

REMOTE  
WORK

RECESSION

SUSTAINABILITY

FUTURE OF  
WORK

LABOUR  
SHORTAGE

**2023  
SALARY  
GUIDE**

TALENT  
ATTRACTION

EMPLOYEE  
ENGAGEMENT

TALENT  
RETENTION

EMPLOYEE  
WELLNESS

Insights & trends

**Our Talent is Finding Yours.**

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# Foreword

As we slowly emerge from a worldwide pandemic and adjust to the radical changes in society, culture and the future of work; we are reminded that pandemics and other global threats have historically driven major industrial shifts. In fact, some say the current pandemic arguably may have pushed us into the 5th Industrial Revolution. It is abundantly clear that the way we work, hire, attract and retain talent has shifted and these changes have and are continuing to happen at a rapid rate. In an effort to keep up, companies are harnessing innovation by reshaping their business practices from the antiquated processes of the past to the modern, cutting-edge principles and techniques of the future. Companies are increasing interconnectivity and adapting sophisticated automation through the use of Artificial Intelligence (AI), Big Data, and the Internet of Things (IoT), all uniting humankind and machines.

Beyond technology, companies are trying to understand and relate to the needs and wants of today's workforce. The great resignation is real; so are people no longer loyal to companies? Some suggest that loyalty isn't gone, it never existed, and there simply were no options, but now the options are endless and lucrative.

Today's employees are different from previous generations. The grandparents of today's employees worked to survive. They joined a company and they would often remain there until retirement. While the parents of today's employees worked for a standard of living. They worked to obtain a level of income to pay bills, obtain services, and have comforts imposed as a standard in society. Then we come to today's actual employees and they work for a quality of life. The environment, role, opportunities, and rewards are paramount to not only their attraction but also their retention.

As business and financial experts suggest we're on the brink of a recession, perhaps even a depression and this uncertainty coupled with the high rate of inflation are driving behaviors for both employers and employees. A massive change is upon us, to what extent we don't know for sure. So, all we can do is be agile in our approach to work and talent in the hopes we can be at the forefront of innovation for the next world shift.

Regardless of what the coming year brings, may you find happiness in each day, be healthy in mind and body, and may your opportunities be in abundance.

**Modesty Sabourin**  
**Director of HR, Operations**  
**itec group Inc.**



# The workplace of 2023 & beyond.

The workplace has and will continue to be influenced by global developments, technology, automation and the gig economy; all of which will continue to drive business strategy. The future of work isn't just a 'catchphrase' it truly is a platform for staying current as the 'work' landscape continuously evolves. Looking ahead, if employers want to achieve their objectives and goals, they need to determine three main factors for their organization's investment in people; how, who and where.

## **HOW - How is the work done?**

This depends greatly on your industry and your business model, but the pandemic has pushed digital transformation further and faster than ever before. Increased automation for example will continue to change how work is done replacing manual work of the past that will lead to a need to increase upskilling of your current workforce. Sure some roles may be deemed redundant, but new roles will also be created. As such, companies who are prepared with a digital strategy in place will take advantage of the benefits of a retained and skilled workforce.

## **WHO - Who does the work?**

Full-time and or part-time employees; gig workers, freelancers and contractors - what makes sense given the size, scope of your company, your upcoming projects and your objectives and goals? Having a hiring strategy that offers flexibility to utilize non-traditional workers like gig workers can help companies scale quickly and may help ensure you have the resources when your business needs them.

## **WHERE - Where and when is the work done?**

Having options for remote work, hybrid work and fluid work is essential to have a competitive advantage in today's market but you must consider the risk vs reward for each. With the rise of remote work over the past two years, employers have assessed both the immediate and long-term benefits and challenges of this work trend. And it may be a trend that's here to stay; experts suggest that close to 48% of the workforce will work in a remote or hybrid model by the end of 2023. Depending on your organization, remote or hybrid work may not be possible. Some companies have no choice but to operate in the traditional workspace of collocated work where employees are at the same location or office due to the nature of their business. Even businesses that proved during the pandemic that the work can be done remotely have begun to experience the negative effects of remote work on their culture, connections, and even engagement. Some businesses are struggling with morale and even productivity while others are flourishing, stating improved mental health, and comparable if not higher productivity.

# The workplace of 2023 & beyond continued.

It's a fine balance between people, processes and technology as employers endeavor to deliver a superior employee experience that ultimately protects employee engagement and retention. But to do this employers need to reform their value propositions and aspire to a more human-centric approach that empowers and inspires their workforce.

