

2021 Now Zoaland For





# New Zealand Food Industry

**SALARY SURVEY** 



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# **Foreword**

Lawson Williams and NZIFST created this survey in 2019 to deliver robust Food Industry salary information to NZ businesses. We are pleased to welcome as a partner in 2021 The New Zealand Food and Grocery Council, FGC.

The New Zealand Institute of Food Science and Technology (NZIFST) is the country's leading professional association representing people working in the food industry, or in related research and teaching, who apply science, technology and engineering to the processing, manufacture and distribution of foods.

The New Zealand Food & Grocery Council (FGC) is an industry association that represents the manufacturers and suppliers behind New Zealand's food, beverage, and grocery brands. FGC makes representations to the Government, retailers and other relevant organisations on matters that affect the industry and liaises with government departments on food legislation, trade practices, and environmental issues, working where needed with a range of stakeholders.

Lawson Williams Specialist Recruitment has been immersed in Food Industry recruitment in New Zealand since 1993. Our association with the New Zealand Institute of Food Science and Technology (NZIFST) began in 1988. As professional members of the Institute and as a recuitment organisation we are keen to contribute to the further development of careers in the New Zealand Food Industry.

The surveys purpose is to provide up to date salary information for employers to use in the development of their remuneration strategies. This will in turn benefit NZIFST and NZFGC members and indeed all employees in the Food Industry.







When determining salaries, it is best practice to use at least 2 sources of salary information to guarantee the accuracy of results. Good salary survey information revolves around timeliness of the data and the relevance and number of participating organisations.

Currently in New Zealand there are only a few sources of robust Food Industry salary information. A small number are created by Consulting firms however these are typically expensive and consequently are out of reach for many New Zealand Food companies.

Alternatively, the Internet provides an array of data. This is often presented by recruitment companies and collected from candidates using their services. The accuracy of this data can be questionable and is typically presented in broad salary bands or position groups, providing less value to employers.

Key facts about the NZ Food Industry Salary Survey

- 1. The survey has been developed for NZ businesses in the Food Industry.
- 2. The survey is supported by NZIFST and NZFGC. It is not an individual NZIFST member survey.
- 3. The survey report is free to participating companies.
- 4. The survey report is presented in two parts

Part 1 - General Survey Data

Part 2 - Individual Position Data

- 4. The survey is biannual.
- 5. The survey results are not made available to employees or individual NZIFST members.

- Confidentiality of data. The salary data is collected by SurveyNow, Lawson Williams Survey division. Survey data is extracted and is stored as aggregated data only to create the survey results.
   Source data is immediately deleted removing any reference to the participating companies.
- 7. There is no additional marketing to participating companies.

It is our intention to build this salary survey to a minimum participation level of 300 companies to ensure strong validity across all positions surveyed. We intend for the survey to run biannually and grow to be a reputed source of Salary Information for the Food Industry in New Zealand. We also intend that it will continue to be free for participating companies.

If you have participated in our second year, we thank you for supporting us. We hope you gain value from the survey results and we look forward to your participation over the coming years as we build the quality of the results and reporting.

We ask you to give us your feedback and make suggestions for improvement. This survey is for the industry so must deliver what you need. You can contact us at surveys@lawsonwilliams.co.nz.

Regards

John Lawson,

Managing Director

Lawson Williams Consulting Group Ltd









# 2021 SALARY SURVEY Position Data







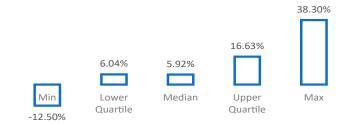
### **Technical Manager**

Salary Data 2019-2021	2019	2021	% change	
Min	80000	70000	-12.5%	
Lower Quartile	101000	107100	6.0%	
Median	110000	116517	5.9%	
Upper Quartile	128000	149283	16.6%	
Max	183403	253650	38.3%	
Salary by Company Size		# of Staff		
2021	1-20	21-80	81-300	301+
Min	96560	70000	102000	87790
Lower Quartile	106657	102510	113650	110245
Median	116753	112200	142800	114600
Upper Quartile	128377	126480	173589	147355
Max	140000	158100	253650	187071
Other Benefits		% Receiving		
Other Benefits		% Receiving Benefit		
Other Benefits  Flexible Work Hours		% Receiving Benefit		
		Benefit		
Flexible Work Hours		Benefit 74%		
Flexible Work Hours  Mobile Phone or Allowance		74% 74%		
Flexible Work Hours  Mobile Phone or Allowance  Staff Discounts		74% 74% 46%		
Flexible Work Hours  Mobile Phone or Allowance  Staff Discounts  Health Insurance  Professional Development and		74% 74% 46% 46%		
Flexible Work Hours  Mobile Phone or Allowance  Staff Discounts  Health Insurance  Professional Development and Training		74% 74% 46% 46% 42%		
Flexible Work Hours  Mobile Phone or Allowance  Staff Discounts  Health Insurance  Professional Development and Training  Car Park  At work benefits - leisure area, gym,		74% 74% 46% 46% 42% 32%		
Flexible Work Hours  Mobile Phone or Allowance  Staff Discounts  Health Insurance  Professional Development and Training  Car Park  At work benefits - leisure area, gym, fruit etc		74% 74% 46% 46% 42% 32%		
Flexible Work Hours  Mobile Phone or Allowance  Staff Discounts  Health Insurance  Professional Development and Training  Car Park  At work benefits - leisure area, gym, fruit etc  Phone Allowance		74% 74% 46% 46% 42% 32% 24% 14%		
Flexible Work Hours  Mobile Phone or Allowance  Staff Discounts  Health Insurance  Professional Development and Training  Car Park  At work benefits - leisure area, gym, fruit etc  Phone Allowance  Motor Vehicle		74% 74% 46% 46% 42% 32% 24% 14%		
Flexible Work Hours  Mobile Phone or Allowance  Staff Discounts  Health Insurance  Professional Development and Training  Car Park  At work benefits - leisure area, gym, fruit etc  Phone Allowance  Motor Vehicle  Life Insurance		74% 74% 46% 46% 42% 32% 24% 14% 14%		
Flexible Work Hours  Mobile Phone or Allowance  Staff Discounts  Health Insurance  Professional Development and Training  Car Park  At work benefits - leisure area, gym, fruit etc  Phone Allowance  Motor Vehicle  Life Insurance  Additional Superannuation		74% 74% 46% 46% 42% 32% 24% 14% 14% 12% 8%		
Flexible Work Hours  Mobile Phone or Allowance  Staff Discounts  Health Insurance  Professional Development and Training  Car Park  At work benefits - leisure area, gym, fruit etc  Phone Allowance  Motor Vehicle  Life Insurance  Additional Superannuation Income Protection		74% 74% 46% 46% 42% 32% 24% 14% 12% 8% 6%		

