



Building Owners & Managers Association - 2008 Salary Guide

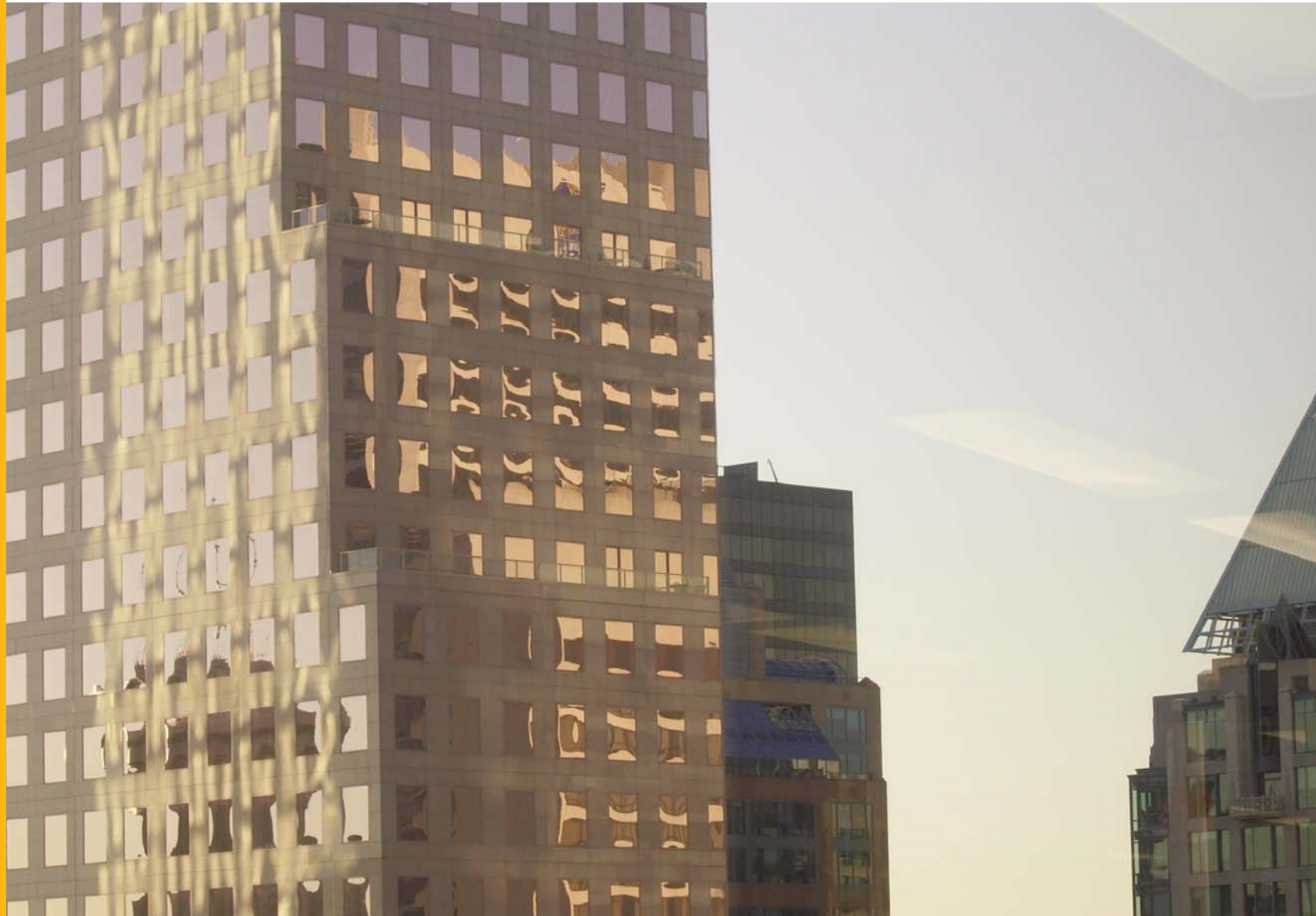




Table of Contents



From the President of BOMA BC	3
About Hays Specialist Recruitment	4
About Hays Construction & Property	5
How the Salary Guide Works	6
Outlook - Ongoing Challenges	7
Retention	8
Environmental Issues a “Growing” Topic in the Property Sector	9
What Lies Ahead?	10
Compensation Information	11
Vacation & Benefits	26
Further Statistics	27
Hays Office Locations	28



