



### MARKET TRENDS IN HUMAN RESOURCES

#### There is keen competition for candidates in several HR specialisms:

As companies recognise the importance of developing and retaining their high-flyers and senior talent, HR professionals skilled in talent management and succession planning are in great demand.

There is also growing demand in HR information systems, especially to support implementations of Workday, which is still one of the most widely used HR systems.

Demand is also increasing in other roles, such as in HR operations, HR shared service centres and organisational design. There is a pressing shortage of suitable candidates in payroll and also a scarcity of junior staff in compensation and benefits.

#### In contrast:

Demand for mobility specialists to help manage international assignments is very low at present, while in another critical field – talent acquisition – the trend is to offer assignments of limited duration, typically a one-year contract, and to source staff through a partner agency.

Overall, the pool of suitably qualified HR talent is limited. Despite this, clients are still very discerning when recruiting. In a risk-averse climate, candidates face an ever more extended recruitment process, with multiple telephone interviews, face-to-face interviews, case study work, personality tests and so on, as employers attempt to ensure the right candidate is brought on-board.

Languages are still a big asset: trilingual candidates with English, German and French are highly prized.



### THE CANDIDATE'S WISH-LIST

What are candidates' expectations in the current market? The flexibility to work part-time or from a home office continues to be a factor in applying for and accepting a position. HR specialists also welcome having longer term projects that they can 'own', to complement their to-do list of generalist tasks.

At more senior levels, HR professionals want to be regarded as key members of the executive team, with HR being a business partner rather than a purely administrative back-room function.



### ABOUT US

Michael Page and Page Personnel are part of PageGroup, a leading recruitment firm specialized in permanent and temporary recruitment. We help professionals who are eager to progress in their careers with our unique consultative approach. Our global network, combined with our unrivalled local industry knowledge, give us access to the best opportunities in the market and to the best skilled candidates available.



### METHODOLOGY

Our Salary Factsheet benchmarks profiles across Switzerland. The information provided in this survey comes from three different sources: our database with more than 450'000 candidate profiles, various recruitment assignments managed by our consultants who conduct over 30'000 interviews a year, and years of experience within the Swiss market.



Average annual salary in kCHF

MULTINATIONAL COMPANY	Minimum	Average	Maximum
<b>Generalist</b>			
VP HR	240	280	400
HR Director	180	230	280
Global HR Business Partner	180	220	300
HR Business Partner EMEA	130	160	220
<b>Compensation &amp; Benefits</b>			
Director	160	200	260
Manager	130	170	200
Specialist	100	120	140
<b>Talent Aquisition</b>			
Director	160	200	250
Manager	130	150	180
Specialist	90	110	130
<b>Learning &amp; Development</b>			
Director	170	190	240
Manager	120	140	180
Specialist	90	110	130
<b>Payroll</b>			
Manager	120	130	150
Specialist	90	110	120
<b>Other</b>			
Mobility Specialist	90	100	120
HRIS Specialist	90	120	150
Change Management / Organisational Development Manager	150	180	220

Average annual salary in kCHF

SME	Minimum	Average	Maximum
HR Director	140	170	230
HR Manager / Local HR Business Partner	120	140	160
HR Specialist / HR Generalist	85	110	120
HR Assistant	70	85	100
Recruiter	75	100	120
Payroll Manager	100	115	140
Payroll Specialist	85	95	110

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