### **SALARY DATA 2019/21**



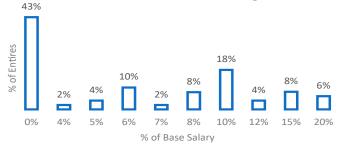
### % Salary change 2019/21

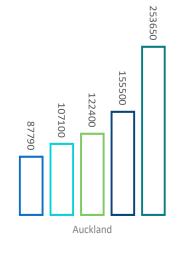


### Salary by Company Size

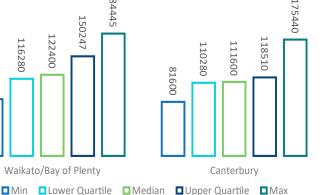


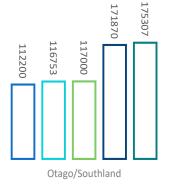
### **Bonus/STI Percentage**









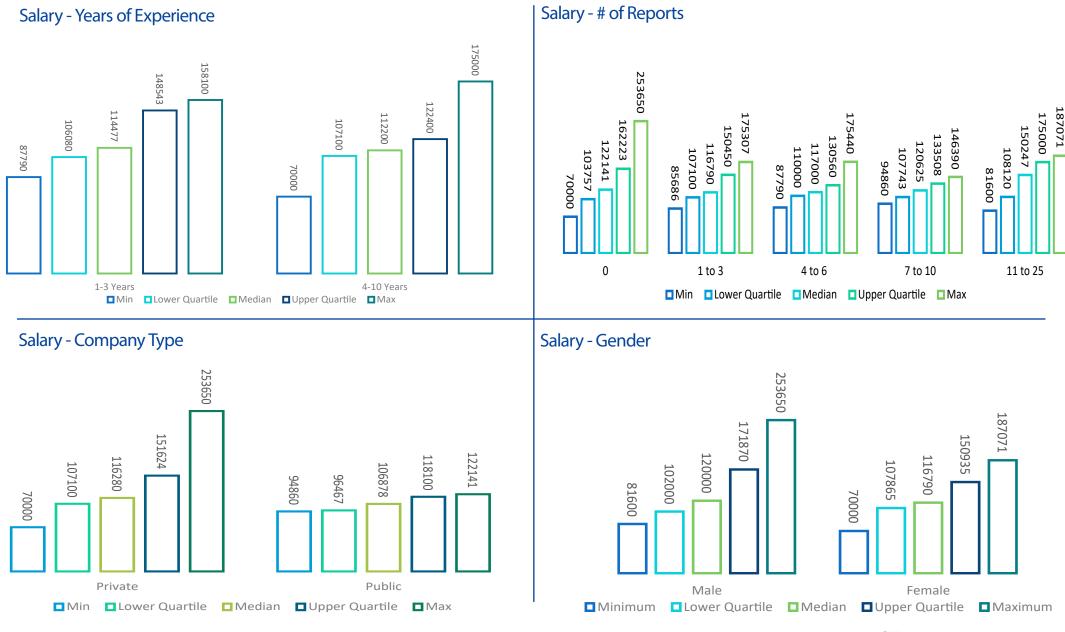




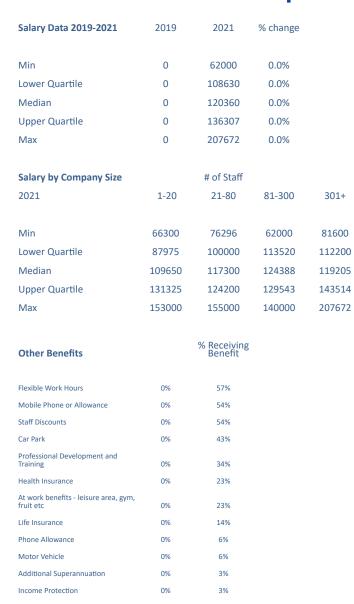


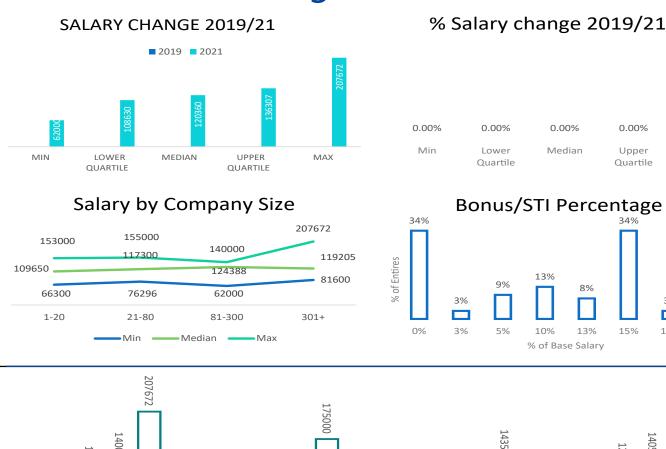


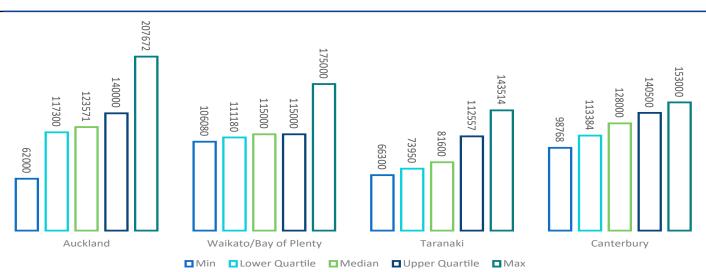
### **Technical Manager**



### Product Development/Innovation - Manager











0.00%

Median

13%

10%

% of Base Salary

13%

0.00%

Upper

Quartile

15%

18%

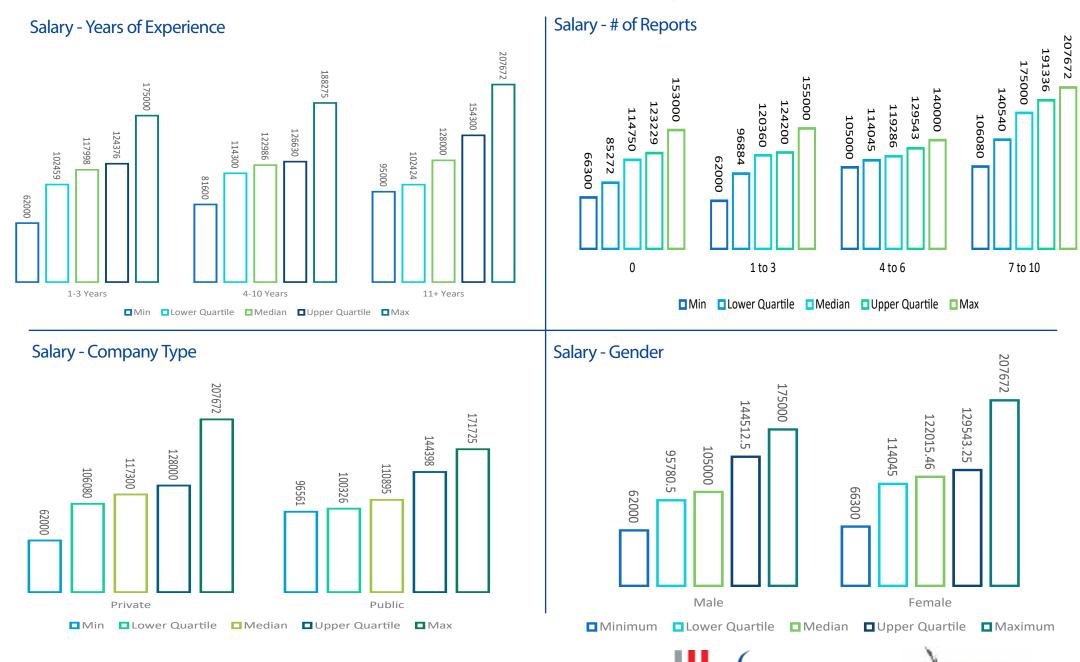
0.00%

Max

3%

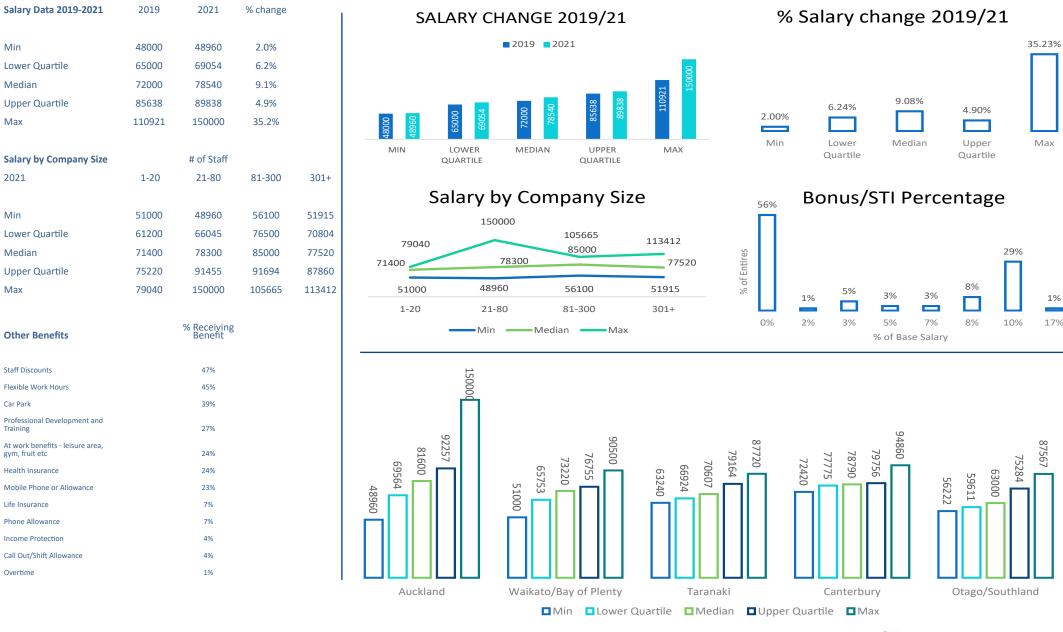
20%

### Product Development/Innovation - Manager



The New Zealand Food Industry Salary Survey

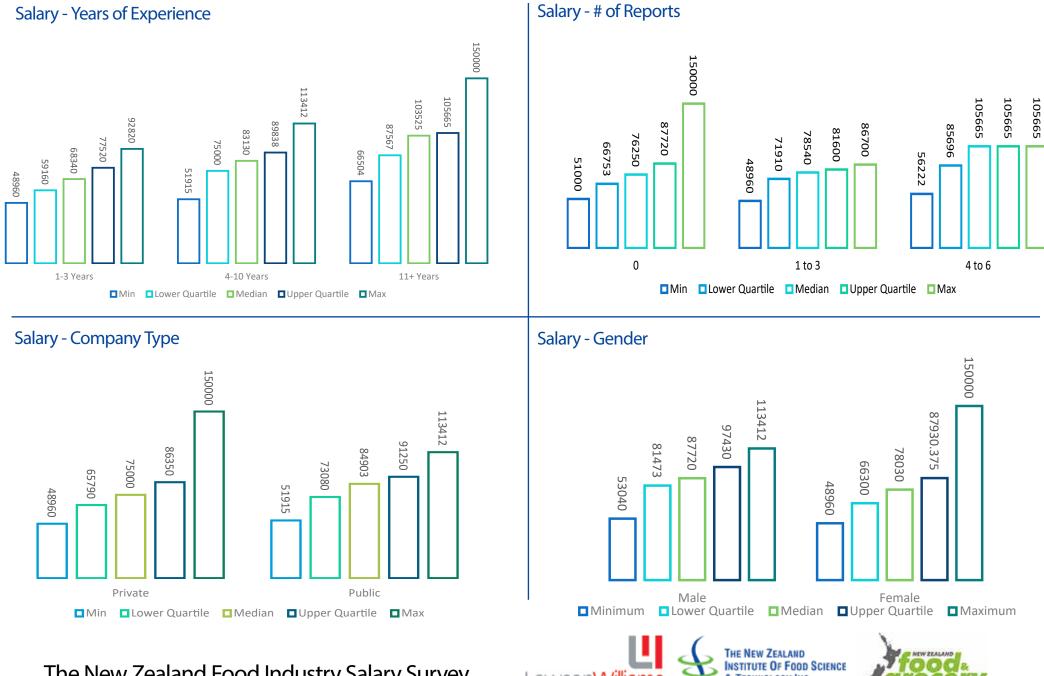
# Food/Product Development/R&D/Sensory - Technologist