From the President of BOMA BC



Dear BOMA BC members,

It is with great pleasure that BOMA BC is able to provide you with this valuable industry benchmarking resource.

Produced for BOMA BC by the Construction & Property team at Hays Specialist Recruitment, this publication is the result of BOMA's second comprehensive compensation survey for our local market. We were pleasantly surprised to receive twice as many completed surveys over last year. Thank you for your support.

BOMA BC offers this publication as a service to the commercial buildings industry and to the public. The survey was voluntary and undertaken following reasonable procedures to provide meaningful results and to protect the confidentiality of the data. The data presented is for informational purposes only and is not intended to raise, lower, stabilize or otherwise affect prices, fees, terms or other aspects of compensation.

BOMA BC would like to thank those individuals who participated by providing us with the compensation data contained herein.

Lesley Heisis
President, BOMA BC

A handwritten signature in black ink, appearing to read "Lesley Heisis", with a long horizontal line extending to the right.



About Hays Specialist Recruitment



Headquartered in London, England, Hays plc is one of the largest publicly traded specialist recruitment firms in the world. The company is the market leader in the UK and Australia, and is growing substantially in North America, South America, Continental Europe, and Asia. Hays has operations in 25 countries.

Key Facts

- 5,000+ recruitment consultants
- 376 offices
- 68,000 people placed last year in permanent jobs
- 46,000 temporary workers paid weekly
- 750,000 visitors monthly to our websites
- 15,000 online job applications submitted weekly
- 55,000+ active jobs available at any given time

Since opening the first Canadian office in September 2001, Hays has expanded rapidly to have offices in Toronto, North York, Mississauga, Burlington, Kitchener, London, Ottawa, Vancouver, Calgary and Edmonton, with further significant growth in the coming years. Hays specializes in nine areas including Construction & Property, Accounting & Finance, Energy, Executive Search, Human Resources, Information Technology, Manufacturing & Logistics, Office Support and Sales & Marketing.



About Hays Construction & Property



Hays Construction & Property places permanent, contract and temporary candidates in positions in Property & Facilities, Construction & Development, Mechanical & Electrical, Civil, Structural & Environmental Engineering and Architecture & Interior Design. Our consultants are constantly developing and maintaining an in-depth knowledge of their disciplines, and gathering a sophisticated network of contacts. This allows us to quickly and effectively identify and evaluate candidates and to act as a reliable and current source of information on best hiring practices, job descriptions, compensation and market trends. Our clients can rely on us to have relevant and available candidates when they need them, and up-to-the-minute information on the employment market.

The Hays Construction & Property team are professionals and experts in their field. Many of our staff have come to us from previous careers within the industry and are active within a number of industry associations, helping to educate members and clients on recruitment topics by staying current on our clients' needs and key industry trends.

As your specialist recruiter, you can be confident that we can source the niche skills required to fill a role in every professional discipline—cost effectively and efficiently. For more information about Hays, call our Vancouver office at **604-648-HAYS (4297)** or visit **www.hays.ca**.



How the Salary Guide Works



Organizations of all sizes in the commercial, residential and industrial property markets can utilize the following salary information.

The guide aims to provide a cross section of average salaries, with a minimum-typical-maximum range for property and facilities professionals as well as an overview of some of the trends from the industry. We have sourced the information in the guide from:

- 1) Our current market knowledge of temporary and permanent placements made in British Columbia in 2007.
- 2) Qualitative and quantitative data gathered throughout December 2007 in a confidential survey sent to over 850 individuals at companies in the property and facilities sector in British Columbia, comprising of BOMA members and Hays clients.