To accomplish this we suggest:

- Ensuring you have clear, concise communication of expectations for all employees.
- Reviewing your current workspace - is it conducive to a variety of working styles ie. breakout spaces, relaxed seating, stand/sit desks, etc.
- Encouraging interdepartment interaction and removing silos that limit cohesion
- Creating and scheduling consistent events that further promote collaboration and engagement.
- Providing direction and transparency about your company's objectives and goals, promotes a sense of security and confidence in your workforce.
- Being proactive and assessing potential stressors in your workplace and addressing them quickly.

The workplace of 2023 will continue to evolve as will the talent landscape, so regardless of your approach and convictions when it comes to your workplace, be it people management, innovation, engagement, or compensation; if you don't think strategically and try to keep pace with the changing times, or you may fade out of the picture all together.

# Remote Work Pros & Cons

As you'll note below, like most things in life, remote work has its pros and cons for both parties. So rather than fixating on the problems, we should focus on the solutions. Perhaps you need to look at hiring for the skill of working remotely. It's not for everyone and there is a certain recipe for success. Some best practices to bear in mind:

- ➡ Everyone from the top down need to learn to communicate effectively especially online. This includes running meetings online.
- ➡ You'll need to ensure you have results-based leading, not time-based.
- ➡ You'll need to be more creative and intentional in your culture and team engagement activities.
- ➡ You'll need to schedule regular check ins with all team members (put it in your calendar so weeks don't pass you by before connecting with a team member).

## Employer PROS

- Access to a larger pool of potential talent
- May be an opportunity to extend your operating hours
- Contribute to a lower carbon footprint
- Save money on operating costs (less office space, less parking spaces)
- Save money on commuting time and related costs (car allowances)
- Reduced absenteeism
- Improved employee experience
- Employees may be healthier (more time to fit in exercise) less demand on benefits

## Employer CONS

- Harder to maintain internal equity with positions that are required to be on site
- Fewer networking and collaboration opportunities
- Harder to build connections and manage people and projects
- Communication gaps

## Employee PROS

- Contribute to a lower carbon footprint
- Keep full pay and benefits
- More autonomy
- You can customize your workspace
- Save money on commuting time and related costs
- Better work/life balance
- May have a healthier lifestyle (more time to fit in exercise to your day)
- Another perk some companies don't offer

## Employee CONS

- May feel isolated or overlooked
- Fewer networking and collaboration opportunities
- Increased need for meetings
- Lack of access to information
- May be harder to stay motivated
- May be at risk of overworking

# Talent Attraction & Retention

## Talent Attraction

Talent attraction is often handled reactively, it's seen as an as-needed function but should be a consistent proactive, intentional practice. Before you begin to search for talent, you should assess your process for hiring. Are you candidate-centric in your approach? Are you creating candidate pipelines for staffing needs in the future?

Talent Acquisition should be one of your key initiatives each and every year. It should be a continuous process where you search for candidates who possess a growth mindset. You want to hire people for their ability to grow beyond their role. This is truly what talent acquisition represents; the focus should be having the right people to fit open roles now and/or in the future. Be proactive, not reactive. It's way less stressful. Some of the key best practices when it comes to strategic talent acquisition include:

- Creating a solid recruitment strategy
- Optimizing your website and reviewing your employer brand. Reviewing and updating your glassdoor; asking for testimonials
- Knowing your story? How will you "sell" your organization? Why would someone want to leave their current employer to join your team?
- Utilizing an ATS (Applicant Tracking System)
- Identifying your best sources for talent
- Asking for candidate feedback. This will help you to protect the integrity of your talent acquisition program and be proactive in program correction and continuous improvement
- Partnering with a trusted and reputable recruitment agency

## Talent Retention

Talent retention begins at the onset of employment. With an unparalleled onboarding experience, you can extend the longevity of your employee stays. This includes thorough training; providing tools they need to do their job efficiently and effectively; of course, welcoming them to your organization and making them feel a part of something.

Your organization should have a strategy for employee retention similar to your talent acquisition strategy that focuses on consistency and continuous improvement. Your managers need to have consistent touch points with their teams; they need to communicate clear expectations and make sure communication is a regular part of their day, every day. They need to recognize, reward and encourage their team members. And most of all they need to invest in their team members. This goes beyond monetary investment and includes emotional connections, training, upskilling and wellness.

