ Conduct training
- ◆ Manage relocation problems
- ◆ Supervise payroll administration and staff management and train the HR team
- ◆ Coordinate HR projects within the scope of their responsibilities and take part in any change management that results
- ◆ Act as an intermediary between the Human Resources department and certain specialists

Reports to:

- ◆ Director of the subsidiary, branch or site
- ◆ HR Manager

Profile

The profile depends on the business sector, the scope of responsibilities managed and their complexity. At least three years' experience is required to move into this type of position. Furthermore, having a Swiss national HR diploma (brevet federal) is a significant advantage within local organizations.

Trend

The HR Generalist is a reliable pillar of HR structures. The position continues to have an operational and less strategic dimension.

Evolution

After significant experience in this function, a HR Generalist may move towards a HR Manager position or indeed a specialist position.

Salary indication HR Generalist (in CHF):

	Finance	Healthcare & Life Sciences	Services	Other sectors
	Salary	Salary	Salary	Salary
minimum	105,000	105,000	90,000	90,000
maximum	140,000	140,000	135,000	130,000
average	120,000	120,000	110,000	110,000

As mentioned, the salaries are computed without bonus.

For a HR Generalist, these bonuses can range from 0% to 10%.

2. HR POSITIONS IN SMEs

2.4 HR Assistant*

Role:

The HR Assistant is an active member of the Human Resources team and works in close collaboration with and provides support to the HR Manager. The HR Assistant is responsible for supporting recruitment processes and for various administrative HR tasks.

The main tasks are:

- ◆ Support the entire recruitment process: candidate contact and verification, pre-selection of candidates, interview planning, and administrative follow-up of applications received
- ◆ Responsible for administrative HR tasks: work contracts, work permits, pensions, etc.
- ◆ Support employees with HR related enquiries
- ◆ Complete all payroll tasks
- ◆ Contact person for external partners
- ◆ Update the HR database
- ◆ General administrative tasks: correspondence, document classification, meeting arrangements, etc.

Reports to:

- ◆ HR Manager

Profile

This is an entry level HR role and is often the first step for HR professionals. The position offers a good grounding in Human Resources, focusing on the administration and coordination of HR tasks and compliance with legislation. The position offers support to more senior HR colleagues in the delivery of operational HR needs. The Swiss federal HR diploma can be pursued by professionals at this level to aid progression.

Trend

The HR Assistant role remains widespread, but with a greater emphasis on the usage of electronic HR systems for the recording of HR tasks.

Evolution

A HR Assistant can develop into a more senior HR role, including that of a HR Generalist.

Salary indication HR Assistant (in CHF):

	0-2 years	2-5 years	> 5 years
	Salary	Salary	Salary
minimum	55,000	60,000	72,000
maximum	65,000	75,000	85,000
average	60,000	65,000	75,000

As mentioned, the salaries are computed without bonus.
For a HR Assistant, these bonuses can range from 0% to 10%.

* This profile is recruited for by Page Personnel.

2. HR POSITIONS IN SMEs

2.5 Payroll Manager

Role:

The Payroll Manager is responsible for the processing of employees' wages and salaries; this includes ensuring the accuracy of the salaries and respective deductions, complying with local, regional and national regulations, as well as the payment. A Payroll Manager usually supervises a team of Payroll Specialists.

The main tasks are:

- ◆ Supervise processing of employees' salary payments
- ◆ Support operational staff with regards to labour laws and remuneration
- ◆ Ensure compliance with labour regulations (training, apprenticeship, etc.)
- ◆ Verify all contributions to various funds
- ◆ Draft employment contracts
- ◆ Ensure correct application of the collective agreement
- ◆ Produce corporate dashboards to supervise payroll, age breakdown, in- and outflow of personnel and a range of indicators for coordinating staff numbers
- ◆ Be proactive in developing the payroll management software and coordinating any switchover
- ◆ Monitor labour issues

Reports to:

- ◆ CFO, Controller
- ◆ HR Director

Profile

People holding this type of position generally have more than five years' experience in the field and are generally trained in accounting.

Trend

This is a key function in the company given the increasing complexity of labour regulations and remuneration structures. As well as technical expertise, the Payroll Manager must be able to demonstrate managerial qualities.

Evolution

In SMEs, the Payroll Manager sometimes has a broader role, including Compensation & Benefits responsibilities. They can therefore move into a position as a Remuneration Specialist. In some other cases, they can move into a generalist position with a strong administrative aspect.

Salary indication Payroll Manager (in CHF):

	Finance	Healthcare & Life Sciences	Services	Other sectors
	Salary	Salary	Salary	Salary
minimum	105,000	105,000	100,000	100,000
maximum	175,000	180,000	170,000	170,000
average	150,000	150,000	135,000	125,000

As mentioned, the salaries are computed without bonus.

For a Payroll Manager, these bonuses can range from 0% to 15%.

2. HR POSITIONS IN SMEs

2.6 Payroll Specialist

Role:

The Payroll Specialist supports the Payroll Manager in the execution of all payroll related tasks, ranging from entering and verifying data, to the payment of the salaries.

The main tasks are:

- ◆ Ensure the smooth running of monthly payroll transactions
- ◆ Update employee payments and deductions
- ◆ Process all contributions to the various funds as well as social contribution declarations
- ◆ Establish labour and legal declarations (training, apprenticeship, disabilities, etc.)
- ◆ Draft employment contracts
- ◆ Ensure the accuracy of national insurance contributions
- ◆ Compile HR statistics and reports
- ◆ Draw up monthly and annual records for the accounts department
- ◆ Ensure correct application of the collective agreement
- ◆ Ensure compliance with legislation
- ◆ Monitor labour issues

Reports to:

- ◆ Payroll Manager, Accounting Manager or CFO

Profile

People holding this type of position are trained in accounting or have significant experience in personnel administration. Payroll Specialists must be completely fluent in payroll techniques. They must demonstrate discretion and respect professional confidentiality. A good command of payroll IT tools is also required.

Trend

This is a key function in the company given the increasing complexity of labour regulations and remuneration structures.

Evolution

A Payroll Specialist position can progress into a Payroll Manager position or an analytical role.

Salary indication Payroll Specialist (in CHF):

	All sectors
	Salary
minimum	80,000
maximum	125,000
average	100,000

As mentioned, the salaries are computed without bonus.

For a Payroll Specialist, these bonuses can range from 0% to 10%.

Michael Page International Switzerland:

Geneva

Quai de la Poste 12
1204 Geneva

Tel: +41 22 544 19 00
Fax: +41 22 544 19 90

Zurich

Bahnhofstrasse 63
8001 Zurich

Tel: +41 44 224 22 22
Fax: +41 44 224 22 23

Email: clientservices@michaelpage.ch
Web: www.michaelpage.ch