The salary ranges shown are exclusive of any additional bonuses, compensation or benefits which are documented separately. Other factors such as personal work experience, individual performance and company discretion will obviously influence actual salaries.



Outlook - Ongoing Challenges



2007 saw a continuation of 2006's busy hiring activity and challenges in finding good, qualified candidates. Property Management and Facilities firms are experiencing increased staff turnover in a labour market with strong demand for both entry level and experienced employees. The costs of replacing departing workers and allowing time for their successors to get acclimatized in the workplace can become even more pronounced if new hires don't stay long enough to recoup their human resources investment.

Salary considerations have continued to be a driving force, cited as one of the primary reasons for people moving on and recently exacerbated by the "hot" Alberta market inflating compensation. However, Tom Babbs, Regional Director, Ivanhoe Cambridge commented that "current market conditions (e.g. cost of living) make it difficult to move candidates from Central or Eastern Canada to either British Columbia or Alberta.... this creates a problem where in the west we will not be bringing in any new talent, but re-hashing old talent".

Loralee Clarke, Director of Operations, Bentall Real Estate Services, observed that "we have seen personnel lured back to their old jobs by former employers who have had challenges in replacing them and have increased the job role and salary for the same position. We ensure that our work experience and compensation is competitive and realistic."

The main cited area in particular demand and presenting an ongoing challenge is in sourcing maintenance and building operators with experience. "Power engineers straight out of school are looking to earn \$55,000 per annum!" although some respondents said they were addressing this by hiring directly from university and training in-house.

Other common themes centred around succession planning and how to handle shortages of skilled managers. One employee quoted that their company was likely to lose 30% of their managers in the next year, with little or no consideration for who was going to succeed them.

Personal attributes and skills, e.g. commitment and passion for their work, attention to detail and the ability to have fun and fit in with the values and culture of a company were high on the priority list for most employers. Rob DeYoung of Martello added "good communication skills are extremely important as they represent our company on the front line".



Retention



A lot of companies say, "Our people are our best resources." Yet most often businesses do not look at the person, they look at the job to be done by that person. The importance of competitive remuneration and a hiring strategy that takes the employer's and the prospective employee's goals in to account should not be underestimated. Carolyn Davies, Business Manager with Hays Property & Facilities in Vancouver says "always hire with a view to retention rather than filling the immediate need".

Employees typically have differing goals and motives for staying in or pursuing a new position, depending on their seniority and stage of their working life. However, there are consistent themes in what underlies job satisfaction and loyalty. Compensation, career advancement, opportunities for professional development and flexibility for innovation, risk and/or autonomy are all highly ranked in employee satisfaction surveys and played out in comments throughout the salary guide. Compensation is not just limited to salary levels, but might include bonus structures, vacation time and/or other perks. Whatever the method of remuneration, companies have to stay competitive to attract and retain good employees. Rob DeYoung of Martello supported this by saying "I have introduced yearly staff evaluations to ensure no one slips through the cracks."

Many professionals, particularly in the earlier years of their career, look for a work environment that offers a range of responsibilities and roles. With the gaining of experience though, the same people may look to a larger organization that offers more management roles. Lack of opportunity for upward mobility ranks as the number one reason why employees leave a company.



Environmental Issues a “Growing” Topic in the Property Sector



BOMA has led the industry in raising the profile of topical environmental issues. The BOMA Go Green initiative is a national environmental recognition and certification program for existing commercial buildings. The website www.greenbuildingsfoundation.org promotes these certified buildings. An online course titled BOMA eEnergyTraining supplies building operators with strategies and ideas for improving their buildings energy efficiency. As individuals are becoming more aware of their impact on the environment, the demand for employees with knowledge of energy-reducing practices and how to minimize their carbon footprint is likely to increase.