# Talent Attraction & Retention continued

Investing in your people will not only lead to a more cohesive, more productive, more effective team, it will help to retain your best team players.

Stephen Covey, the author of The 7 Habits of Highly Effective People, coined the term "Emotional Banking" and this concept can be applied to all relationships in life, especially in the workplace.

One of the basic needs everyone has is safety and security (trust) and to get this you have to invest in your people. Investing in your people doesn't just mean paying them well, albeit important, it means having a balanced give and take. With an emotional bank account, you make deposits and withdrawals, but your account needs to balance. If you make more withdrawals than deposits, you're going to bounce a cheque, so to speak. An emotional bank account is an account of trust, not money. You can't see it and it's harder to track, but it's there and your relationship with your employees depend on it. As in life, we want to have a greater balance of deposits than withdrawals, this too offers a sense of security. Deposit examples are congratulating someone on a job well done, asking for input, recognizing an anniversary or birthday, showing gratitude, keeping your commitments etc. Withdrawal examples are asking an employee to stay late, asking a favor, interrupting, blaming, even turning a blind eye to low performers or behavior that is not aligned with the Company's standards. Applying the emotional bank account concept is how you earn trust, retain trust and ultimately retain your people.

## Employees stay when they feel...





# Today's Employee Engagement

We are all familiar with the concept of the Great Resignation or the Big Quit. Several factors have led to this movement. Baby boomers are retiring. Employees are looking for other opportunities. They are looking for increased flexibility, better pay and benefits. They are reluctant to return to the office after working remotely. Fully remote positions provide employees with more opportunities. Employees are also reconsidering what is most important, like prioritizing work-life balance.

Attracting and retaining talent has become a real challenge. The pandemic has affected all industries and businesses and employers have been left wondering how to combat this talent management challenge. They need to be creative because it is no longer just about increasing compensation, it is more about increasing employee engagement.

The need to keep employees engaged and connected is crucial to retention. Employees who are highly engaged tend to stay with their employer longer. They are loyal and advocate for the organization as a good workplace, making it easier to attract and retain talent. To be engaged, employees need to feel that their work and career are highly meaningful. Employees want to know that what they do at work is meaningful and their efforts make a difference. They want to know that they are contributing to something that matters. This helps them enjoy their work and feel a sense of purpose. Having a sense of meaning and purpose, however, is only one piece of the puzzle. To be engaged, employees also need to feel that they are progressing toward achieving their goals and aspirations.

Keep in mind that no one can make employees feel engaged. Employees need to take responsibility for their engagement. Managers and employers can, however, create conditions that make it easier for employees to be engaged at work. It is critical for leaders to create a culture that supports engagement. So, how do we do that?

- Support employees' sense of meaning. Help them understand the importance of their contributions.
- Get to know your employees and what is important to them. Focus on their wellness and promote a healthy work-life balance. Make them feel cared about.
- Help foster team cohesion to promote a sense of connectivity.
- Manage change effectively. Change can create anxiety, so being able to manage it proactively can help employees stay committed and engaged.

# Today's Employee Engagement continued

- Support employees' sense of progress by acknowledging their contributions and celebrating their accomplishments. Having a sense of progress helps employees feel encouraged and helps them recognize the impact of their contributions.
- Provide growth opportunities to help them build their skills and knowledge.

Attracting and retaining talent has become increasingly challenging. Several contributing factors exist, but most employees do not leave employers simply for more money. Ensuring that employees are fairly compensated is important, but focusing on employee engagement is key. Engagement can greatly improve your attraction and retention rate as well as promote a positive work culture. Implementing talent management strategies to increase employee engagement is definitely worth your time!

Our sincere appreciation goes out to Anne Tucker, Senior HR, PCP, CHRL of Clarion Medical Technologies. Thank you for your contribution to our 2023 Salary Guide!

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# Workplace Wellbeing

It is imperative that employers make mental health part of their engagement and retention strategy. Mental health is difficult to measure and it's often invisible to the naked eye. That's why there's such a stigma attached to mental health. It's not always obvious. But if you make a conscious and consistent effort to monitor the mental health of your employees you will be able to recognize it. There are four ways mental health will manifest in your employees; physically, emotionally, intellectually and behaviorally.

