

THE CANADIAN SALARY SURVEYS

THE IAT SURVEYS® 2009



THE EXECUTIVE & DIRECTOR SURVEY POSITION SUMMARIES



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THE EXECUTIVE & DIRECTOR SURVEY POSITION SUMMARIES

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THE EXECUTIVE & DIRECTOR SURVEY

PRESIDENT AND CHIEF EXECUTIVE OFFICER (CEO) - POSITION CODE 5000

Typically reporting to the Board. This position is responsible for developing organizational strategy and policies with executive team and Board. Duties may include:

- Overall accountability for achieving organizational goals established by Board.
- Directs the development of short and long-term organizational objectives, policies, operating plans and budgets.
- Develops and controls the strategic direction of the entire company.
- Focus is long-term and more external than internal.
- Establishes management principles and philosophy by which the organization is run.
- Represents the organization to customers, shareholders, and government bodies.

Post-secondary degree with significant executive management experience.

PRESIDENT (SUBSIDIARY) - POSITION CODE 5001

Top executive position in an independent subsidiary which is controlled financially by the parent company. Duties may include:

- Directs the operation of the subsidiary in accordance with the global strategic direction and management principles established by the parent company.
- Reports to parent company executive team member, usually the CEO.
- Provides strategic direction to the subsidiary.
- Accountable for the subsidiary's achievement of both short and long-term objectives.
- Represents the subsidiary to customer, government and, to a lesser degree than the President and CEO, the shareholders.

Post-secondary degree with substantial management experience.

CHIEF OPERATING OFFICER (COO) - POSITION CODE 5002

Responsible for carrying out objectives, policies, and goals set out by the CEO. Coordinates, directs and administers the major aspects of organization and any subsidiary operations. Duties may include:

- Major contributor to the development of organizational strategy.
- Shares accountability for achieving organizational goals with other executive team members.
- Within organizational strategy, responsible for establishing and implementing operational policies and processes.
- Plans and directs company operations to ensure that strategic goals are met, including implementing short and long-term objectives, strategies and policies for the entire company.
- Recommends budgetary and operational objectives and performance monitoring activities.
- Directly accountable for organization's major line functions and may have responsibility for staff functions such as sales and marketing.

Post-secondary degree with substantial management experience in operations area.

CHIEF FINANCIAL OFFICER (CFO) - POSITION CODE 5003

Responsible for the strategic leadership, direction and guidance for all financial activities of the organization. Duties may include:

- Development of financial plans and policies that assist in the development of organizational strategies.
- Financial planning focused on collection of financial and management information related to budgets, forecasts, and taxation.
- Financial control measures to identify and monitor standards and performance, and to communicate results, advice, and options.
- Forecasts influential economic elements to fill overall corporate strategy.
- Financial reporting of information and results based on needs and accepted accounting principles.

Post-secondary degree and Professional accounting designation with a minimum of 15+ years accounting and management experience.

CHIEF INFORMATION OFFICER (CIO) - POSITION CODE 5004

Responsible for the strategic management of information systems across the organization. Duties may include:

- Directs the management and development of information systems for the organization including technical computing and telecommunications.
- Determines the organization's long-term information technology requirements and identifies overall strategies for information systems development and implementations across the organization.
- Acts as primary interface with executive team in determining overall information systems philosophy and approach within the organization.
- Familiar with a strategic level of information systems.

Post-secondary education in Business, IT or Engineering (or equivalent) with 15+ years industry experience developing strong communication and management skills.

CHIEF TECHNOLOGY OFFICER (CTO) - POSITION CODE 5005

Responsible for overseeing research, development, design, and improvement of products, facilities, and equipment.

Duties may include:

- Directly responsible for developing and implementing the organization's long-term technical strategy.
- Overseeing research and development, line operations, and the creation and implementation of annual plans in support of long-term technical strategy.

Undergraduate or preferred Postgraduate degree in Engineering or relevant technical specialty with 15 years of industry experience.

TOP POSITION FINANCE AND ADMINISTRATION - POSITION CODE 5006

Responsible for formulating financial policy and plans, as well as developing and implementing company policy for administrative support services. Duties may include:

- Major contributor to development of organizational strategy through financial planning, reporting, and monitoring.
- May direct management information systems and electronic data processing activities and/or office services and purchasing.

Business undergraduate degree with a professional accounting designation and 15+ years diverse management experience.