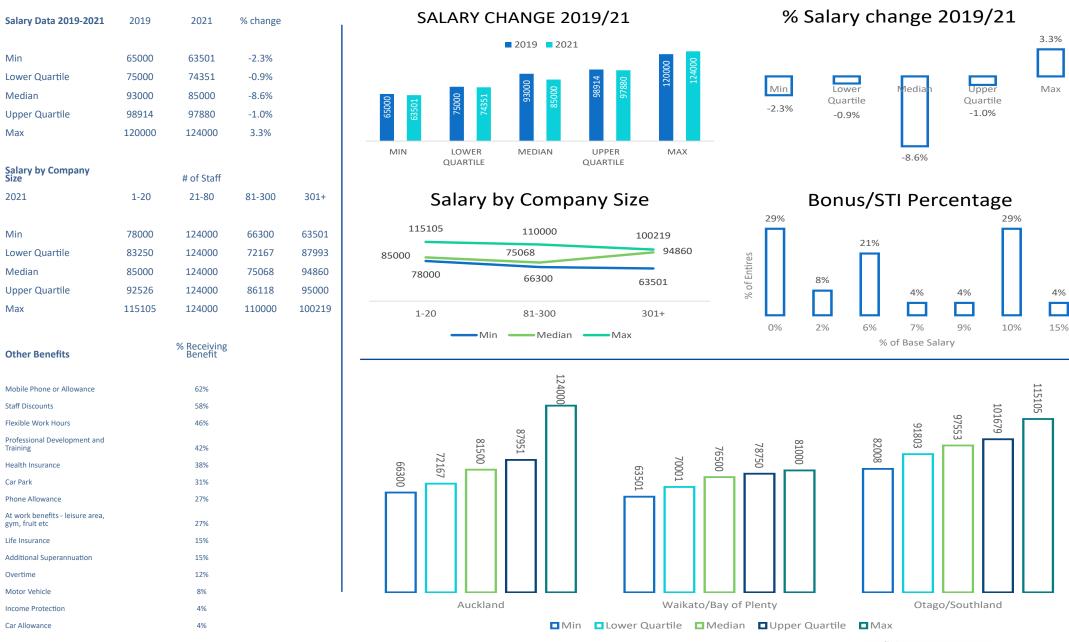




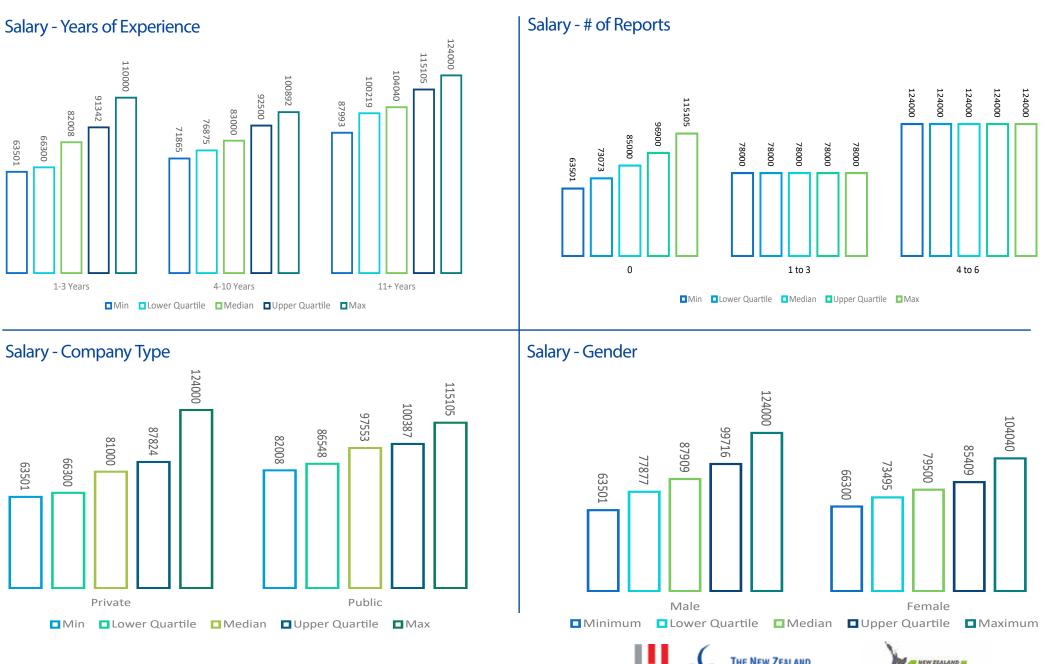
# Food/Product Development/R&D/Sensory- Technologist



### Process - Technologist/Engineer



### Process - Technologist/Engineer



The New Zealand Food Industry Salary Survey

### Quality/Compliance - Manager

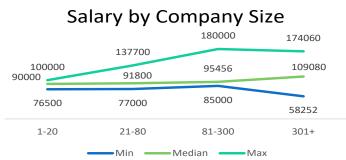
2019	2021	% change	
64000	58252	-9.0%	
80000	86700	8.4%	
87750	96900	10.4%	
99250	122400	23.3%	
135000	180000	33.3%	
	# of Staff		
1-20	21-80	81-300	301+
76500	77000	85000	58252
83250	85900	87975	81800
90000	91800	95456	109080
95000	115575	123700	128153
100000	137700	180000	174060
	% Receiving Benefit		
	57%		
	43%		
	31%		
	31%		
	24%		
	24%		
	22%		
	8%		
	8%		
	6%		
	4%		
	2%		
	64000 80000 87750 99250 135000 1-20 76500 83250 90000 95000	64000 58252 80000 86700 87750 96900 99250 122400 135000 180000  # of Staff 1-20 21-80  76500 77000 83250 85900 90000 91800 95000 115575 100000 137700  % Receiving Benefit  57% 43% 31% 24% 24% 22% 8% 8% 6%	64000 58252 -9.0% 80000 86700 8.4% 87750 96900 10.4% 99250 122400 23.3% 135000 180000 33.3%  # of Staff 1-20 21-80 81-300  76500 77000 85000 83250 85900 87975 90000 91800 95456 95000 115575 123700 100000 137700 180000  % Receiving Benefit  57% 43% 31% 24% 24% 22% 8% 8% 6% 4%