## PHYSICAL

- Sickneses
- Difficulty sleeping
- Medical concerns
- Diseases

## EMOTIONAL

- Anxiety
- Irritableness
- Depression

## INTELLECTUAL

- Inability to concentrate
- Lack of motivation
- Memory loss
- Poor decision-making
- Trouble with thought processes

## BEHAVIOURAL

- Atypical behaviour
- Habits of isolation
- Lack of time management
- Performance & productivity issues
- Issues with punctuality & absenteeism



# Workplace Wellbeing

Maslow's Hierarchy of needs suggests that our most basic needs must be met first in order for us to develop our more advanced needs to be productive, happy, contributing members of society. It's a concept that makes perfect sense, if we cannot have or access those basic necessities how can we expect to aspire to anything greater than that? We believe there are a minimum of six factors that will allow for wellness in the workplace. What if we focused our culture, and our employee offerings on these indicators of wellbeing? Could we achieve happier workplaces?

## **Safety & Trust**

When people do not feel safe whether that be in body, in their work, in their thinking and even in their role; they essentially are not able to progress to other more advanced needs because their basic ones are not being met. So, if we cannot meet the basic needs of our people, how can we expect them to be highly productive, contributing team members?



## **Relationships**

Identifying and connecting with your colleagues is not only an important factor in your company culture but in the sustainability of a person's sense of belonging. Strong relationships help to combat loneliness and depression and offer an opportunity to be real and authentic. Would your teams be more productive if they felt more connected?



## **Mental Health**

Mental health works together with physical health and includes our emotional, psychological, and social wellbeing. It affects how we deal with life's challenges we face. How would your workplace differ if your employees had the tools to deal with the challenges both at work and in life?



## **Purpose**

Having a sense of purpose promotes feelings of power and energy and provides direction and intention. Would your employees experience less anxiety if they had clear expectations and objectives?



## **Environment**

Environmental factors that affect an employee's wellness often include a lack of access to various resources which may include housing, daycare, and medical needs. Could support with this allow for a more productive, focused employee?



## **Physical Health**

Stressors inside and outside of the workplace can wreak havoc on the body causing disturbances to sleep, headaches, blood pressure issues, gastro-intestinal issues and more. These are telltale signs a person is not managing their daily stress in a healthy way. How will this affect their daily productivity?

# Compensation Insights

It's important to implement a compensation package that aligns with your organization's goals and effectively generates a balance between paying market rates for mission-critical jobs, overall cost management and of course conquering labor shortages.

The following pages denote the base salaries for common roles and skilled workers within:

- Advanced Manufacturing & Engineering
- Finance & Accounting
- Human Resources

The majority of salaries are based on actual placements and salary ranges provided by companies in the Tri-City Region, Greater Toronto Area (Milton, Mississauga, Toronto, and outlying areas)/Golden Horseshoe (Burlington, Hamilton, Oakville, St. Catharine's), and London/Windsor Region.

**PLEASE NOTE:** Annual salary ranges are shown in thousands of Canadian dollars. These salaries are exclusive of any additional compensation individual companies may offer including but not limited to: signing bonus; annual bonus; RSP Matching; pension or profit sharing; benefits and vacation.

Salaries show a \$10-20K+ spread, the midpoint reflects a candidate who offers 75% of the skills/attributes required. This will help you to ascertain what it takes to retain and/or attract employees. As a talent manager, this will be helpful to see if your people fall in that range. Please consider the proceeding information as a guide. Salary ranges are based on a cumulative average across various industries in their respective regions in addition to organizational size. For example, an HR Generalist in one organization may warrant a higher salary depending on the infrastructure of the HR team as a whole.

The market is evolving and while it is a candidate's market now, this too will shift. Please contact us for a more targeted and industry-specific analysis.



# SALARY DATA



# ADVANCED MANUFACTURING & ENGINEERING

# TRI-CITY REGION

Job Title	1-3 years of exp.	4-6 years of exp.	7+ years of exp.
VP/GM	160-180	180-199	200-225
Director of Manufacturing	120-134	134.5-150	150-162
Operations Manager	105-115	115.5-125	125-135
Plant Manager	100-110	110-120	120-130
Materials Manager	115-120	120-128	128-145
Engineering Manager	90-110	110-120	120-140
Maintenance Manager	90-95	95-105	105-123
Quality Assurance Manager	98-105	105-118	118-122
Quality Engineer	65-80	80-95	95-105
Program Manager	85-95	95-105	105-112
Automation Engineer	78-84	84-95	95-100
Automation Technician	75-80	80-90	90-100
Mechanical Designer	72-84.5	75-88	88-94.5