TREASURER - POSITION CODE 5007

Responsible for developing and implementing approved financing, banking, and insurance strategies. Duties may include:

- Directs investment of company funds.
- Secures short and long-term capital financing for the company.
- Manages the process for corporate banking and lines of credit.
- Manages control and issuance of company shares if a publicly-traded company.

Business undergraduate degree with professional accounting designation and 8 - 10 years experience in accounting and financial management.

CONTROLLER - POSITION CODE 5008

Responsible for the development and management of financial plans and policies based on the collection of financial and management information. Duties may include:

- Financial control measures to identify and monitor standards and performance, and to communicate results, advice, and options.
- Financial reporting of information and results based on needs and accepted accounting principles.
- Works with executive/management team to lead budget process.
- Interpret financial report and Reporting of accounting information to executive/ management team.
- Responsible for all regulatory filings and remittances.
- Liaises with outside organizations and officials – banks, government, auditors and lawyers to prepare required working paper files (e.g. audit) and discuss the financial affairs related to the organization and recommend various courses of action.
- Leadership of accounting group and budgets.

Business undergraduate degree and professional accounting designation with significant accounting and management experience.

TOP POSITION REGION (GENERAL MANAGER) - POSITION CODE 5009

Responsible for the operations of a specific geographical region which often consists of 2 or more business units. Duties may include:

- Provides leadership in the development, enhancement, and/or implementation of policies and procedures that improve regional operations for the company.
- Implements organizational strategy within the geographical area.
- Chief organization spokesperson in designated region, to customers, employees, and local government bodies.
- Bottom line accountability for region's operational results.

Undergraduate degree with 10+ years management experience in line functions.

TOP POSITION BUSINESS UNIT (BRANCH) - POSITION CODE 5010

Responsible for the operations of a specific business unit. Duties may include:

- Accountable for ensuring business unit is fully resourced to execute all program objectives.
- Responsible for developing business unit strategy in the context of organizational strategy.
- Bottom line accountability for business unit's financial success.
- Oversees business unit operations including line functions plus finance, sales, marketing and possibly staff functions such as HR.

Post-secondary degree with a minimum of 10 years of management experience.

TOP POSITION LEGAL SERVICES - POSITION CODE 5011

Directs all legal actions for the organization and provides legal advice for members of senior management. Duties may include:

- Manages the legal function and may also be corporate secretary.
- Interpretation of legislation affecting the organization.
- Maintains an awareness of current and proposed legislation or related initiatives that may affect the corporation.
- Preparation, screening, and approval of leases, contracts, and other legal instruments.
- May act as chief advisor to the Executive/Board on board governance and security commission regulations.

Law degree and current bar admittance with extensive experience in corporate law.

TOP POSITION HUMAN RESOURCES AND ADMINISTRATION - POSITION CODE 5012

Plans, organizes, directs, and controls all aspects of the Human Resource function, in addition to developing and implementing company policy for administrative support services. Duties may include:

- Counsels senior management in all Human Resource matters.
- Plans and directs, implements, and oversees programs in areas such as: Manpower Planning, Organizational Effectiveness, Training and Development, Employee and Labour Relations, Recruitment, Compensation and Benefits, Health and Safety, Office Services.
- Provides interpretation of current employment and labour legislation.
- May be responsible for the provision of office services, security and/or maintenance.

Post-secondary degree with significant diverse management experience.

TOP POSITION HUMAN RESOURCES - POSITION CODE 5013

Responsible for organization-wide strategic leadership, direction, and guidance for all Human Resource programs and services. Duties may include:

- Counsels senior management in all Human Resource matters.
- Development of Human Resources strategies and policies.
- Responsible for functional areas such as such as recruitment, compensation, employee relations, training, organization change, succession planning, pensions and payroll.
- Provides interpretation of current employment and labour legislation.
- Management and supervision of department staff and budget.

Post-secondary degree with significant management experience in human resources.

TOP POSITION RESEARCH AND DEVELOPMENT - POSITION CODE 5014

Responsible for formulating and directing research and development of new or improved products, processes, and equipment. Duties may include:

- Responsible for establishing and managing R&D direction.
- Researches new technologies for practical business application.
- Provides technical advice to senior management.
- Gives guidance to operating units in product development, testing, etc.

Graduate degree in technical specialty with extensive experience in research and management in that specialty area.