What lies ahead?



The saying goes that when the United States sneezes Canada gets a cold. Amid concerns that the US is heading for or already in recession, the general consensus appears to be mixed. Fifty-eight percent of employers who responded said they plan to increase their number of full-time, permanent employees in 2008. Others have more of a “wait and see” attitude.

Of course in Vancouver there is the so-called “Olympic Effect” and this trend looks set to continue for the next few years. However, the market does still appear to be posing problems for recruitment within all areas of the property industry ranging from Property Managers, Property Administrators to Accounting and Operational personnel. Companies are using a variety of tools to facilitate the recruitment process including advertising, referral networks and recruitment services. As Lorelee Clarke of Bentall says, “It has been challenging referencing recruitment and it will continue to be so for another year or so, but I do see it easing up somewhat”.

In terms of salary trends, many companies are aiming to maintain a competitive edge. Information gained in the survey indicated anticipated salary increases of between 2% and 6% in 2008.



Compensation Information - Property Management



Vice President, Property / Operations / Asset Management

Department head. Has senior Project Manager(s) reporting to this position. Responsible for a portfolio greater than 2 million sf. Responsible for all aspects of Project Management including Leasing and Financial Reporting. Accountable for the profitability of the department.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 80,000	90,000 to 115,000	190,000 to 205,000
5 - 10 Years Experience	Less than 80,000	115,000 to 130,000	Greater than 205,000
10 - 15 Years Experience	80,000 to 90,000	130,000 to 145,000	Greater than 205,000
15 Years or More	90,000 to 115,000	145,000 to 175,000	Greater than 205,000

Director of Property Management / Real Estate Manager

Reports to VP of Real Estate / Property Management. Supervising other Property Managers and support staff and all areas of property management. Responsible for Financial Reporting and Budget Control.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 70,000	95,000 to 100,000	115,000 to 130,000
5 - 10 Years Experience	Less than 70,000	100,000 to 105,000	115,000 to 130,000
10 - 15 Years Experience	70,000 to 80,000	105,000 to 110,000	Greater than 130,000
15 Years or More	70,000 to 80,000	110,000 to 115,000	Greater than 130,000



Compensation Information - Property Management



Asset Manager

Responsible for approval of budgets. Will often have a background in finance. Oversee and analyse, and finalize all financial reports for investors and clients.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 50,000	70,000 to 75,000	95,000 to 115,000
5 - 10 Years Experience	50,000 to 60,000	80,000 to 90,000	115,000 to 130,000
10 - 15 Years Experience	60,000 to 70,000	90,000 to 100,000	Greater than 130,000
15 Years or More	60,000 to 70,000	100,000 to 110,000	Greater than 130,000

Senior Property Manager

Responsible for all areas of Property Management. Is responsible for more than 1 million sf. Supervises other property managers, operators and staff for the portfolio.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 40,000	80,000 to 90,000	120,000 to 130,000
5 - 10 Years Experience	40,000 to 50,000	90,000 to 100,000	120,000 to 130,000
10 - 15 Years Experience	50,000 to 60,000	100,000 to 110,000	Greater than 130,000
15 Years or More	60,000 to 70,000	100,000 to 110,000	Greater than 130,000



Compensation Information - Property Management



Property Manager (I)

Assigned to a specific building or portfolio with a minimum 500,000 sf. Has overall functional responsibility for building operations, records and budgets. Reports to a Senior Property Manager or to Senior Management.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 45,000	55,000 to 60,000	85,000 to 90,000
5 - 10 Years Experience	45,000 to 50,000	65,000 to 70,000	85,000 to 90,000
10 - 15 Years Experience	45,000 to 50,000	80,000 to 85,000	90,000 to 95,000
15 Years or More	55,000 to 60,000	80,000 to 90,000	Greater than 95,000

