

2022 SALARY GUIDE

COMPENSATION INSIGHTS AND HIRING TRENDS



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RECRUITMENT SOLUTIONS

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Dear HR, has anyone checked in on YOU lately?

As an organization we work alongside HR VP's, Directors, Managers and every other role within the HR realm. The level of pressure and constant push to pivot since 2019 is unprecedented for HR professionals who have had to think differently and adjust work environments in ways never imagined. From health and well being concerns, vaccine mandates, layoffs, labor shortages, to constant guideline changes, employment standards updates and policy creation; everyone in HR has felt it, lived it, heard it and grown with it. Hats off to HR Professionals who are continuing to plough through these extraordinary times. We see you, we value you and we're here to support you.



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Ah 2022, if only I had a crystal ball....

This past year, it seems we've had to be a step ahead of the market every day. For many industries, the pandemic has upset the equilibrium of talent supply and demands. But will the current landscape be here to stay for a while or will this deficit of talent eventually harmonize? Right now the market is experiencing structural, worker-driven changes that have affected the employment landscape significantly. Workers are expecting more money, better benefits, more vacation, job security, better mental health, a work/life balance, and more autonomy and flexibility. There has been a shift in the balance of power from the employer to the employee and these changes have led hiring teams to significantly adjust their compensation packages. In fact, the salary range we predicted for a said role today will be inflated by 10-15,000 dollars just two or three months from now. Companies have responded to an evolving market by adapting and shaping their internal compensation plans, onboarding initiatives, and retention tactics to attract talent. But as history suggests, the economy will rebound and we will eventually return to more common hiring practices. However, some believe the changes we've made to talent acquisition may be here to stay, some may even say they've been a long time coming. Moving forward, we should focus on a positive strategy as we look forward as leaders to create a pathway for building teams for the future of our businesses. We have opened doors for larger talent pools, we have advanced our candidate engagement through technical innovation that has only just begun to emerge, and most of all we have made it through what has been unprecedented and challenging times for many. In short, the same can be said today as it was years ago and will be years from now; invest in your people and it will yield dividends for your entire company.

As I write this message, it is the beginning of a new year and I'm overcome with nostalgia but hopeful in anticipation for great things. While I know people are experiencing sheer fatigue and frustration and rightfully so; let's vow to hold onto what really matters - kindness, resiliency, inclusivity, and humanity. In the early days of the pandemic, we heard "we're in this together" but you don't hear those words as often anymore. That premise, those four words are still so needed as we all navigate our daily lives. I am optimistic that this year, we each find through our experiences something positive to bring to our relationships in the way we work, play, and treat each other. All the best to you in 2022! May happiness, good health, and opportunities be plenty.

Modesty Sabourin
Managing Director, itec group Inc.



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Unemployment & 'The Great Resignation'

Stats Canada reports that employment numbers bounced back to pre-pandemic levels in September of 2021, and encompassed predominantly full-time work with those among the 25-54 cohort. In fact, upon further review of statistics, Canada has been experiencing a downward trend, and rates as of November 2021 sat at 6.0% with 153,700 added jobs. "Statistics Canada said the unemployment rate would have been 7.8 percent in November had it included Canadians who wanted to work but didn't search for a job, down from 8.7 percent in October." (CP24) Since March 2021 and every month following, Canada has seen consistent drops in the unemployment rate with November at its largest decline. Considering pre-pandemic unemployment, Canada's was just 5.7% in February of 2020.

So what does all of this mean given the current market conditions and the contention surrounding the lack of candidates? Is the talent shortage we're experiencing due in part to "The Great Resignation" a.k.a "The Big Quit"? Experts say while more prevalent in the US, the trend certainly has been seen here in Canada, just not to the same extent. Indeed reports that their numbers show more signs of the 'quit rate' here in Canada since August of 2021. "The Great Resignation" is an idea coined by Texas A&M University Professor Anthony Klotz who predicts that there will be an influx of people leaving their jobs after the COVID pandemic ends and there is a return to 'normalcy', whatever that means. He believes that post-pandemic, companies will be navigating the domino effects of a global workforce transformation. Well, it has already begun and sadly, we have yet to see the end of this pandemic.