TOP POSITION MANUFACTURING - POSITION CODE 5015

Formulates and recommends strategic manufacturing policies to maintain or improve the profitability of production operations. Duties may include:

- Contributes to business direction, typically as a member of the executive team.
- Develops business strategies, plans for manufacturing operations.
- Responsible for the financial performance of manufacturing operations.
- Investigates and implements new methods/technologies that will increase the cost effectiveness of manufacturing operations.
- Directs resources in areas such as materials management, quality control, and plant maintenance.

Typically has a business or engineering degree. Has significant line plant management and technical business experience.

TOP POSITION SALES - POSITION CODE 5016

Responsible for developing and implementing sales strategies for the organization's products and/or services. Duties may include:

- Directs sales operations through subordinate sales managers.
- Oversees the development of sales objectives, plans, and programs.
- Manages the development and operations of the sales department.
- Accountable for achieving sales results.
- Chief sales spokesperson on behalf of the organization with customers.

Post-secondary degree with 12 - 15 years experience in sales/marketing.

TOP POSITION MARKETING - POSITION CODE 5017

Directly responsible for identifying market opportunities and developing/implementing marketing strategies for the organization's products and/or services. Incorporates Customer Relationship Marketing and market analysis functions. Duties may include:

- Plans and supervises market research and competitor analysis initiatives, customer segmentation and direct response marketing.
- Develops strategic methods including CRM technology selection and implementation, or selection of marketing database tools.
- Develops/leads the development of marketing objectives, advertising campaigns, promotions, plans, and programs.
- Determines, direct response marketing approach, and leverage methods to build on current client relationships.
- Develops predictive models for response rates, profitability, cross-selling, and loyalty.
- Monitors marketing programs against predetermined objectives.
- Liaises with top position – sales.

Post-secondary degree with 12 - 15 years experience in marketing/sales, combined with extensive database or CRM experience.

TOP POSITION SALES AND MARKETING - POSITION CODE 5018

Responsible for planning, directing, coordinating, and controlling both the marketing and sales of the corporation's products and/or services. Duties may include:

- Plans and supervises market research.
- Responsible for developing and implementing sales and marketing strategies.
- Oversees the development of marketing and sales objectives, plans, and programs.
- Develop/leads the advertising, promotion, and sales functions.

Post-secondary degree with 15+ years management experience in sales and marketing.

TOP POSITION CORPORATE COMMUNICATIONS/PUBLIC AFFAIRS - POSITION CODE 5019

Responsible for the overall strategic leadership, direction, and guidance for communication and public relations strategies and program. Duties may include:

- Chief advisor to executive on public relations issues.
- Chief spokesperson on behalf of the organization to media.
- Oversees the development of communications plans that promote the organizations' products and services and advance its interests with government policy-making bodies.
- Must stay current with developing legislation regarding key components of the organization.

Post-secondary degree in related field, with accreditation in relevant associations plus 10+ years management experience in this field.

TOP POSITION PLANNING AND STRATEGY - POSITION CODE 5020

Reporting to the CEO or COO, responsible for determining the corporate long-term planning, analysis and development program and processes. Duties may include:

- Develops corporate planning guidelines and formats.
- Develop the Sector-wide methodology and tools for budgeting and forecasting.
- Coordinate Business Plan development to integrate financial, technical, business development, and operational considerations.
- Assists functional and divisional managers with budget and planning development.

Typically has MBA with broad business knowledge obtained through extensive experience extensive experience in finance, strategic planning or marketing.

TOP POSITION REGULATORY AFFAIRS - POSITION CODE 5021

Responsible for developing regulatory strategy and overseeing the operations of the regulatory department. Duties may include:

- Maintains an awareness of proposed legislation or other initiatives that may affect the corporation.
- Chief advisor to the Executive on regulatory matters.
- Chief spokesperson before regulatory bodies, ensuring appropriate officials are aware of the corporation's interests and the impact of any proposed legislation on operations.
- May also have responsibility for public/government affairs.

Post-secondary degree, but may have law degree with extensive experience in the regulatory field.

TOP POSITION CUSTOMER SERVICE - POSITION CODE 5022

Directly responsible for planning and directing of all activities related to customer service. Duties may include:

- Develops performance standards and reporting systems to ensure optimal customer satisfaction.
- Establishes service levels, performance and quality metrics, protocols, and reporting systems to ensure efficient customer service.
- Develop programs and procedures for custom support activates such as customer inquires, customer complaints, credit collections, and customer protection rules.
- May be responsible for establishing training requirements for customer support team.
- Design and implement programs for customer service standards.