Property Manager (II)

Responsible for a building or portfolio less than 500,000 sf. Reports to a Senior Property Manager or similar Senior Management.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 40,000	50,000 to 55,000	75,000 to 85,000
5 - 10 Years Experience	40,000 to 45,000	55,000 to 60,000	80,000 to 85,000
10 - 15 Years Experience	40,000 to 45,000	60,000 to 70,000	80,000 to 90,000
15 Years or More	50,000 to 55,000	60,000 to 70,000	Greater than 90,000



Compensation Information - Property Management



Residential Property Manager - Strata

Responsible for a portfolio of up to 1,000 units. Dealing with Strata requests, attending Strata meetings, budgeting.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 40,000	45,000 to 55,000	80,000 to 90,000
5 - 10 Years Experience	40,000 to 45,000	55,000 to 60,000	85,000 to 95,000
10 - 15 Years Experience	45,000 to 50,000	60,000 to 70,000	Greater than 95,000
15 Years or More	50,000 to 55,000	60,000 to 70,000	Greater than 95,000

Residential Property Manager - Rental

Managing a portfolio of up to 1,000 units. Dealing with tenant requests, budgeting and supervising Resident Managers and Contractors.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 40,000	50,000 to 55,000	80,000 to 85,000
5 - 10 Years Experience	40,000 to 50,000	55,000 to 60,000	85,000 to 90,000
10 - 15 Years Experience	40,000 to 50,000	55,000 to 65,000	90,000 to 95,000
15 Years or More	40,000 to 50,000	60,000 to 65,000	Greater than 95,000



Compensation Information - Leasing



Leasing Manager / Representative

Formulates marketing strategies and leasing assumptions for the relevant portfolio and executes the marketing program, including the negotiation of Offers to Lease with potential tenancies. Reporting and evaluation of the program either internally or to clients on an ongoing basis.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 50,000	60,000 to 80,000	110,000 to 120,000
5 - 10 Years Experience	50,000 to 60,000	70,000 to 85,000	120,000 to 130,000
10 - 15 Years Experience	50,000 to 60,000	75,000 to 85,000	Greater than 130,000
15 Years or More	60,000 to 70,000	80,000 to 90,000	Greater than 130,000

Leasing Assistant

Usually licensed, preparing Offers to Lease and Subject Removals. Managing the websites for the Leasing Team. Reports to the Leasing Manager.

	Minimum	Typical	Maximum
0 - 3 Years Experience	Less than 30,000	40,000 to 45,000	55,000 to 60,000
3 - 6 Years Experience	Less than 30,000	45,000 to 50,000	55,000 to 60,000
6 - 10 Years Experience	30,000 to 35,000	45,000 to 50,000	60,000 to 65,000
10 Years or More	35,000 to 40,000	50,000 to 55,000	60,000 to 65,000



Compensation Information - Operations & Maintenance



Director of Operations

Responsible for overseeing the operations and maintenance of the portfolio. Ensures building codes are adhered to, supervises and manages all operations staff. Responsible for preventative maintenance programs and budgets for the department.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 70,000	75,000 to 85,000	115,000 to 120,000
5 - 10 Years Experience	70,000 to 80,000	80,000 to 85,000	120,000 to 125,000
10 - 15 Years Experience	75,000 to 80,000	85,000 to 90,000	125,000 to 130,000
15 Years or More	75,000 to 80,000	85,000 to 105,000	Greater than 130,000

Chief Engineer / Operations Manager

Responsible for overall building operations. Implements preventative maintenance programs. Supervises all building operators. Operates within and is accountable for operating budget. Minimum of 4th Class Power Engineering Ticket. Responsible for building or portfolio greater than 400,000 sf.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 50,000	55,000 to 65,000	75,000 to 80,000
5 - 10 Years Experience	Less than 50,000	55,000 to 65,000	75,000 to 80,000
10 - 15 Years Experience	50,000 to 55,000	65,000 to 70,000	80,000 to 85,000
15 Years or More	50,000 to 55,000	65,000 to 70,000	80,000 to 85,000