\*Please note: Salaries are indicated in thousand Canadian dollars



# TRI-CITY REGION

Job Title	1-3 years of exp.	4-6 years of exp.	7+ years of exp.
Manufacturing Engineer	65-80	80-95	95-105
Mechanical Engineer	98-105	105-110	110-125
Electrical Engineer	90-100	100-108	108-120
Electrical Designer	95-105	105-110	110-115
Buyer	65-72	73-82	82-94
Purchasing Manager	98-107	108-119	120-140
Supply Chain Manager	100-115	115-120	120-130
Materials Coordinator	63-72	72-81	82-88
Production Supervisor	90-95	95-105	105-110
Production Planner/Scheduler	62-75	75.5-85	85-95.5
Project Manager	80-90	90-110	100-130
Certified Electrician	70-80	80-92	92-105
Certified Millwright	70-80	80-86.5	86-95
Toolmaker	65-75	75-82	82-95
Machine Builder	70-75	75-80	80-84
CNC Machinist	70-75	75-85	85-90
CNC Programmer	70-75	75-85	85-90
Stationary Engineer	75-83	83-88	89-95

\*Please note: Salaries are indicated in thousand Canadian dollars

# GTA/GOLDEN HORSESHOE

Job Title	1-3 years of exp.	4-6 years of exp.	7+ years of exp.
VP/GM	180-195	195-225	225-250
Director of Manufacturing	130-140	140-155	155-170
Operations Manager	112-120	120-130	130-145
Plant Manager	110-125	125-135	135-140
Materials Manager	118-122	122-130	130-145
Engineering Manager	105-115	115-125	125-145
Maintenance Manager	100-110.5	110-120	120-133.5
Quality Assurance Manager	100-105	105-120	120-130
Quality Engineer	70-85	85-95	95-110
Program Manager	85-95	95-110	110-118
Automation Engineer	85-95	95-103.5	103.5-112
Automation Technician	88-95	95-105	105-110
Mechanical Designer	82-98.5	98.5-110	110-120

\*Please note: Salaries are indicated in thousand Canadian dollars

# GTA/GOLDEN HORSESHOE

Job Title	1-3 years of exp.	4-6 years of exp.	7+ years of exp.
Manufacturing Engineer	70-85	85-95	95-115
Mechanical Engineer	112-115	115-125	125-130
Electrical Engineer	92-100	100-112	112-120
Electrical Designer	95-100	100-110	110-115
Buyer	65-74	75-87	87-93
Purchasing Manager	100-110	110-122	122-145
Supply Chain Manager	105-115	115-122	122-135
Materials Coordinator	65-75	75-85	85-90
Production Supervisor	90-95	95-105	105-115
Production Planner/Scheduler	65-75	75.5-85	85-100
Project Manager	85-95	95-120	110-130
Certified Electrician	73.5-80	80-92	92-105
Certified Millwright	75-85	85-90	90-95
Toolmaker	65-75	75-82	82-95
Machine Builder	70-75	75-80	80-84
CNC Machinist	70-75	75-85	85-90
CNC Programmer	70-78.5	78.5-85	85-90
Stationary Engineer	75-85	85-90	90-95

\*Please note: Salaries are indicated in thousand Canadian dollars

# LONDON/WINDSOR

Job Title	1-3 years of exp.	4-6 years of exp.	7+ years of exp.
VP/GM	163-180	180-205	199-223.5
Director of Manufacturing	125-134	134.5-150	150-162
Operations Manager	108.5-115	115.5-125	125-135
Plant Manager	100-110	110-125	125-130
Materials Manager	110-115	115-125	125-138.5
Engineering Manager	95-110	110-123.5	123.5-140
Maintenance Manager	98-105	105-113.5	113-128
Quality Assurance Manager	100-105	105-118	118-122
Quality Engineer	65-80	80--95	95-105.5
Program Manager	85-95	95-105	105-115
Automation Engineer	78-84	84-95	95-108.5
Automation Technician	75-80	80-90	90-100
Mechanical Designer	72-84.5	84.5-88	88-98.5