Post-secondary education in business plus extensive management experience in customer support.

TOP POSITION ENGINEERING - POSITION CODE 5023

Responsible for current and long-term process and project engineering activities throughout the organization. Establishes the overall objectives and initiatives of the engineering department. Typically reports to the President/CEO and is responsible for ensuring operating resources are efficiently managed and applied to meet strategic business plans. Duties may include:

- Plans and implement engineering strategies and activities.
- Manages and conducts engineering development and technical application programs to improve products and processes.
- Determines and establishes goals, scope, approaches, and budgets to accomplish overall objectives and goals.
- Provides on-going guidance, coaching, and feedback to direct reports.

Typically has Bachelors degree with 15+ years in engineering with a significant amount of experience in a management or leadership role.

TOP POSITION LOGISTICS - POSITION CODE 5024

Responsible for all phases of the logistics management function. Typically reports to the President/COO. Establishes the overall objectives and strategies for inventory management systems, warehousing and transportation systems, and ERP systems, often for multiple facilities. This may also include:

- Directing technology selection and implementation.
- Determining and establishing goals, scope and budgets.
- Relationship management with key vendors and alliance partners.
- Often manages staff in more than one location.

Post-secondary degree or graduate degree, combined with PMAC certification and extensive management, warehousing and national (or international) supply chain management experience.

TOP POSITION PROCUREMENT - POSITION CODE 5025

Responsible for the creation and implementation of procurement strategies through leadership of the purchasing function. May include:

- Strategic analysis of product, supply and value chains.
- Identifies where cost, value, risk, and opportunity exist.
- Management and supervision of department staff and budget.
- Directs the bid, contract negotiation, and service contract processes.
- Evaluates and recommends technology selection and implementation of enterprise systems.

Post-secondary degree or graduate degree, combined with PMAC certification and 15+ years of purchasing and negotiation experience in large organizations, (including extensive management experience).

TOP POSITION SUPPLY CHAIN MANAGEMENT - POSITION CODE 5026

Responsible for key phases of the supply chain management function. Typically reports to the President/COO. Establishes the overall objectives and strategies for supplier performance, inventory asset management, production/merchandise planning, customer service procedures, and management of Supply Chain Management (SCM) systems and processes. This may also include:

- Setting the strategic direction of integration of major supply chain functions.
- Production / merchandise planning processes.
- Directing major technology selection and implementation.
- Determining and establishing departmental goals, scope and budgets.
- Relationship management with key customers.
- Often manages staff in more than one location.

Post-secondary degree or graduate degree, combined with PMAC certification and extensive experience in management of warehousing and national (or international) supply chain.

TOP POSITION CUSTOMER CONTACT MANAGEMENT - POSITION CODE 5027

Directly responsible for providing strategic leadership for the development or operation of a Contact Centre. This may be an internal or outsourced Contact Centre function, including Inbound Customer Care, Outbound Sales activity, or a Market Research function. Duties may include:

- Developing strategic customer service policies and performance standards and reporting systems to ensure optimal customer satisfaction.
- May have responsibility for determining service offerings and effective practices to manage a centralized Direct Response Marketing Team.
- Oversee the planning and development of technologies, processes, training, staffing and communication.
- Establishes service levels, performance and quality metrics, protocols, and reporting systems to ensure efficient customer service, maximum sales potential or effective market research.

Post-secondary education in business plus extensive leadership experience and knowledge of managing contact centre systems, organization design and processes.

TOP POSITION BUSINESS DEVELOPMENT - POSITION CODE 5028

Reporting to the CEO or COO, responsible for determining the corporate business development strategies and targets, development program and processes. Duties may include:

- Responsible for new business initiatives, as well as researching opportunities for mergers, acquisitions, and/or divestitures.
- Establishing long-term client relationships through cultivation and stewardship.
- Articulated business development plan that supports 1-3 year objectives.
- Strategies for establishing and managing alliances and business relationships to market the company's products.
- Strategic development of new business through planning, business/policy development, marketing/communications and mergers/acquisition activities for the organization.