# 2019 2021 MEDIAN MAX

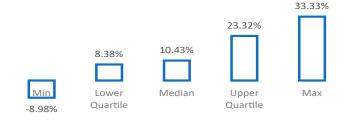
SALARY CHANGE 19/21

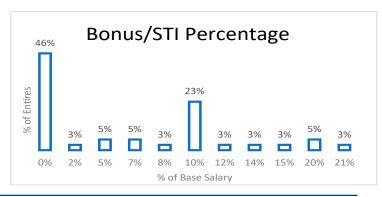


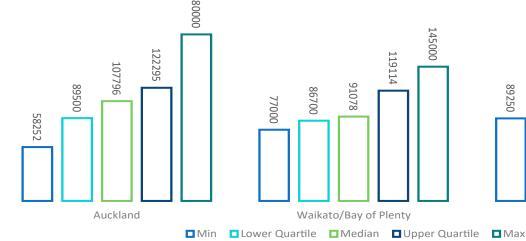




### % Salary change 19/21





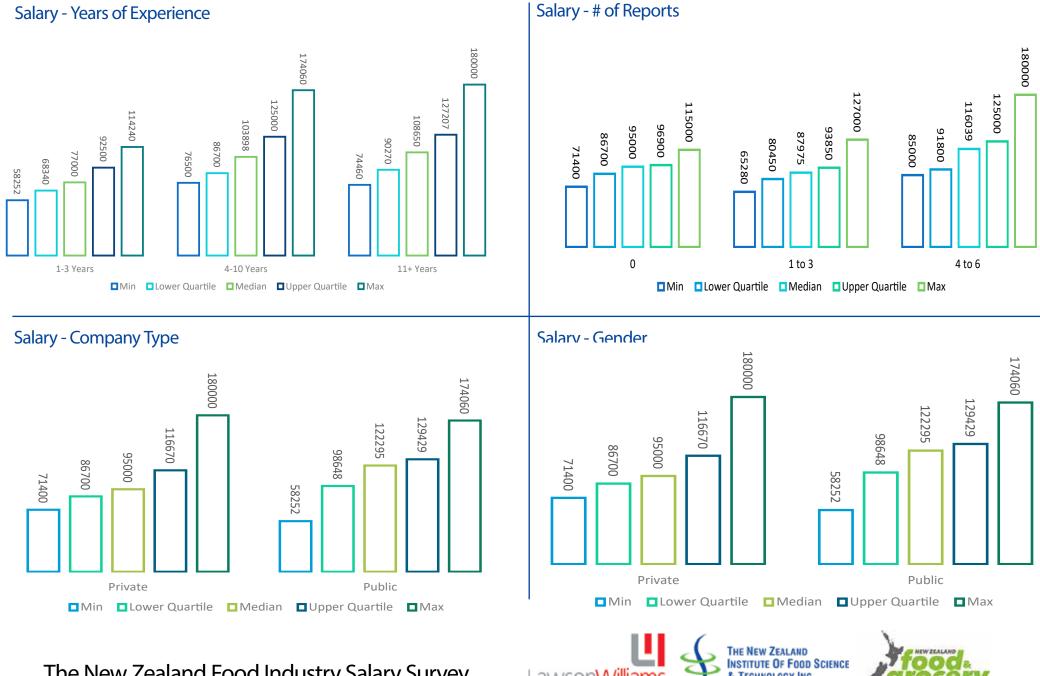




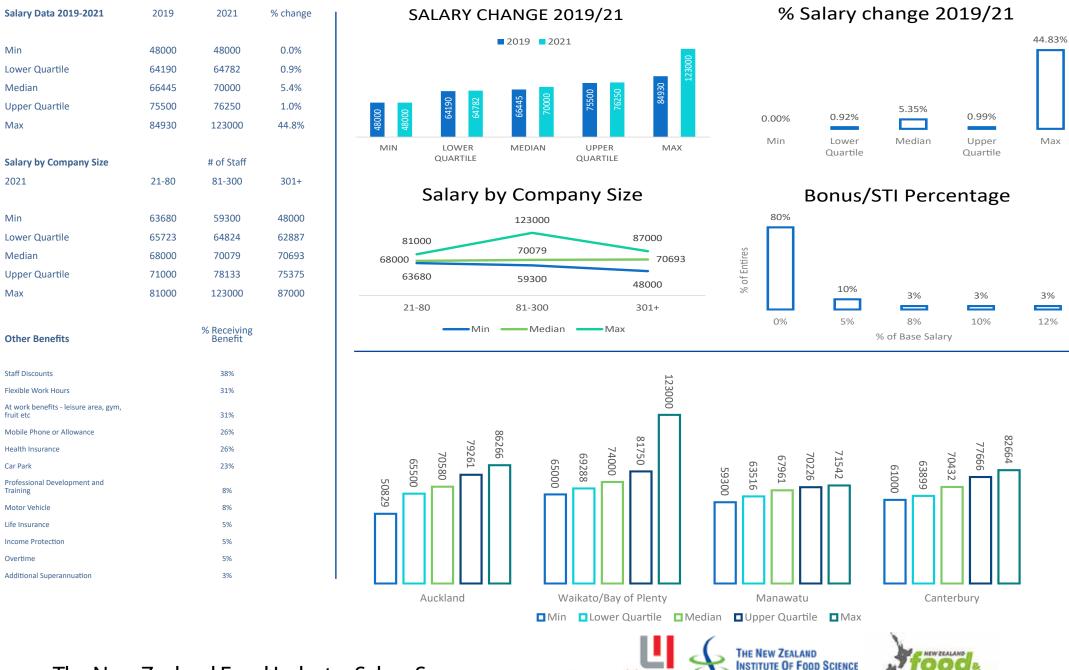


Manawatu

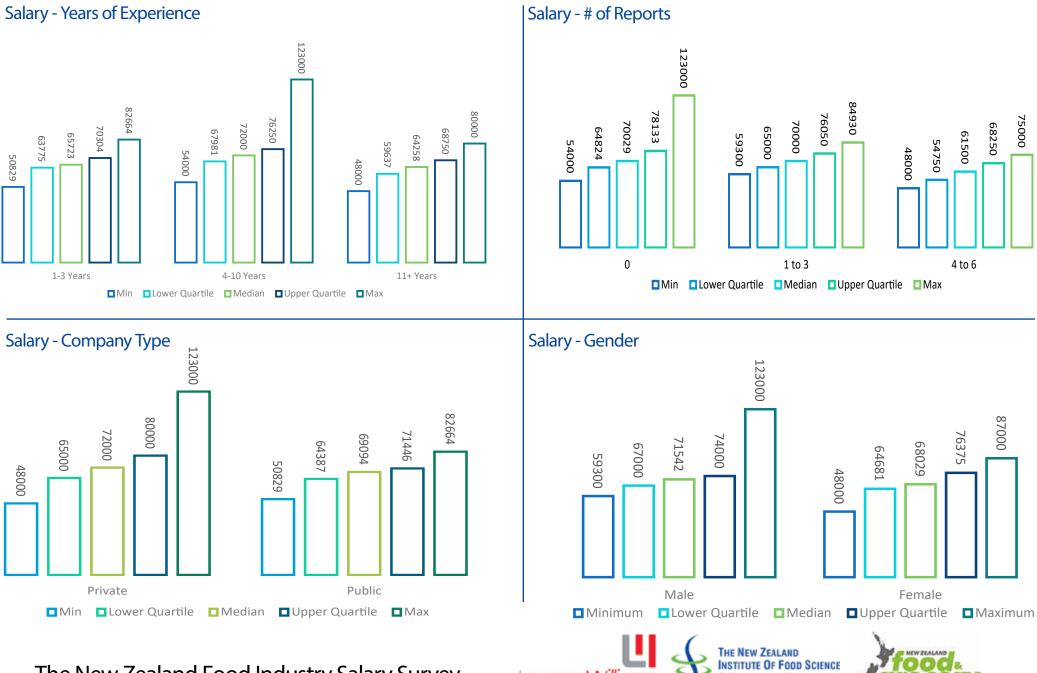
# Quality/Compliance - Manager



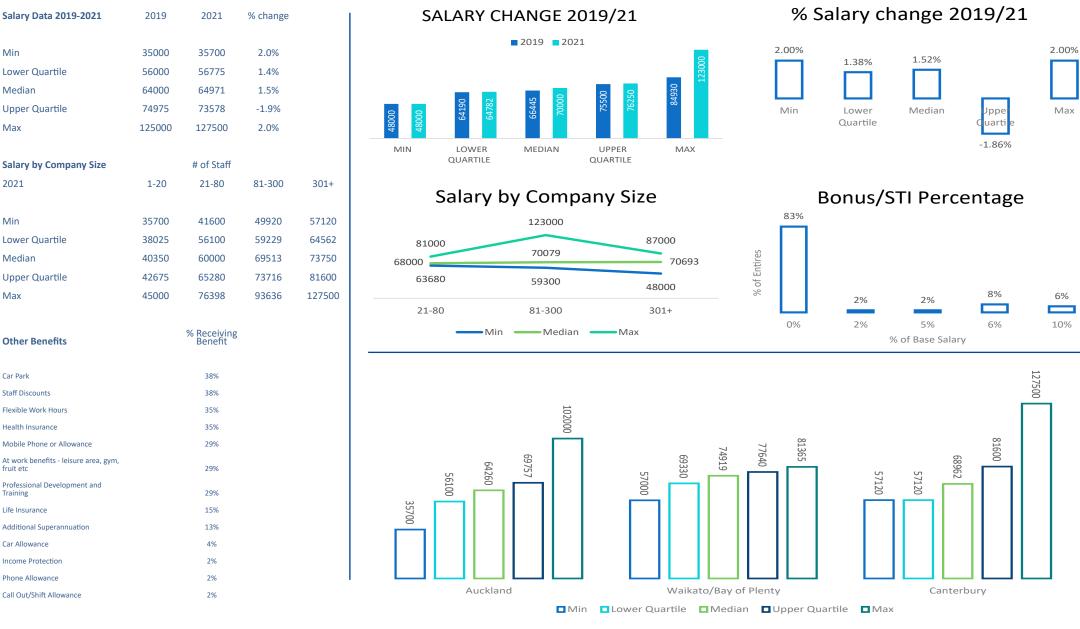
### Quality Assurance - Supervisor/Coordinator/Team Leader



# Quality Assurance - Supervisor/Coordinator/Team Leader



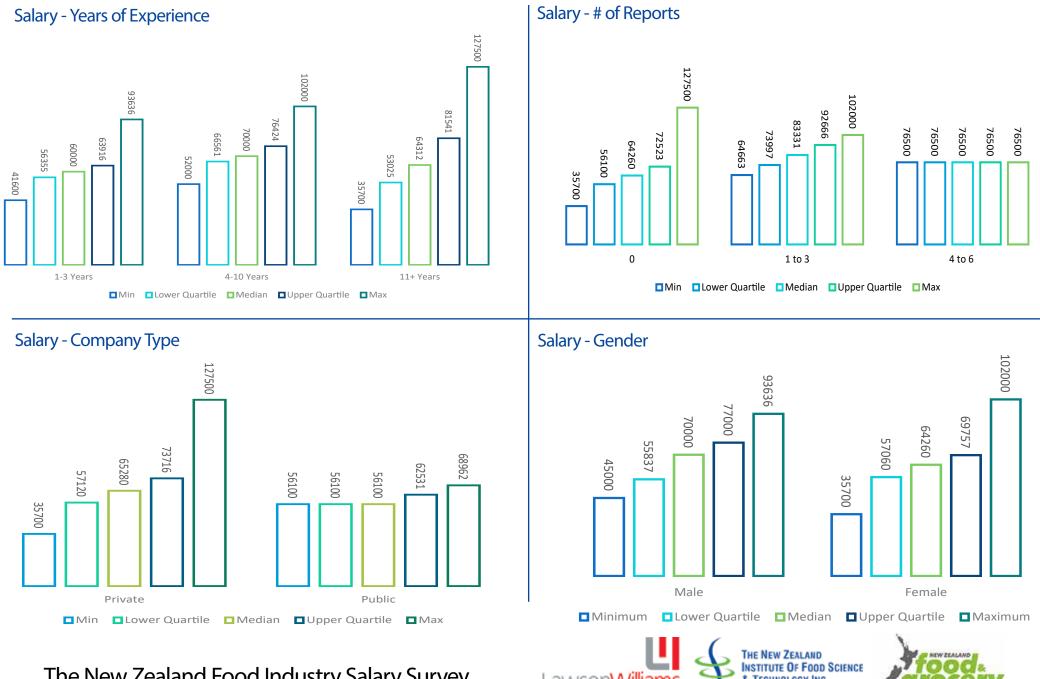
# Technical/Quality Assurance/Food Safety - Officer/Technologist





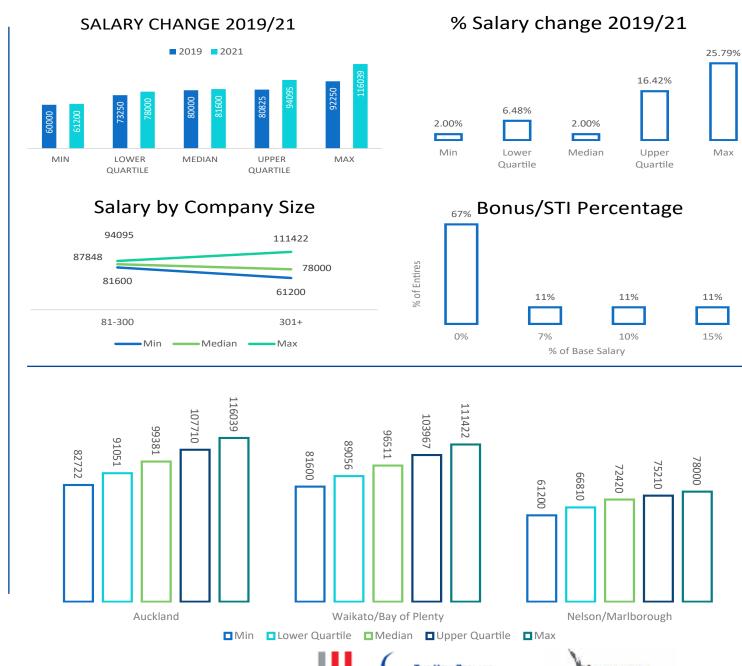


# Technical/Quality Assurance/Food Safety - Officer/Technologist



### **Laboratory Manager**

Salary Data 2019-2021	2019	2021	% change
Min	60000	61200	2.0%
Lower Quartile	73250	78000	6.5%
Median	80000	81600	2.0%
Upper Quartile	80825	94095	16.4%
Max	92250	116039	25.8%
Salary by Company Size		# of Staff	
2021	81-300	301+	
2021	01-300	301+	
Min	81600	61200	
Lower Quartile	84724	72420	
Median	87848	78000	
Upper Quartile	90971	81600	
Max	94095	111422	
Other Benefits		% Receiving Benefit	
Mobile Phone or Allowance		89%	
Flexible Work Hours		89%	
Health Insurance		89%	
Staff Discounts		67%	
Car Park		56%	
Additional Superannuation		56%	
Professional Development and Training		44%	
At work benefits - leisure area, gym, fruit etc		44%	
Phone Allowance		33%	
Life Insurance		22%	