The issues surrounding childcare, the disproportionate number of open jobs to qualified workers for those jobs, early retirements, and even vaccine mandates have certainly factored into some of the difficulty experienced by many employers. Not to mention, now, more than ever we've seen a shift in the mindset of the worker, people have realized a taste for real work/life balance; their priorities have changed; they've learned how to budget more effectively and have in some cases modified their lifestyles from pre-pandemic times.

So far, it seems that resignations have been most common with those who are temporarily unemployed (vaccine mandates, childcare issues); those who have opted for voluntary retirement, and those who have procured a change in their career whether that be to advance, develop professional skills, have more balance or for monetary gains. This movement, while it began out of uncertainty and unpredictability; has created a shift in priorities, mindset, and focus. It seems the only means to try and tackle this phenomenon and prevent future loss of great talent is to determine who in our organizations are at risk. Then we can take a proactive approach to retain them.

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Retaining & Attracting Talent: Magic Formula or Timeless Blueprint?

The past two years have been tumultuous times for many employers triggering a spiral of maneuvers to attract and retain talent across multiple industries. We've seen it all as companies, often out of desperation, roll out the red carpet with inflated salaries, signing bonuses, four-day work weeks, concierge services, housekeeping subsidies, and more. While these efforts may attract new talent, they may not be as effective in your return on employee engagement and performance. Also, impulsive reactions to talent shortages may disrupt the balance of equity within your organization - remember you can't take the salary dollars away if you realize you've been oversold or to balance the budget.

When it comes to retention, hold onto those team members who are difficult to replace, who are loyal, and have knowledge that would be impossible to clone. But, remember not all employees should be retained. An employee who prefers to leave but decides to stay may end up being a burden on your entire operation contributing to poor performance and poor morale. Turnover in business is inevitable and sometimes necessary to ensure high-performing and engaged teams flourish.

Our best advice is to focus on the foundation of your company. Don't rely on one-time fancy incentives or gimmicks to sell your organization. Instead, create an environment that fosters enthusiasm, champions passion, encourages growth and development, and cultivates relationships.

Know who you are as an organization and don't stray from it. Think of the Tim Hortons vs Starbucks scenario. The power in both individual brands is a direct correlation of their relative customer base. The same could be true for your business. Who you are as an organization, your brand relies on attracting the right people who fit into that brand. Any deviation from that will only disrupt your business trajectory. There is no magic formula, but the design of your onboarding, retention, and attraction processes should follow a game plan that encompasses these foundational practices.

Balanced feedback

Get to know your employees, check in with them early and often. Be proactive in their success. Celebrate them, from the moment they start and every day thereafter. Sometimes it's the little things that have the biggest impact. When employees feel their talents and contributions are noticed and valued, they want to do great things and they will. Don't assume your employees know how you feel about them, make it known.

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Retaining & Attracting Talent: Magic Formula or Timeless Blueprint? continued

Employees also want to know where they can improve. Positive development opportunities can make employees feel valued too. It gives validity to the praise you show them as well.

Flexibility

With the ongoing pandemic and the associated uncertainty, now is the time to be as flexible as possible in your remote work policy. Since every workplace poses its own unique challenges with regard to remote work, you will need to do your best to understand and empathize with employees and their current and future accommodation needs as long as it maintains business continuity and doesn't affect productivity and internal equity.

Clear, concise communication

Having consistent and regular communication with your employees is something you should be doing regardless, but it's more important in today's market than ever before. Remember to be diverse in your approach; reach out via email, instant messaging, or in-person. Ensure your employees are heard and know they are valued.

Make mental and physical well-being a priority in your workplace.