Compensation Information - Operations & Maintenance



Assistant Operations Manager / Assistant Chief Engineer

Has responsibilities similar to Chief Engineer / Operations Manager, with building or portfolio less than 400,000 sf, or is subordinate to and in support of the Senior Operator in complexes greater than 400,000 sf.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 40,000	45,000 to 55,000	65,000 to 70,000
5 - 10 Years Experience	40,000 to 45,000	55,000 to 60,000	70,000 to 75,000
10 - 15 Years Experience	45,000 to 50,000	60,000 to 65,000	70,000 to 75,000
15 Years or More	45,000 to 50,000	65,000 to 70,000	Greater than 75,000

Building Operator - 4th Class

Responsible for the maintenance of a building or portfolio, including all building systems. Holds 4th Class Power Engineering Ticket. Reports to Chief Engineer.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 40,000	45,000 to 50,000	60,000 to 65,000
5 - 10 Years Experience	40,000 to 50,000	50,000 to 55,000	65,000 to 70,000
10 - 15 Years Experience	40,000 to 50,000	50,000 to 55,000	65,000 to 70,000
15 Years or More	45,000 to 50,000	55,000 to 65,000	65,000 to 70,000



Compensation Information - Operations & Maintenance



Building Operator - 5th Class or Unticketed

Responsible for the maintenance of a building or portfolio. Includes some basic maintenance of building systems, tenant requests, general maintenance. Reports to Chief Engineer.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 25,000	35,000 to 40,000	45,000 to 50,000
5 - 10 Years Experience	25,000 to 30,000	40,000 to 45,000	55,000 to 60,000
10 - 15 Years Experience	30,000 to 35,000	45,000 to 50,000	Greater than 60,000
15 Years or More	30,000 to 35,000	40,000 to 50,000	Greater than 60,000

Maintenance Worker

Responsible for general building and grounds maintenance of building or small portfolio of buildings.

	Minimum	Typical	Maximum
0 - 3 Years Experience	Less than 25,000	30,000 to 35,000	45,000 to 50,000
3 - 6 Years Experience	Less than 25,000	35,000 to 45,000	50,000 to 55,000
6 - 10 Years Experience	25,000 to 30,000	35,000 to 45,000	Greater than 55,000
10 Years or More	25,000 to 30,000	40,000 to 45,000	Greater than 55,000



Compensation Information - Facilities Management



Facilities Manager

Overseeing the daily operations and maintenance of the buildings as well as preparing the annual budgets for the portfolio. Overseeing tenders for service contracts. Reporting to VP Operations.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 50,000	65,000 to 70,000	75,000 to 80,000
5 - 10 Years Experience	50,000 to 55,000	70,000 to 75,000	80,000 to 90,000
10 - 15 Years Experience	55,000 to 60,000	75,000 to 85,000	Greater than 90,000
15 Years or More	60,000 to 65,000	80,000 to 85,000	Greater than 90,000

Facilities Co-ordinator

Supporting and assisting the Facility Managers, managing work orders, assisting with budget preparation, issuing purchase orders, financial reporting.

	Minimum	Typical	Maximum
0 - 3 Years Experience	Less than 30,000	40,000 to 50,000	55,000 to 60,000
3 - 6 Years Experience	30,000 to 35,000	50,000 to 55,000	60,000 to 65,000
6 - 10 Years Experience	45,000 to 50,000	50,000 to 55,000	60,000 to 65,000
10 Years or More	50,000 to 55,000	55,000 to 60,000	Greater than 65,000



Compensation Information - Marketing



Marketing Director

Oversees and supervises marketing staff. Responsible for promotional budgets, analyzing and researching the current market, event coordinating and renovations in commercial and retail properties.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 50,000	60,000 to 65,000	70,000 to 75,000
5 - 10 Years Experience	Less than 50,000	65,000 to 70,000	75,000 to 85,000
10 - 15 Years Experience	50,000 to 55,000	70,000 to 75,000	80,000 to 90,000
15 Years or More	50,000 to 55,000	70,000 to 75,000	Greater than 90,000

Marketing / Promotions Manager

Implements building marketing and promotional activities within major buildings or portfolios. Retail or commercial properties.