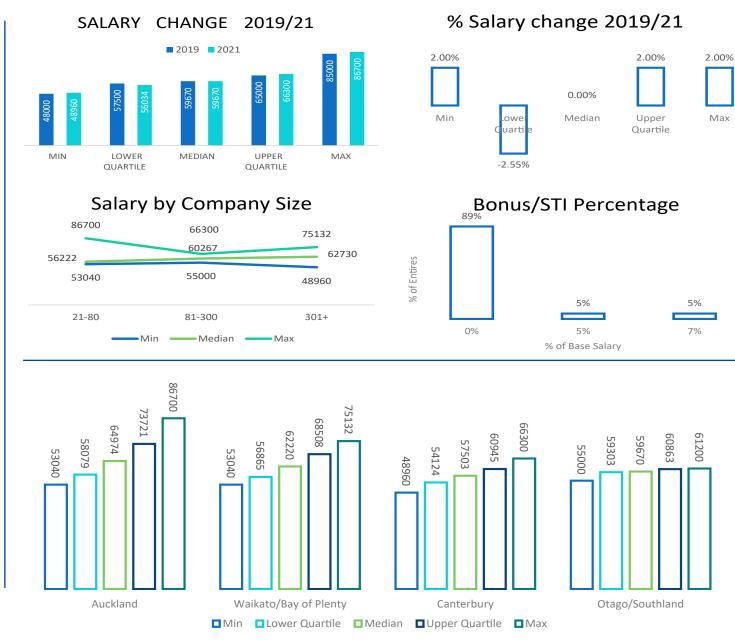
# Laboratory Manager



31

# Quality/Laboratory - Technician/Analyst

Salary Data 2019-2021	2019	2021	% change
Min	48000	48960	2.0%
Lower Quartile	57500	56034	-2.6%
Median	59670	59670	0.0%
Upper Quartile	65000	66300	2.0%
Max	85000	86700	2.0%
IVIGA	85000	80700	2.070
Salary by Company Size		# of Staff	
2021	21-80	81-300	301+
Min	53040	55000	48960
Lower Quartile	53040	59012	56674
Median	56222	60267	62730
Upper Quartile	76194	61812	66300
Max	86700	66300	75132
Other Benefits		% Receiving Benefit	
Other Benefits		Benefit	
Overtime		58%	
At work benefits - leisure area, gym, fruit etc		37%	
Health Insurance		32%	
Staff Discounts		26%	
Car Park		26%	
Call Out/Shift Allowance		21%	
Flexible Work Hours		16%	
Professional Development and Training		11%	
Life Insurance		11%	
Additional Superannuation		11%	
Income Protection		5%	
Phone Allowance		5%	



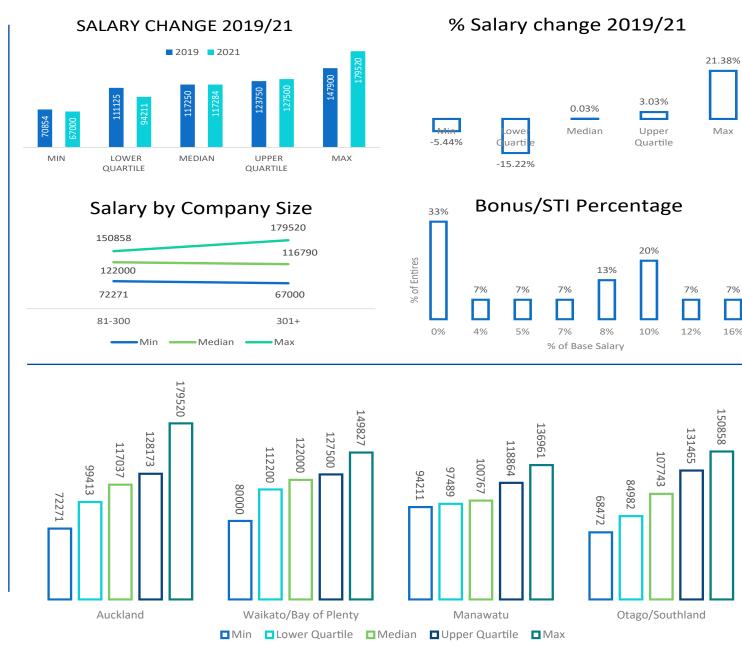


# Quality/Laboratory - Technician/Analyst



### Health & Safey Manager

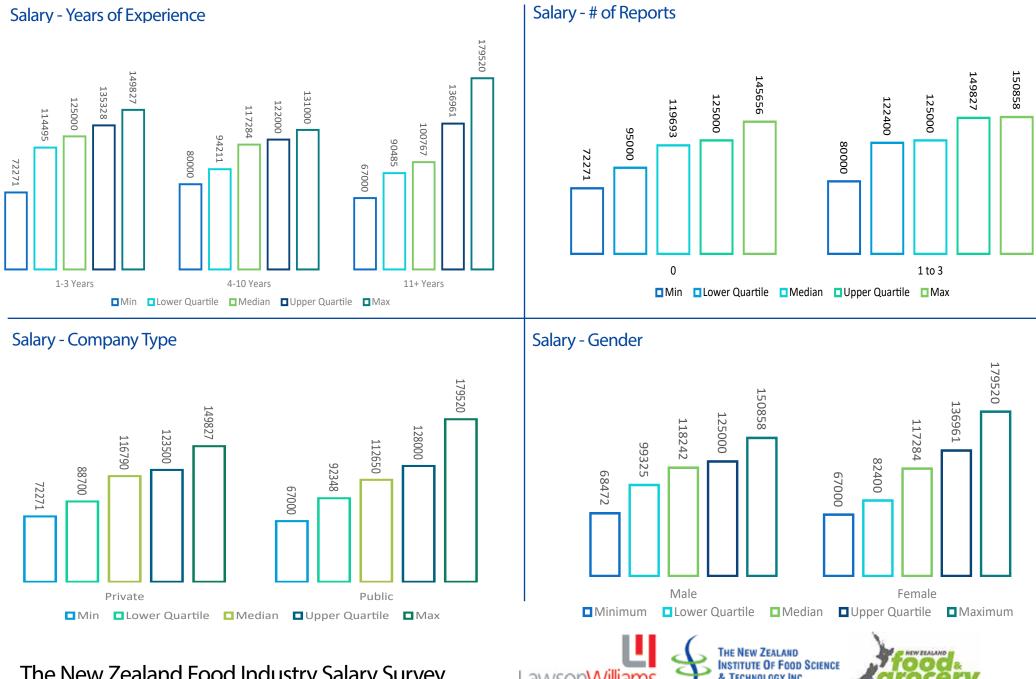
Salary Data 2019-2021	2019	2021	% change
Min	70854	67000	-5.4%
Lower Quartile	111125	94211	-15.2%
Median	117250	117284	0.0%
Upper Quartile	123750	127500	3.0%
Max	147900	179520	21.4%
Salary by Company Size		# of Staff	
2021	81-300	301+	
Min	72271	67000	
Lower Quartile	112200	92348	
Median	122000	116790	
Upper Quartile	127500	128000	
Max	150858	179520	
IVIAX	130838	179320	
Other Benefits		% Receiving Benefit	
Mobile Phone or Allowance		44%	
Staff Discounts		32%	
Health Insurance		32%	
Flexible Work Hours		24%	
Car Park		24%	
At work benefits - leisure area, gym, fruit etc		20%	
Life Insurance		12%	
Additional Superannuation		12%	
Motor Vehicle		8%	
Professional Development and Training		4%	
Income Protection		4%	