Typically has MBA with broad business knowledge obtained through extensive experience in marketing, negotiation and managing people.

TOP POSITION INVESTOR RELATIONS - POSITION CODE 5029

Develops internal and external communications services that promote company image, market position, and financial status to members of the investment and financial community, customers, and the media. Duties may include:

- Chief advisor to executive on corporate governance and investor relations issues.
- Chief spokesperson on behalf of the organization to media and all external groups.
- Oversees the development of Executive and external communications plans that promote the organizations growth strategies, market advantage, investment opportunities, damage control, and mergers and acquisitions.
- Liaises with government policy-making bodies and stays current with developing legislation impact to the organization.

Post-secondary degree in related field, with accreditation in relevant associations plus 10+ years management experience in this field.

VP OPERATIONS - POSITION CODE 5030

Responsible for one or more operational units or facilities. Duties may include:

- Plans, develops and implements operational strategies in the context of overall organizational strategy.
- Responsible for the financial performance of the facility.
- Develops policies for line operational area; plans, directs and assists departmental staff in achieving operational results.
- Recommends, monitors and reports on results against budgetary and performance measures.
- Advises on the introduction of new processes, equipment, and products to improve operational effectiveness.
- Establishes workplace climate and ensures unit is resourced to achieve objectives.

Post-secondary degree with significant line management experience.

TOP POSITION RISK MANAGEMENT - POSITION CODE 5031

Responsible for the strategic planning of risk management and loss prevention programs. Supports organizational liability and legal policies, as well as safety and security practices. Duties may include:

- Manages risk minimizing program development and implementation.
- Provides direction to risk management team as well as finance and administration management on loss prevention procedures and disaster recovery programs.
- Manages accident or security investigation processes.
- Ensuring corporate and regulatory compliance.

Post-secondary degree in related field, with accreditation in relevant associations with 10+ years in a related field and management experience.

TOP POSITION CREDIT MANAGEMENT - POSITION CODE 5032

Responsible for managing credit and collections functions. Duties may include:

- Directs the analysis of credit operations and issues and develops improvement strategies.
- Oversees investigations of fraud and delinquent accounts.
- Manages the development of corporate strategies and policies on setting application, credit granting, security and collection.

Post-secondary degree with 10+ years in a related field and management experience.

TAX EXECUTIVE - POSITION CODE 5033

Responsible for developing and directing tax strategies in compliance with provincial, federal and international tax laws. Duties may include:

- Oversees the completion of accurate tax returns for various jurisdictions.
- Ensures tax compliance in the accounting for business transactions.
- Minimizes tax exposure of business, particularly with acquisitions, mergers and divestments
- Manages and mentoring team of tax professionals.

Post-secondary degree in Accounting, or related subject, and professional accounting designation with at least 10 years of corporate tax and management experience.

TOP QUALITY CONTROL - POSITION CODE 5034

Responsible for establishing and applying corporate quality assurance policies, standards and procedures through a systems approach to quality management at all levels within the organization. Duties may include:

Responsibility for all quality control and assurance functions

Developing and approving quality specifications to assure quality compliance.

- Ensure that total quality management principles are integrated in all functions of the organization.
- Establishing, planning and directing the workload assignment to the Quality Management team according to the company's objectives.
- Defining, Implementing and Reporting Quality metrics for the team.
- Continually refining and adjusting the Quality Management processes for the team in order to improve quality and productivity.
- Management and supervision of department staff and budget.

Typically has post-secondary education in Business or Engineering (or equivalent), with 10+ years related experience including management experience. Comprehensive knowledge of industry specific QA/QC programs.

ENVIRONMENT SERVICES EXECUTIVE - POSITION CODE 5035

Responsible for the organization's Environment Services programs and compliance. This may include health and safety in addition to environmental impact. Duties may include:

- Investigation and remediation, providing strategic advice and risk analysis
- Developing environmental impact assessments, and developing and auditing Environmental Management Systems.
- Works with operations management to design, develop and modify the products and facilities of the organization to reduce or eliminate effects on the environment.
- Monitors environmental control activities on all production sites.
- Interfaces with government, industry, and regulatory bodies to ensure compliance with standards and regulations.
- Management and supervision of department staff and budget.

Post-secondary degree in business or related field, and familiarity with and procedures for site safety, regulations, emergency procedures and WCB requirements. A minimum of 15 years' related industry experience and senior management experience.