To perform well and deliver on business objectives and projects, your employees need to be well, both mentally and physically. Exhausted, burnt out or sick employees can lead to an epidemic in your workplace contributing to low overall performance, reduced productivity, morale issues, and disgruntlement.

Stay true to core values and proclaim your vision.

It's not enough to create core values and hang them on the wall. You must integrate those values into all business-related decisions. Eat, sleep and breathe your core values.

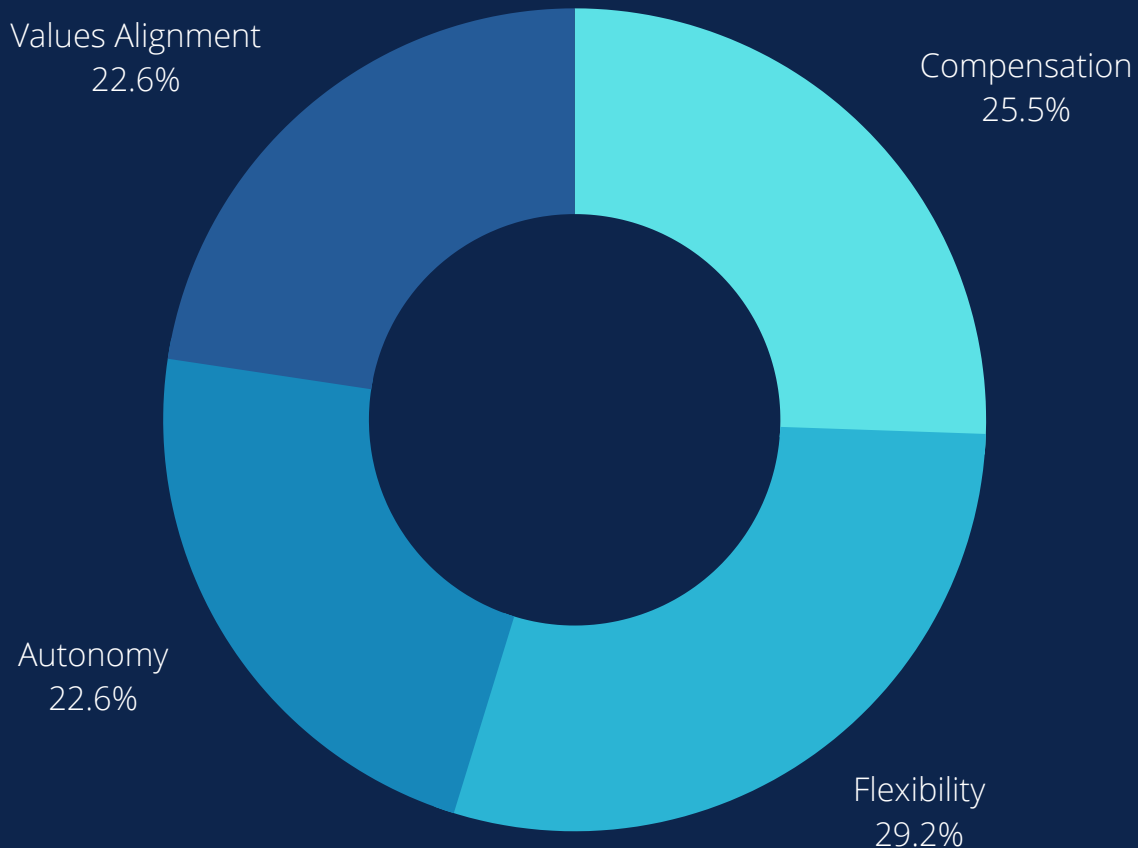
Complete stay and exit interviews without fail.

Some employees may leave, this is unavoidable. Some may leave for circumstances beyond your control and some may leave and give you an opportunity to learn from their departure, change as a result, and ultimately grow.

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What do Candidates want most in 2022?