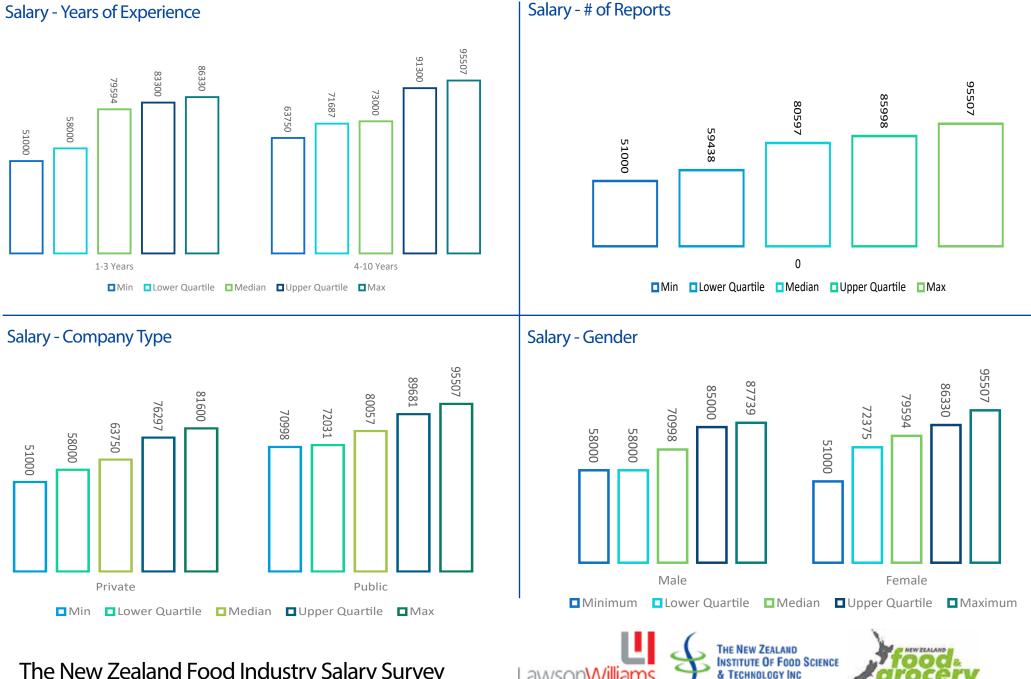
# Health & Safety Manager



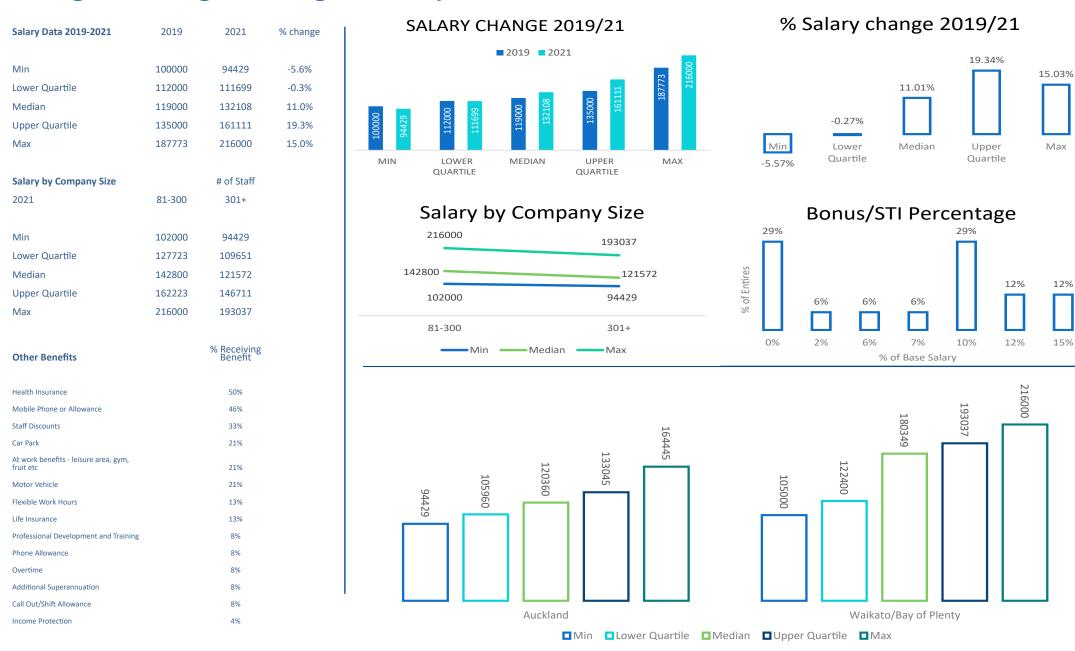
# Health & Safey - Officer/Coordinator/Advisor

Salary Data 2019-2021	2019	2021	% change	SALARY CHANG	E 2019/21	% Sala	ary change 2019/21	
				■ 2019	2021			
Min	0	51000	0.0%					
Lower Quartile	0	65562	0.0%					
Median	0	76297	0.0%	22	85998			
Upper Quartile	0	85998	0.0%	0007	2	0.00%	0.00% 0.00% 0.00% 0.	.00%
Max	0	95507	0.0%	<u>, y</u>				
				MIN LOWER MEDIA QUARTILE	N UPPER MAX QUARTILE		ower Median Upper N. uartile Quartile	Max
Salary by Company Size		# of Staff		QOANTEE	QOANNEL			
2021	81-300	301+		Salary by Co	mnany Size	D.s.	our /CTI Davidada	
				Salary by ec	inpuny Size	<b>BOI</b>	nus/STI Percentage	
Min	58000	51000			95507			
Lower Quartile	59438	71687		86330		S		
Median	72675	79594		72675	79594	of Entires		
Upper Quartile	84150	91300		58000	51000	of E	004	
Max	86330	95507		81-300	301+	%	9%	
					∕ledian ──Max	09	6 7%	
Other Benefits		% Receiving Benefit			Wax		% of Base Salary	
Other belieffs		Bellelle						
Staff Discounts		50%						
Health Insurance		43%			00		95507 9203( 885) 85)	
Car Park		36%		86330 85000 73	87739	79	92030 92030 88554 85077 8160	_
Professional Development and Training		29%		73000		79594 724	3554 85577 81600	1
Flexible Work Hours		21%		<sub>Ω</sub> 000	65297 581. 5	72446		
Mobile Phone or Allowance		21%		580000	58149 510	. 🗆 📗	_	
At work benefits - leisure area, gym, fruit etc		21%			51000		_	
Additional Superannuation		14%					_	
Life Insurance		7%			1 1 1 11 11		_	
Overtime		7%					_	
							_	
								]
				Auckland	Waikato/Bay	of Plenty	Canterbury	
					■ Min ■ Lower Quartile ■ Med		•	
					Lower Quartile Livieu	all Dopper Quartil	IVIGA	

# Health & Safey - Officer/Coordinator/Advisor



# Engineering Manager - Projects & Maintenance

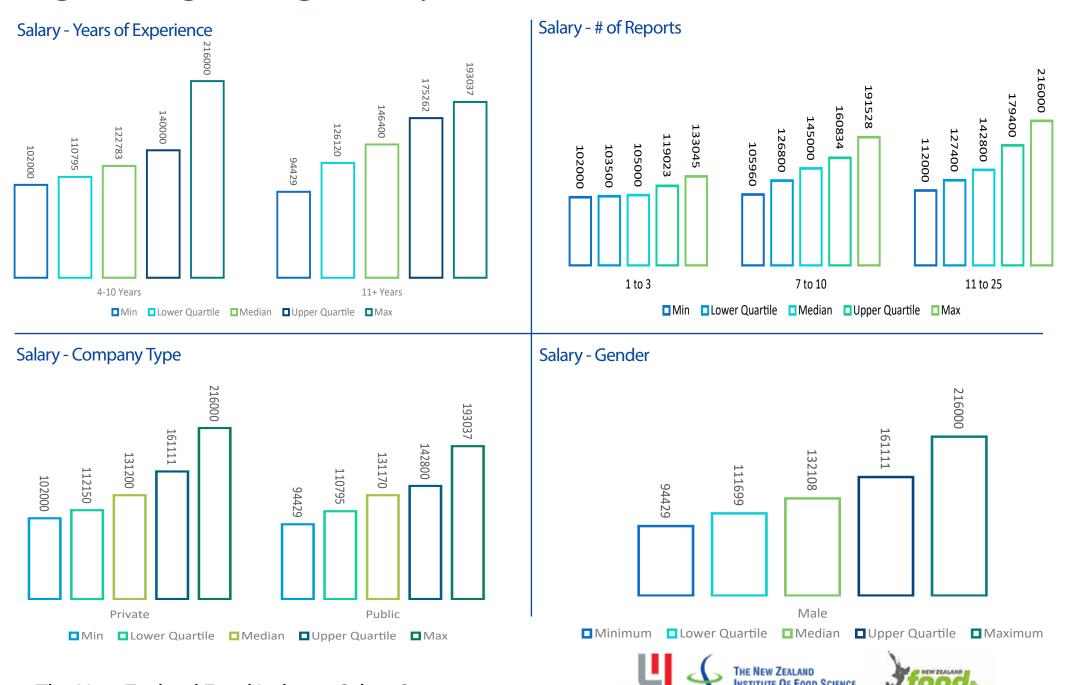








### **Engineering Manager - Projects & Maintenance**



### **Project Engineer**

Salary Data 2019-2021	2019	2021	% change
Min	0	67000	0.0%
Lower Quartile	0	91750	0.0%
Median	0	108060	0.0%
Upper Quartile	0	121065	0.0%
Max	0	141000	0.0%
Salary by Company Size		# of Staff	
2021	81-300	301+	
Min	91000	67000	
Lower Quartile	107302	84700	
Median	114407	97039	
Upper Quartile	124722	109231	
Max	141000	138143	
Other Benefits		% Receiving Benefit	
Car Park		50%	
Life Insurance		50%	
Health Insurance		50%	
Mobile Phone or Allowance		42%	
Staff Discounts		42%	
At work benefits - leisure area, gym, fruit etc		42%	
Additional Superannuation		42%	
Income Protection		8%	
Overtime		8%	
Motor Vehicle		8%	
Call Out/Shift Allowance		8%	

### % Salary change 2019/21 SALARY CHANGE 2019/21 **2019 2021** 0.00% 0.00% 0.00% 0.00% 0.00% Min Lower Median Upper Max MIN MEDIAN MAX LOWER UPPER Quartile Quartile QUARTILE QUARTILE Salary by Company Size Bonus/STI Percentage 150000 113412 105665 % of Entires 85739 85145 83000 17% 57000 55000 51914.6 21-80 81-300 301+ 6% 12% Median % of Base Salary 138143 109577 67000 Auckland Waikato/Bay of Plenty