\*Please note: Salaries are indicated in thousand Canadian dollars

# LONDON/WINDSOR

Job Title	1-3 years of exp.	4-6 years of exp.	7+ years of exp.
Manufacturing Engineer	65-80	80-95	95-105
Mechanical Engineer	100-110	110-120	120-125
Electrical Engineer	90-100	100-108	108-115
Electrical Designer	95-100	100-105	105-110
Buyer	62-72	72-77	78-87
Purchasing Manager	95-105	105-117	117-135
Supply Chain Manager	95-105	105-117	118-125
Materials Coordinator	62-70	71-79	80-85
Production Supervisor	90-95	95-105	105-115
Production Planner/Scheduler	60-75	75.5-85	85-95.5
Project Manager	80-90	90-100	100-110
Certified Electrician	70-80	80-92	92-100
Certified Millwright	70-80	80-86.5	86-95
Toolmaker	65-75	75-82	82-95
Machine Builder	70-75	75-80	80-84
CNC Machinist	70-75	75-85	85-90
CNC Programmer	70-75	75-85	85.90
Stationary Engineer	75-83	83-88	89-95

\*Please note: Salaries are indicated in thousand Canadian dollars



# FINANCE & ADMINISTRATIVE

# TRI-CITY REGION

Job Title	1-3 years of exp.	4-6 years of exp.	7+ years of exp.
CFO	135-158	158.5-179	180-205
VP Finance	125-132	133-150	150-178
Director of Finance	130-140	140-150	150-165
Controller	100-112	112.5-125	125-138
Assistant Controller	90-98	98-110	110-120
Finance Manager	85-95	95.5-105	105-118
Accounting Manager	75-80	80-90	90-100
General Accountant	70-75	75-82.5	82.5-92.5
Sr. Cost Accountant	70-80	80-93	93-108
Cost Accountant	65-75	75-80	80-98.5
Financial Analyst	70-82	82.5-92.5	92.5-105
Payroll Manager	65-73	74-83	83-96.5
Payroll & Benefits	60-68	68-78.5	78.5-90
Tax Accountant	72.5-85	85-100	100-107
Tax Manager	122.5-135	135-145	145-155

\*Please note: Salaries are indicated in thousand Canadian dollars

# TRI-CITY REGION

Job Title	1-3 years of exp.	4-6 years of exp.	7+ years of exp.
Accounting Clerk	48-53	53.5-60	60-73.5
Accounts Payable/ Accounts Receivable	40-60	45-65	65-75
Bookkeeper	50-65	52.5-60	60-75
Customer Service Manager	60-75	70-80	80-85
Executive Assistant	55-65	65-75	75-80
Office Manager	58-62	62-74	74.5--86.5
Administrative Assistant	50-58	58.5-65.5	65.5-76.5
Bilingual CSR	50-58	53-65	65-78
Data Entry Clerk	40-48	48-56.5	55--65
Receptionist	40-48	48-55	55-65

\*Please note: Salaries are indicated in thousand Canadian dollars



# GTA/GOLDEN HORSESHOE

Job Title	1-3 years of exp.	4-6 years of exp.	7+ years of exp.
CFO	150-165	165-184	185.5-218
VP Finance	140-148	148-158	158-188
Director of Finance	135-145	145-158.5	158.5-168
Controller	110-125	125-135	135-156
Assistant Controller	95-105	105-120	120-133
Finance Manager	95-110	110-118	118-128.5
Accounting Manager	78-88	88-98	98-120
General Accountant	83-92	92-98	98-107
Cost Accountant	73.5-83	83-93	93-105
Financial Analyst	80-90	90-95	95-115
Payroll Manager	70-79.5	79.5-84	84-97.5
Payroll & Benefits	65-70	70-80	80-93
Tax Accountant	80-92	92-104	104-120
Tax Manager	128.2-137	137-144	144-162

\*Please note: Salaries are indicated in thousand Canadian dollars

# GTA/GOLDEN HORSESHOE

Job Title	1-3 years of exp.	4-6 years of exp.	7+ years of exp.
Accounting Clerk	48-53	53.5-60	60-73.5
Accounts Payable/ Accounts Receivable	40-60	45-65	65-75
Bookkeeper	50-65	52.5-60	60-75
Customer Service Manager	60-75	70-80	80-95
Executive Assistant	55-65	65-75	75-80
Office Manager	58-62	62-74	74.5-86.5
Administrative Assistant	50-58	58.5-65.5	65-76.5
Bilingual CSR	50-58	53-65	65-78
Data Entry Clerk	40-48	48-56.5	55-65
Receptionist	40-48	48-55	55-65