	Minimum	Typical	Maximum
0 - 3 Years Experience	Less than 40,000	40,000 to 45,000	60,000 to 65,000
3 - 6 Years Experience	Less than 40,000	45,000 to 50,000	65,000 to 70,000
6 - 10 Years Experience	40,000 to 45,000	50,000 to 55,000	65,000 to 70,000
10 Years or More	40,000 to 45,000	55,000 to 60,000	Greater than 70,000



Compensation Information - Accounting



Controller

Oversees the financial operations and assets of the company. Prepares trading accounts, profit and loss accounts and balance sheets. Manages the accounting function. Holds a professional accounting designation.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 55,000	85,000 to 90,000	100,000 to 105,000
5 - 10 Years Experience	55,000 to 65,000	95,000 to 100,000	100,000 to 105,000
10 - 15 Years Experience	55,000 to 65,000	95,000 to 100,000	105,000 to 110,000
15 Years or More	60,000 to 70,000	95,000 to 100,000	Greater than 110,000

Accounting Manager

Manages the company's day to day accounts and bookkeeping. Responsible for the accounting team. Reporting to the Controller or CFO.

	Minimum	Typical	Maximum
0 - 5 Years Experience	Less than 50,000	55,000 to 65,000	75,000 to 80,000
5 - 10 Years Experience	Less than 50,000	70,000 to 75,000	80,000 to 85,000
10 - 15 Years Experience	50,000 to 55,000	70,000 to 75,000	Greater than 85,000
15 Years or More	55,000 to 60,000	75,000 to 80,000	Greater than 85,000



Compensation Information - Accounting



Senior Property Accountant

Responsible for a large portfolio and/or manages and supervises one or more property accountants. Has, or is studying towards a professional accounting designation. Reporting to the Accounting Manager or Controller.

	Minimum	Typical	Maximum
0 - 3 Years Experience	Less than 50,000	50,000 to 55,000	65,000 to 70,000
3 - 6 Years Experience	Less than 50,000	50,000 to 60,000	70,000 to 75,000
6 - 10 Years Experience	50,000 to 55,000	65,000 to 75,000	75,000 to 80,000
10 Years or More	50,000 to 55,000	65,000 to 75,000	Greater than 80,000

Property Accountant

Responsible for all financial records, reports and CAM calculations for a large building or portfolio of smaller buildings. Reports to a Senior Property Accountant or similar management position.

	Minimum	Typical	Maximum
0 - 3 Years Experience	Less than 30,000	40,000 to 50,000	55,000 to 60,000
3 - 6 Years Experience	30,000 to 35,000	45,000 to 50,000	60,000 to 65,000
6 - 10 Years Experience	35,000 to 40,000	45,000 to 50,000	Greater than 65,000
10 Years or More	40,000 to 45,000	45,000 to 50,000	Greater than 65,000



Compensation Information - Accounting



Property Accounting Assistant

Performs AP and/or AR functions for a building or portfolio of buildings. Provides information for a Property Accountant.

	Minimum	Typical	Maximum
0 - 3 Years Experience	Less than 25,000	35,000 to 40,000	40,000 to 45,000
3 - 6 Years Experience	25,000 to 30,000	35,000 to 40,000	45,000 to 50,000
6 - 10 Years Experience	30,000 to 35,000	45,000 to 50,000	Greater than 50,000
10 Years or More	30,000 to 35,000	45,000 to 50,000	Greater than 50,000



Compensation Information - Support Staff



Secretary / Receptionist

Responsible for word processing, filing, telephone duties. Supports property management function.

