

# THE CANADIAN SALARY SURVEYS - IAT® REPORT

## COMPENSATION & EMPLOYMENT PRACTICES

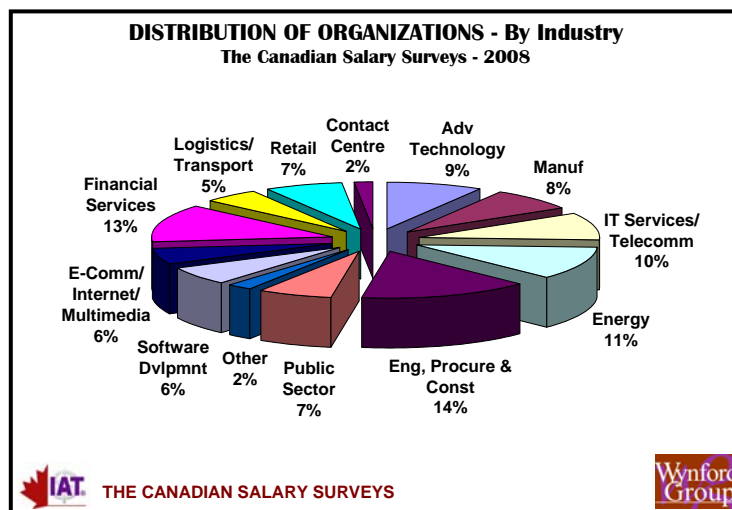
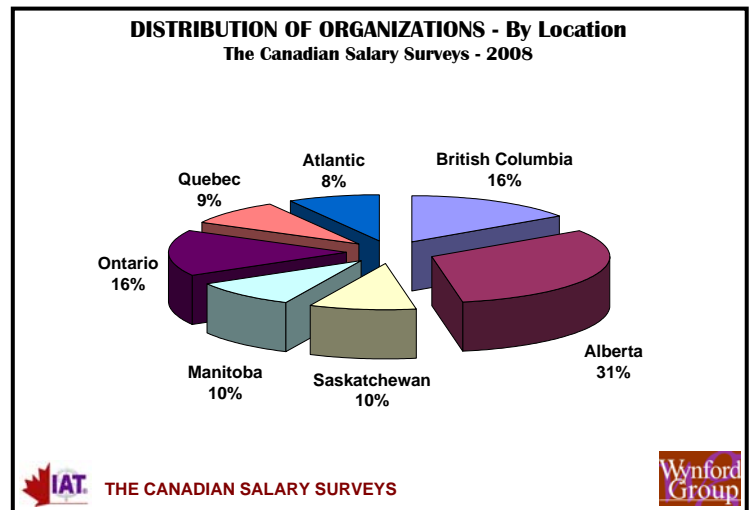
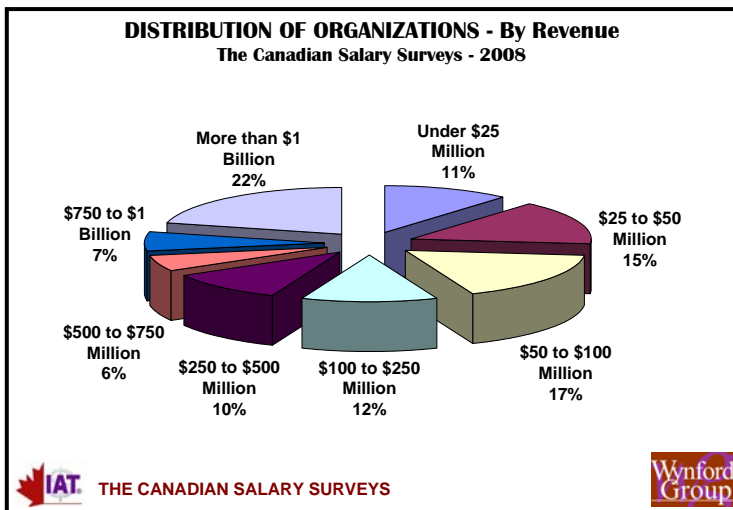
### EXECUTIVE SUMMARY - FALL 2008

THE WYNFORD GROUP is pleased to present some highlights from the comprehensive "IAT Survey Questionnaire Report 2008".