We polled 100 candidates in Ontario from various backgrounds and industries asking them to rate what is most important to them in their next role. We probed on the following criteria: stability, compensation, values alignment, growth & development, flexibility, challenging/meaningful work & autonomy. The top 4 most important attributes in a role included 1st} flexibility, 2nd} compensation, & tied for 3rd & 4th with values alignment & autonomy. Challenging/meaningful work & stability trailed closely behind in 5th & 6th place.



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Bridging the Skills Gap

There isn't a quick and easy answer to the question of what companies should do to alleviate the shortage of skilled workers. What we do know is that we have to be flexible and agile in order to quickly pivot in a market that has experienced a real transformation. And until the economy resumes a more balanced talent pool, acquisition teams may need to utilize a variety of tactics to fill their hiring needs from contingent workers to upskilling or reskilling. Experts suggest that some of the emerging trends of the last year could be here to stay so a proactive approach is prudent.

We'd be remiss to remind you that you may already have the answer to your skill shortage. That's right, you may have hidden talent within your organization that can help you to address your skills gaps. But you have to shift your thinking and create a platform for aligning the right people with the right skills in the right roles. We too often look for talent outside our company when we should be looking internally to discover the passion, ideas, and abilities of the people we have with what our organizations demand for the future. A simple mindset shift that could have a profound impact on the success of your business.

So how do we do this? It starts with communication, the foundation of all relationships, personally and professionally. So begin with communicating your purpose and your strategy from the top-down, regardless of the size of your organization. When people know and understand their role in the plan as it relates to the business, they can execute their part in it. This means the onus is on leadership to deploy the strategies to build, develop and propel individual performance and productivity to the highest standards. When we make this shift, we achieve clarity and often see we already have what we need in the people we have. To do this, leadership needs to create an ecosystem that will inspire with a unified vision where individual contributions meet business objectives; collaboration encourages peer-to-peer alliance and partnerships, and individuals and team wins are celebrated. According to Wired.com millennials will comprise 75% of the workforce in 2030, less than a decade from today. So don't wait, ensure your strategies align with the changing workforce and the cohort that will make up a large percentage of it.

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The Future of Work

The future of work is adaptive, scalable, collaborative, and connected. Regardless of your industry, you must look ahead to ensure you can grow your business amid a global transformation in the way we work. If you have now or are considering a distributed workforce, flexibility will be key to both attraction and retention.

Best practices for an inclusive, successful, and robust distributed workforce include:

- Consistent check-ins and meetings (but not for the sake of meeting)
- Employ and promote the use of technology and tools to work smarter, not harder.
- Communicate with clear expectations and goals that are S.M.A.R.T.
- Manage, assess and qualify production and projects.
- Nurture your culture and promote team and individual engagement.











People are no longer living to work. Perspectives have changed and the numbers reflect this.

The health care and social assistance sector have had the largest two-year increase in job vacancies. Construction has continued to experience an increase in vacancies and there have been a record number of job vacancies in manufacturing and food services. Vacancies in retail are up by one-third. <https://www150.statcan.gc.ca/n1/daily-quotidien/210921/dq210921a-eng.htm>

The current market provides candidates with endless opportunities and that means candidates can pick and choose. It's led the talent pool to be able to ask for more than ever before, often with an air of entitlement. Looking forward, the current landscape while frustrating and exhausting, to say the least, will likely rebound and markets should shift and create a more equal balance of power.

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Hybrid Work Models: Thumbs Up or Thumbs Down?

-  For many roles, you're considered far more attractive than organizations that do not offer any remote work.
-  With the option to work remote, you open up an uncapped pool of talent.
-  You can scale up and down faster, and have access to workers to accommodate your business model.
-  You reduce overhead costs, can offer incentives and additional perks, and still show a positive increase to your bottom line.
-  You reduce your carbon footprint and promote environmental responsibility and sustainability.
-  Creates misalignment between in-office employees and those who are remote.
-  Leaves you open to an imbalance for meetings, town halls, and corporate-wide events.
-  Under-utilized office space and wasted resources and overhead costs.
-  Difficult to have a pulse on your teams, provide feedback and collaborate in real-time.
-  Inequity in employee onboarding and overall employee experience.