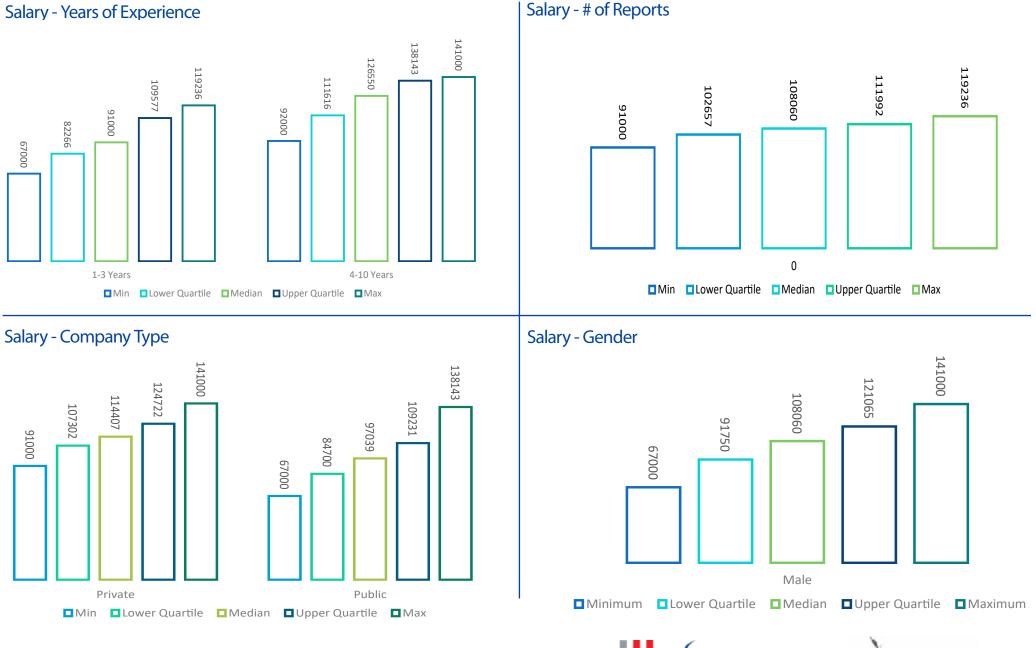




■Lower Quartile ■ Median ■ Upper Quartile ■ Max



# **Project Engineer**







# Maintenance Engineer - Mechanical/Electrical

Salary Data 2019-2021	2019	2021	% change		
				SALARY CHANGE 2019/21 % Salary change 2019/21	
Min	70000	68421	-2.3%	<b>■</b> 2019 <b>■</b> 2021	
Lower Quartile	74500	74921	0.6%	0.56% 0.25%	
Median	83700	83909	0.2%	John Lower Median Jppe	M
Upper Quartile	91250	87317	-4.3%	-2.26% Quartile -4.31%	
Max	136450	115000	-15.7%	2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	
					-15.
Salary by Company Size		# of Staff		MIN LOWER MEDIAN UPPER MAX  QUARTILE QUARTILE	.15.
2021	21-80	81-300	301+		
				Salary by Company Size Bonus/STI Percentage	
Min	73440	71400	68421		
Lower Quartile	85072	81512	73889	115000 107767 91800	
Median	85280	87026	78605	87026	
Upper Quartile	85582	92109	85831	73440 71400 68421 59	
Max	91800	115000	107767	%	3%
Other Benefits		% Receiving Benefit		21-80 81-300 301+	12%
Staff Discounts		31%			
At work benefits - leisure area, gym, fruit etc		25%		97 115000 11776	112000
Health Insurance		23%		9738 81 82 82 84 962 962 87 88 88	00
Overtime		21%		85 85 87 7 8 8 85 8 F	0
Call Out/Shift Allowance		19%		7385 75054 85054 85054 76500 76500 75480 73950 73950 73440 73950 73440 7317 750 85280 78431	
Car Park		17%		35	
Mobile Phone or Allowance		8%			
Professional Development and Training		8%			
Motor Vehicle		4%			
Flexible Work Hours		4%			
Life Insurance		4%			
Income Protection		4%			_
Phone Allowance		4%		Auckland Waikato/Bay of Plenty Manawatu Nelson/Marlborough Otago/Southland	d
Additional Superannuation		2%		☐ Min ☐ Lower Quartile ☐ Median ☐ Upper Quartile ☐ Max	
Car Allowance		2%		Livilli Llower Quartile Livieulan Lopper Quartile Liviax	





# Maintenance Engineer - Mechanical/Electrical



The New Zealand Food Industry Salary Survey

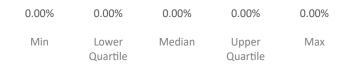
### **Automation & Control Engineer**

Salary Data 2019-2021	2019	2021	% change
Min	0	68250	0.0%
Lower Quartile	0	82466	0.0%
Median	0	111474	0.0%
Upper Quartile	0	121800	0.0%
Max	0	152356	0.0%
Salary by Company Size		# of Staff	
2021	81-300	301+	
Min	68250	95757	
Lower Quartile	77268	104775	
Median	120000	111474	
Upper Quartile	122700	116476	
Max	129009	152356	
Other Benefits		% Receiving Benefit	
Health Insurance		50%	
Staff Discounts		43%	
At work benefits - leisure area, gym, fruit etc		43%	
Car Park		36%	
Mobile Phone or Allowance		29%	
Call Out/Shift Allowance		21%	
Flexible Work Hours		21%	
Life Insurance		21%	
Additional Superannuation		21%	
Overtime		7%	
Motor Vehicle		7%	
Income Protection		7%	

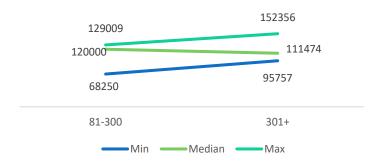
### SALARY CHANGE 2019/21

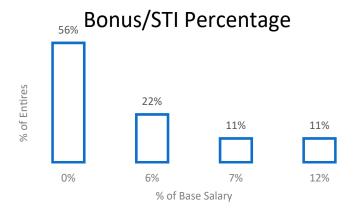


### % Salary change 2019/21



### Salary by Company Size







### **Automation & Control Engineer**



45

### **Operations Manager**

Salary Data 2019-2021	2019	2021	% change
Min	0	90000	0.0%
Lower Quartile	0	120000	0.0%
Median	0	150000	0.0%
Upper Quartile	0	173571	0.0%
Max	0	245000	0.0%
Salary by Company Size		# of Staff	
2021	21-80	81-300	301+
Min	90000	102000	118500
Lower Quartile	128750	150000	120808
Median	167500	159500	134288
Upper Quartile	206250	161500	166514
• •			
Max	245000	195246	200749
Other Benefits		% Receiving Benefit	
Staff Discounts		46%	
Mobile Phone or Allowance		46%	
Car Park		31%	
Flexible Work Hours		31%	
At work benefits - leisure area, gym, fruit etc		23%	
Health Insurance		15%	
Motor Vehicle		15%	
Car Allowance		15%	
Life Insurance		8%	
Overtime		8%	
Income Protection		8%	
Professional Development and Training		8%	

### % Salary change 2019/21 SALARY CHANGE 2019/21 **2019 2021** 0.00% 0.00% 0.00% 0.00% Median Min Lower Upper MIN LOWER MEDIAN UPPER MAX Quartile Quartile QUARTILE QUARTILE $_{56\%}$ Bonus/STI Percentage Salary by Company Size 245000 195246 200749 167500 % of Entires 134288 22% 159500 118500 11% 102000 90000 21-80 81-300 301+ 0% 10% -Min ─Median — -Max % of Base Salary 195246 161991 161500 123232 120866



Auckland





Manawatu

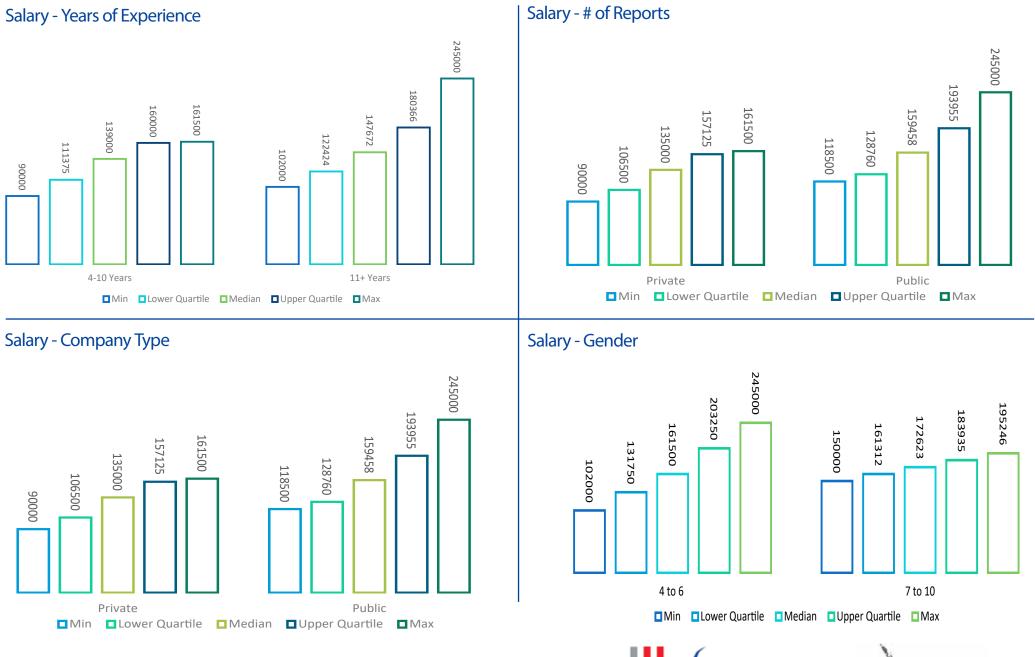
0.00%

Max

11%

20%

### **Operations Manager**

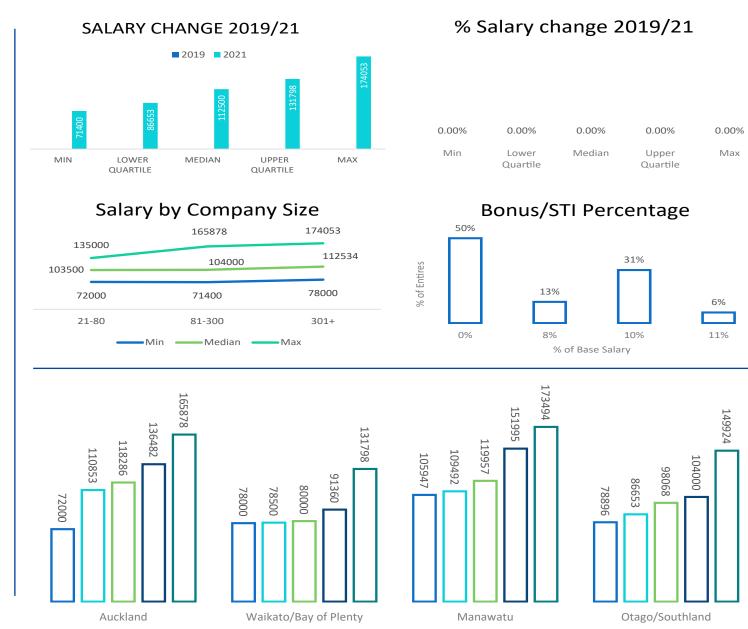






### **Production Manager**

Salary Data 2019-2021	2019	2021	% change
Min	0	71400	0.0%
Lower Quartile	0	86653	0.0%
Median	0	112500	0.0%
Upper Quartile	0	131798	0.0%
Max	0	174053	0.0%
Salary by Company Size		# of Staff	
2021	21-80	81-300	301+
Min	72000	71400	78000
Lower Quartile	87750	82500	95241
Median	103500	104000	112534
Upper Quartile	119250	124386	138646
Max	135000	165878	174053
Other Benefits		% Receiving Benefit	
Staff Discounts	0%	32%	
Mobile Phone or Allowance	0%	24%	
At work benefits - leisure area, gym, fruit etc	0%	22%	
Health Insurance	0%	22%	
Car Park	0%	19%	
Additional Superannuation	0%	8%	
Life Insurance	0%	5%	
Overtime	0%	5%	
Flexible Work Hours	0%	3%	
Professional Development and Training	0%	3%	