*"The Source for Hot Market Information"*

THE WYNFORD GROUP's, *Canadian Salary Survey (IAT) 2008* consist of 5 surveys and over 470 positions, with data from over 200 organizations. Data was collected in the spring/summer of 2008.

#### Participant Distribution Report



If you would like more information on this summary or Wynford Group services, please contact:

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## COMPENSATION - POLICY & STRATEGY

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- **91.08%** of participants indicated a total salary budget adjustment (including range adjustment, merit & general increases but not promotional increases) in 2008.
- The 2008 national average salary budget adjustment is **4.81%**, up from last year's average of 4.54%.

### 2009 Projected Adjustments (Updated November 2008)

- The national average projected salary range adjustment (as of June 30, 2008) is **3.36%**, which is a decrease from the 2008 projection of 3.47%.
- Projected Average Base salary adjustment for 2009 (as of June 30, 2008) is **4.09%**, which is up from last year's projection of 4.04%.
- As of November 2008, the national average projected adjustments have been reduced to the following values:
  - Salary Range: **3.1%**
  - Base Salary: **3.6%**

### Regional Differences

Overall the highest salaries for cities/regions across Canada rank as follows: Northern AB, Calgary, Toronto, Vancouver, Ottawa, Edmonton, Montreal, Victoria, Halifax, Winnipeg, Regina/Saskatoon & Quebec City. More detailed comparisons appear in our survey report.

### Benefits

- There is a clear trend of increased use of a flexible benefit program and **27.66%** of the organizations offer these.

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## INCENTIVE PROGRAMS

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### Short - Term Incentives

- **75.41%** of the respondents indicated that they had a short-term incentive plan in place.

### Long - Term Incentives

- **33.81%** of the respondents indicated they provide long-term incentives.

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## ATTRACTION & RETENTION PRACTICES

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### Cash Based Attraction & Retention Practices

- **64.71%** of the organizations currently use a special attraction or retention program.
- The percentage of organizations using Education Subsidies is **84%**.
- Retention bonuses have increased to **34%** this year.
- **3.3%** of respondents indicated they have attraction and retention practices targeted towards specific generations.

## CRITICAL ISSUES

Ranking	<i>Employers Perspective of Most Critical Issues/Strategies Linked To Successful Attraction/Retention Of Key Employees</i>	<i>Employees Perspective of Most Critical Issues/Strategies</i>
1.	Competitive Compensation	Competitive Compensation
2.	Career Planning / Advancement Opportunities	Challenging Work
3.	Effective Leadership	Career Planning / Advancement Opportunities
4.	Challenging Work	Flexible Work Environment
5.	Positive Reputation of Organization	Work-Life Balance
6.	Clearly Defined Goals & Expectations	Comprehensive Benefit Package
7.	Comprehensive Benefit Package	Effective Leadership
8.	Work-Life Balance	Recognition for Contributions
9.	Learning / Educational Opportunities	Learning / Educational Opportunities
10.	Recognition for Contributions	Regular Feedback on Performance

## BENCHMARKING INDICATORS

### Performance Management

- **74.58%** indicated their performance system is tied to salary increases.
- **53.10%** indicated their performance system is tied to bonus payments.
- **52%** of respondents indicated they have succession and/or workforce plans in place for key positions and occupations.

### Hiring Practices

- Average time to fill vacancies is **53 days**.

### Turnover

- The 2008 turnover for all organizations is **14.08%**.

## The Wynford Group Consulting Services

### National Compensation Surveys

- Canadian Salary Surveys (IAT)
- Construction Salary Survey
- Human Capital Benchmarking Survey
- Public Sector Compensation Survey

### Compensation & Total Rewards

- Individual and job family market pricing
- Custom surveys to market price against specific comparators
- Market review and development of salary ranges
- Review and redesign of incentive programs
- Executive and Board compensation

### HR Infrastructure

- Integrated HR program development
- Performance management system review redesign
- Web-based job description software tools