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The Future of Work in Manufacturing

The demand for skilled workers was high pre-pandemic, but it's only getting worse. With so many companies offering remote work, often out of necessity to retain and attract talent, manufacturing companies are struggling to offer this perk to their employees. The sheer physical nature of the work performed in manufacturing facilities poses a major obstacle for remote work. Not to mention the inequities it creates between on-site employees and their remote counterparts. While industry experts are motivated to find solutions, they are not going to happen overnight. For those who have adapted more automation within their facility, there is more hope for inventive solutions in the immediate future. But for many companies, it is simply not an option now or in the foreseeable future. So how do these companies compete? The biggest challenge for many manufacturing facilities surrounds the monitoring of production; how do you not have your Plant Manager on-site to observe, analyze, report, and make decisions in real-time? In addition, how do manufacturing companies that operate 24/7 and have employees in shipping and receiving, operations, production, and supply chain utilize a virtual workforce?

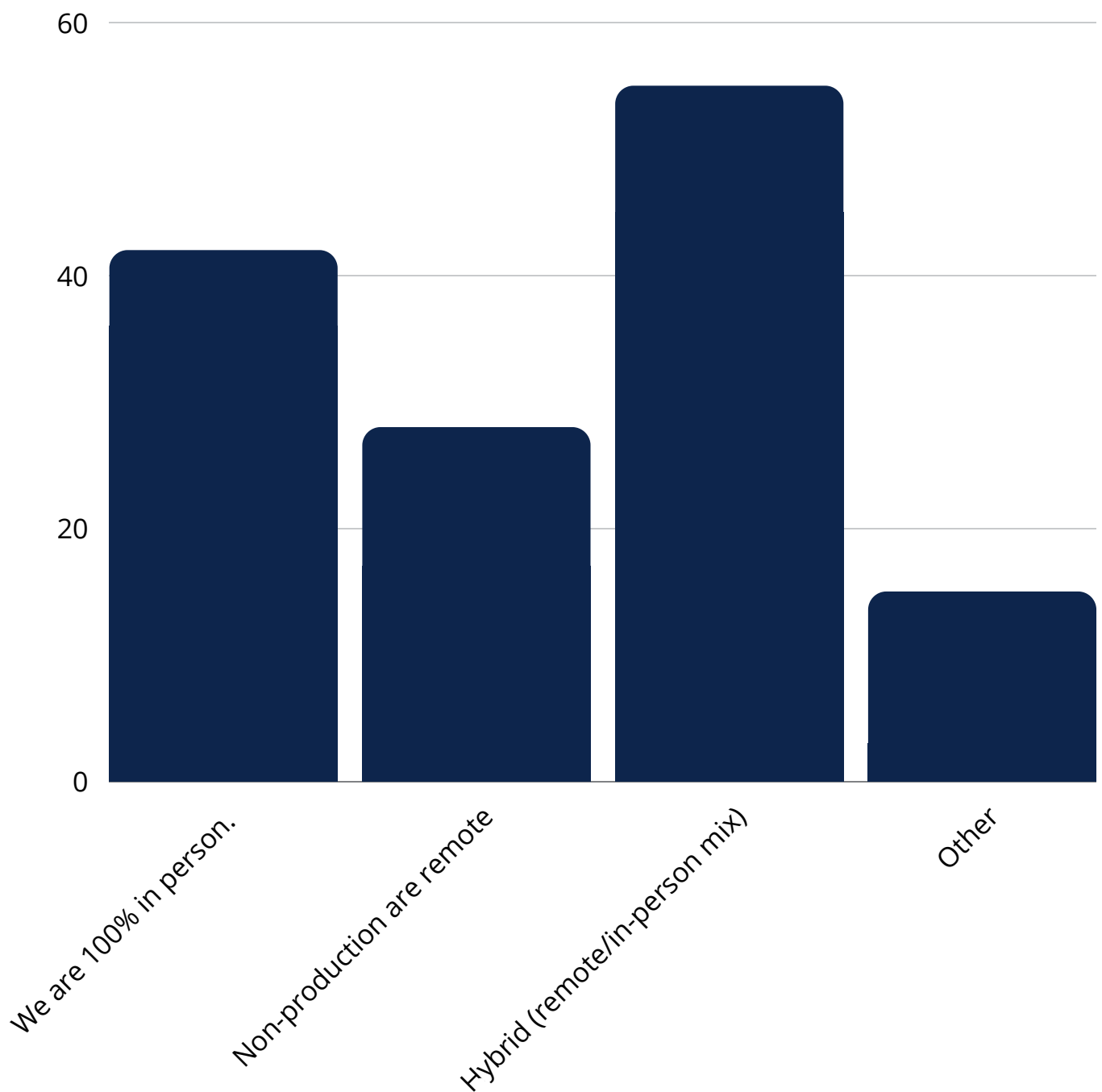
There isn't a one size fits all answer here. The level of remote/hybrid work you can accommodate will depend upon your organization and the advancements you have incorporated, especially in automation. Sure accounting, sales, and even IT can be successful in a remote form especially given technology. That said, many will see remote work as a perk potentially leaving those who cannot reap this benefit feeling ignored and unappreciated. Once you've considered internal equity you can continue to update your strategies. With the inclusion of artificial intelligence, the Internet of Things, and the myriad of collaboration tools you will be able to shift your processes and still effectively monitor production and performance for both your employees and the machines they're operating. By changing behaviors and prioritizing technology, manufacturing can, in time adapt to remote work.