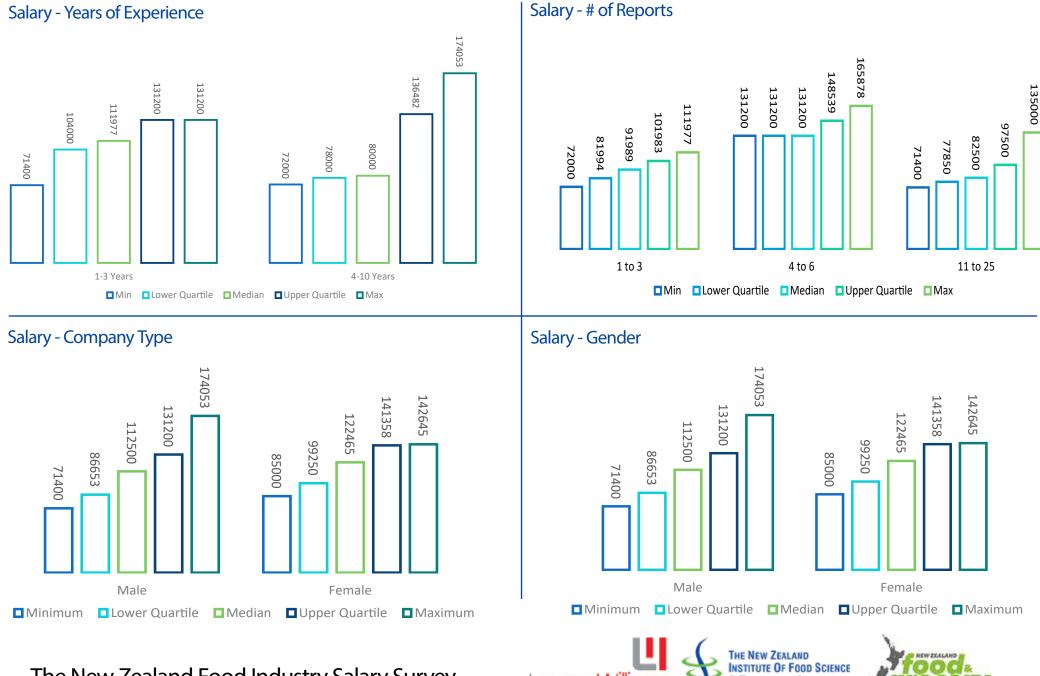




■Min ■Lower Quartile ■ Median ■Upper Quartile ■ Max

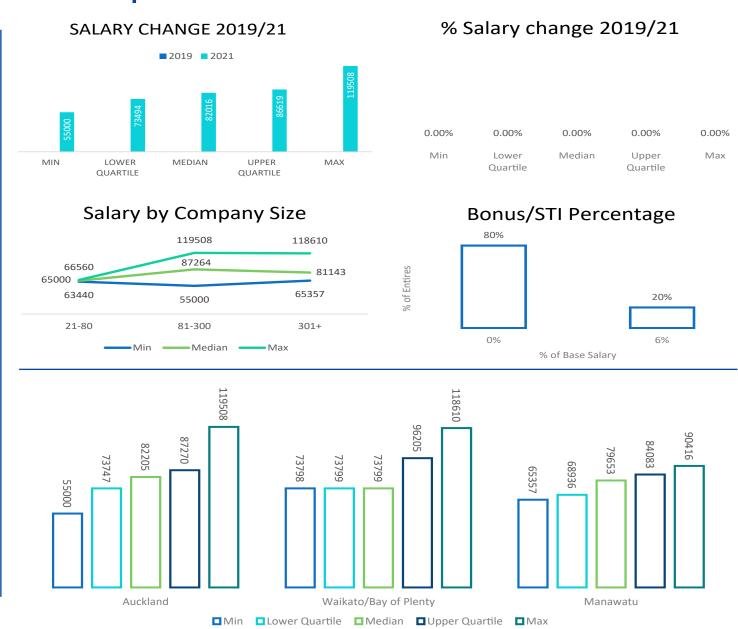


### **Production Manager**



# Production Team - Leader/Supervisor

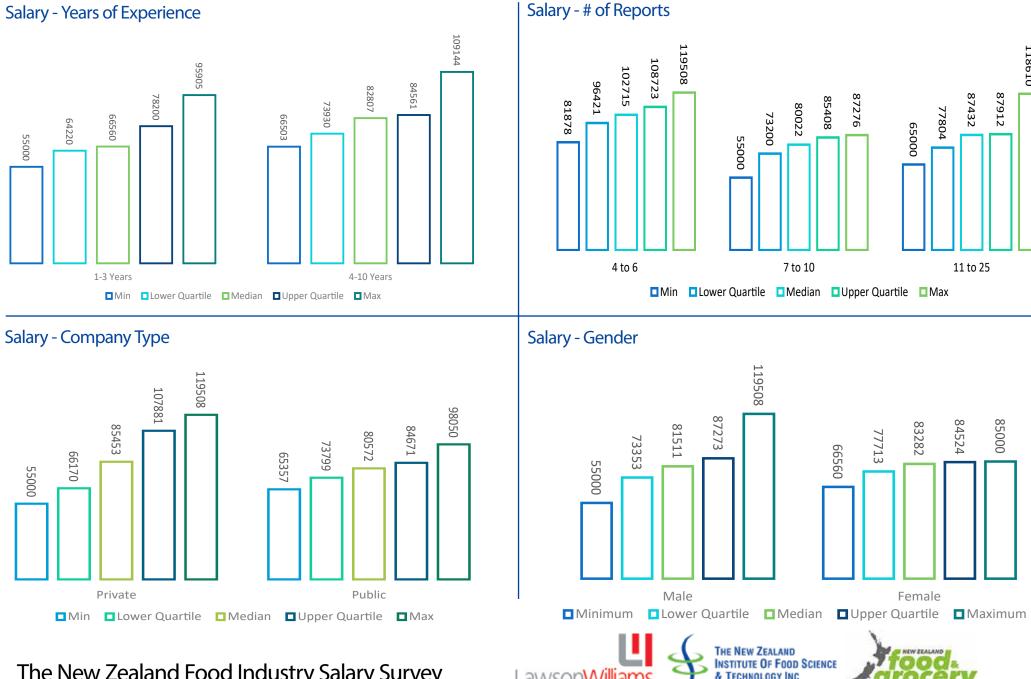
Salary Data 2019-2021	2019	2021	% change
Min	0	55000	0.0%
Lower Quartile	0	73494	0.0%
Median	0	82016	0.0%
Upper Quartile	0	86619	0.0%
Max	0	119508	0.0%
Salary by Company Size		# of Staff	
2021	21-80	81-300	301+
Min	63440	55000	65357
Lower Quartile	64220	71749	73799
Median	65000	87264	81143
Upper Quartile	65780	88244	85000
Max	66560	119508	118610
Other Benefits		% Receiving Benefit	
Staff Discounts		38%	
Health Insurance		36%	
Overtime		27%	
At work benefits - leisure area, gym, fruit etc		25%	
Car Park		16%	
Mobile Phone or Allowance		14%	
Additional Superannuation		13%	
Life Insurance		11%	
Call Out/Shift Allowance		9%	
Professional Development and Training		7%	







### Production Team - Leader/Supervisor



### About the authors

### Lawson Williams Consulting Group is a Recruitment Solutions business.

We work with a wide range of New Zealand businesses and for over 25 years delivered improved recruitment outcomes and reduced the total cost of recruitment.

The business operates with 3 Recruitment brands...



Specialising in..
Manufacturing and Operations
Supply Chain and Procurement
Technical, Quality and Health and Safety
Engineering
Lean and Continuous Improvement
Sales and Marketing



Leadership recruitment for New Zealand organisations

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Website: www.lawsonwilliams.co.nz Email: siurveys@lawsonwilliams.co.nz Phone: 09 5223920 021 922930

### We provide...

### End to end recruitment...

As recruitment specialists our role is to know who is right. It's about experience, capability, potential and fit. Today's recruitment specialist must know both the market and the people in it. With over 25 years recruiting in New Zealand, including the completion of thousands of successful assignments we have become an authority within our areas of recruitment specialisation.

### Recruitment Consulting...

Our Recruitment consulting team work with clients who are looking for a fit for purpose recruitment solution, not always requiring our end to end specialist recruitment services. We work with Managers, Human Resources and Internal Recruitment to develop, implement or supplement unique recruitment services.

### HR Services....

Our clients often have human resources management needs that require reliable access to senior level HR experience, but not on a full-time basis. Whether it's a one-off project or on-going support and advice throughout the year, HR Services can develop and provide the HR service or support to meet your requirements.