\*Please note: Salaries are indicated in thousand Canadian dollars

# LONDON/WINDSOR

Job Title	1-3 years of exp.	4-6 years of exp.	7+ years of exp.
CFO	137.5-160	160.5-180	180-210
VP Finance	128-136	136-150	150-180
Director of Finance	132.5-144	145-155	155-165
Controller	105-118	118-130	130-152
Assistant Controller	95-100	100-112.5	112-128
Finance Manager	93-100	100-110	110-120
Accounting Manager	75-85	85-95	95-110
General Accountant	75-89.5	90-95	95-105
Cost Accountant	68.5-77	78-90	90-98.5
Financial Analyst	73-83	84.5-92.5	92.5-108
Payroll Manager	65-73	74-83	83-92
Payroll & Benefits	60-68	68-78.5	78.5-90
Tax Accountant	72.5-85	85-100	100-115
Tax Manager	120-135	135-145	145-153.5

\*Please note: Salaries are indicated in thousand Canadian dollars

# LONDON/WINDSOR

Job Title	1-3 years of exp.	4-6 years of exp.	7+ years of exp.
Accounting Clerk	50-55	55-65	65-78
Accounts Payable/ Accounts Receivable	45-60	60-65	66-78
Bookkeeper	55-65	65-72	72-78
Customer Service Manager	65-75	75-85	85-95
Executive Assistant	58.5-65	65-75	75-80
Office Manager	58-62	62-75	75--85
Administrative Assistant	50-58	58.5-65.5	65.5-70.5
Bilingual CSR	55-60	60-65	65-78
Data Entry Clerk	40-48	48-56.5	56.5--65.5
Receptionist	40-48	48-55	55-65

\*Please note: Salaries are indicated in thousand Canadian dollars



# HUMAN RESOURCES

# TRI-CITY REGION

Job Title	1-3 years of exp.	4-6 years of exp.	7+ years of exp.
Vice-President	135-150	135-165	165-185
Director	125-135	135-150	150-165
Business Partner	90-110	110-125	125-130
Manager	95-110	110-120	120-130
Generalist	72-80	75-86.5	86-100
Talent Acquisition	65-80	80-100	100-120
Coordinator	50-63	63-68.5	68.5-73
Administrator/ Assistant	48.5-52.7	52-58.5	58-68

\*Please note: Salaries are indicated in thousand Canadian dollars

# GTA/GOLDEN HORSESHOE

Job Title	1-3 years of exp.	4-6 years of exp.	7+ years of exp.
Vice-President	150-165	165-185	185-215
Director	130-143	144-158	159-175
Business Partner	85-115	115-122	116-130
Manager	100-110	110-130	130-140
Generalist	75-80	80-95	95-112
Talent Acquisition	67-85	85-105	105-120
Coordinator	55-67	67-71	71-80
Administrator/ Assistant	50-54	55-61	61-74

\*Please note: Salaries are indicated in thousand Canadian dollars

# LONDON/WINDSOR

## Job Title

1-3 years of exp.

4-6 years of exp.

7+ years of exp.

Vice-President	135-150	150-165	165-187.5
Director	127-135	135-150	150-165
Business Partner	90-112	113-125	125-130
Manager	95-115	115-122	122-125
Generalist	68-73	73-84	85-100
Talent Acquisition	60-75	75-85	85-110
Coordinator	55-63	63-72	73-77
Administrator/ Assistant	45-55	55-58.5	58-65

\*Please note: Salaries are indicated in thousand Canadian dollars



# Be the change.

2022 has been yet another interesting year and what's in store for 2023, well we will have to wait and see. More change is upon us it's certain, but all industries have seen some sort of transformation in the last year or two. Many to see more in the year ahead with the continued expected volatility of the economy. While the last couple of years have worn us down and exhausted us, we as a population need to remain resilient. We've seen so much change, good and bad. In fact, to say we've been disrupting HR is an understatement. So maybe we should see the looming recession as an opportunity rather than a problem or a dilemma? You can hunker down, take shelter and hope for the best, or you can embrace change, be the threat, and prepare for what is possible. Take risks, calculated risks; have a vision and push boundaries. There is always an opportunity for continuous improvement, now more than ever. So envision, invent, innovate, disrupt and be a game changer.

"Change is the law of life. And those who look only to the past or present are certain to miss the future." John F. Kennedy

If our team at itec group can assist you in your plans to conquer 2023, please reach out to us.

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