Locally, manufacturing companies as a whole are distributed with their production, QA, hardware engineering, and some supply chain on-site; with office staff working remotely. Most companies from our research plan to go back to work with a hybrid approach in mind. Many are hesitant to have 100% remote work but know they will at the very least need to be flexible to retain and attract talent.

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Market Trends - Remote vs Hybrid in Manufacturing

We polled local manufacturing companies to get a feel for how their organization workforce is distributed. More than 200 companies participated and these are the results.



Salaries at a glance

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

- Advanced Manufacturing & Engineering
- Finance & Administrative Professionals
- Human Resources

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 \$30K+ 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. 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.



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**Advanced
Manufacturing
& Engineering**

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Job Title	Tri-City Region	GTA/Golden Horseshoe	London/Windsor
VP/GM	160-220	185-232	150-205
Director of Manufacturing	120-160	140-175	125-150
Operations Manager	105-135	110-130	100-120
Plant Manager	100-125	110-142	95-127
Materials Manager	110-136	125-150	100-120
Engineering Manager	80-120	115-130	90-125
Maintenance Manager	90-125	100-125	100-125
Quality Assurance Manager	95-125	110-130	100-120
Quality Engineer	65-93.5	78-100	68-90
Program Manager	80-100	90-110	95-100
Automation Engineer	70-92	75-95	75-85
Automation Technician	70-86	75-85	70-80
Manufacturing Engineer	65-80	70-80	70-80
Mechanical Designer	65-84	75-92	50-70

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Job Title	Tri-City Region	GTA/Golden Horseshoe	London/Windsor
Mechanical Engineer	75-95	78-98	75-93
Electrical Engineer	80-105	90-110	80-90
Electrical Designer	65-86	65-80	60-75
Buyer	60-90	65-92	60-80
Supply Chain Manager	98-110	120-125	95-110
Materials Coordinator	55-70	58-75	50-65
Production Supervisor	70-85	85-100	65-80
Production Planner/Scheduler	60-75	65-82	55-70
Project Manager	95-120	105-130	95-105
Certified Electrician	75-87.5	75-85	75-85
Certified Millwright	75-85	80-98	70-85
Toolmaker	65-75	70-80	70-80
Machine Builder	65-75	65-80	65-75
CNC Machinist	55-65	60-70	50-65
CNC Programmer	65-82	65-86	60-78
Stationary Engineer	75-90	75-90	75-85

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Finance & Administrative

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Job Title	Tri-City Region	GTA/Golden Horseshoe	London/Windsor
CFO	160-195	185-280	135-160
VP Finance	150-160	165-175	130-140
Director of Finance	130-140	145-160	110-120
Controller	100-120	120-135	85-110
Assistant Controller	85-95	90-110	75-95
Finance Manager	110-120	115-130	95-110
Accounting Manager	75-85	80-100	65-80
Sr. Accountant	65-75	70-80	55-70
General Accountant	55-65	60-65	50-65
Sr. Cost Accountant	70-80	75-85	70-80
Cost Accountant	60-65	65-70	60-65
Sr. Financial Analyst	80-95	80-100	70-88
Financial Analyst	60-75.5	65-75	58-75
Payroll Manager	70-83	80-105	70-80
Payroll & Benefits	55-72.5	60-78.5	55-68
Sr. Tax Accountant	75-90	85-100	65-85
Tax Manager	120-140	130-150	110-125

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Job Title	Tri-City Region	GTA/Golden Horseshoe	London/Windsor
Tax Accountant	55-65	60-65	46-60
Accounting Clerk	42-58	48-62	42-56
Accounts Payable/ Accounts Receivable	40-60	45-65	40-58.5
Bookkeeper	50-65	52.5-60	45-50
Customer Service Manager	60-75	70-80	60-75
Executive Assistant	55-65	65-75	55-65
Office Manager	60-85	68-90	52-70
Administrative Assistant	40-55	45-58.5	40-55
Bilingual CSR	45-62	50-65	45-58
Data Entry Clerk	35-40	38-53	35-45
Receptionist	35-45	38-50	35-45

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Human Resources



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Job Title	Tri-City Region	GTA/Golden Horseshoe	London/Windsor
Vice-President	135-175	140-200	135-175
Director	125-145	135-158	115-140
Business Partner	85-115	115-122	90-115
Manager	95-120	115-130	90-112
Generalist	75-80	75-95	65-75
Talent Acquisition	70-88	80-95	70-88
Sr. Talent Acquisition	85-100	90-110	85-98
Coordinator	50-65	55-70	50-60
Administrator/ Assistant	40-50	45-55	45-55

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Let's Work Together

At Itec group our culture is based upon six core values.

- We seek **Mutual Accountability and Trust**. We are champions of Itec group. We are trusted business advisors and we protect what matters.
- We execute **Quality over Quantity**. We show integrity in our work. We challenge convention and we reject mediocrity.
- We proclaim **No Bullshit**. We do what we say we'll do. We know our team and our company will become what we make of it; because we love what we do.
- We **Obsess with Consistency & Follow up**. We outperform expectations. We live innovation, collaboration, and best practices. We are what we repeatedly do and we know these habits lead to excellence.
- We **Work Hard, We Work Smart**. We hit targets no one else can see. We know big results require big ambitions. Because we are game-changers.

It is our vision and our purpose to deliver the ultimate recruitment experience; let us show you how.



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Additional Resources

<https://about.gitlab.com/company/culture/all-remote/hybrid-remote/>

<https://www.forbes.com/sites/paulmcdonald/2021/09/16/remote-hybrid-or-in-office-3-workforce-considerations-for-cfos/?sh=5af40e1937dc>

<https://financialpost.com/executive/executive-summary/posthaste-a-wave-of-canadians-quitting-their-jobs-is-about-to-squeeze-the-labour-market>



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