	Minimum	Typical	Maximum
0 - 3 Years Experience	Less than 25,000	30,000 to 35,000	40,000 to 45,000
3 - 6 Years Experience	25,000 to 30,000	35,000 to 40,000	50,000 to 55,000
6 - 10 Years Experience	30,000 to 35,000	35,000 to 40,000	50,000 to 55,000
10 Years or More	30,000 to 35,000	40,000 to 50,000	Greater than 55,000

Property Management / Lease Administrator

Deals directly with Property Management, tenants, preparing leasing documentation and property financing requirements. Supports Property Management positions.

	Minimum	Typical	Maximum
0 - 3 Years Experience	Less than 35,000	40,000 to 45,000	55,000 to 60,000
3 - 6 Years Experience	35,000 to 40,000	45,000 to 50,000	55,000 to 60,000
6 - 10 Years Experience	40,000 to 45,000	45,000 to 50,000	Greater than 60,000
10 Years or More	40,000 to 45,000	50,000 to 55,000	Greater than 60,000



Compensation Information - Support Staff



Tenant Services Representative

Coordinates tenant requests and services either by phone or internet.

	Minimum	Typical	Maximum
0 - 3 Years Experience	Less than 30,000	35,000 to 40,000	45,000 to 50,000
3 - 6 Years Experience	30,000 to 35,000	40,000 to 45,000	50,000 to 55,000
6 - 10 Years Experience	30,000 to 35,000	35,000 to 45,000	50,000 to 55,000
10 Years or More	30,000 to 35,000	40,000 to 45,000	Greater than 60,000



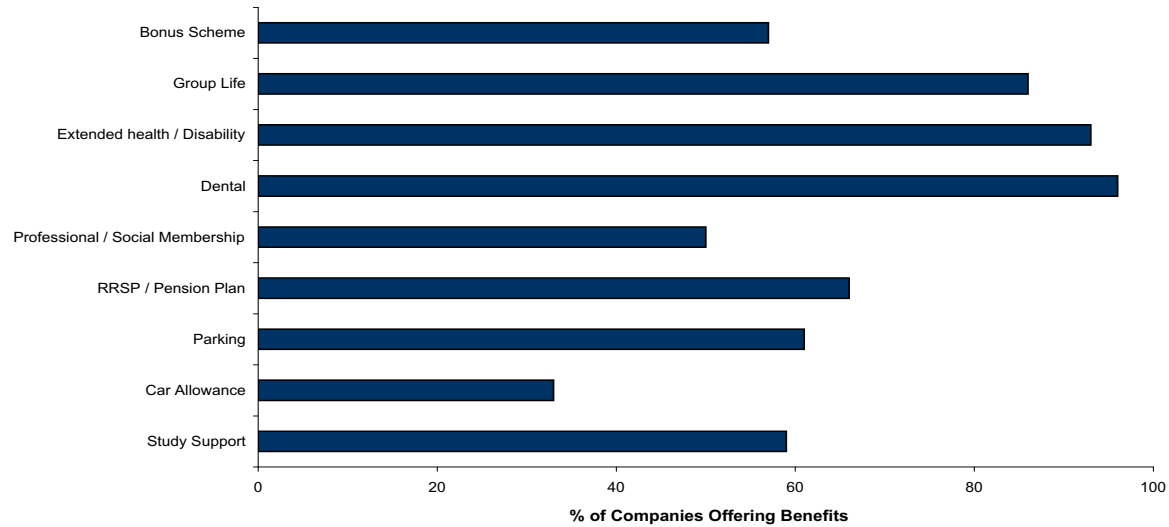
Vacation & Benefits



Vacation entitlement based on length of service:

	1 week	2 weeks	3 weeks	4 weeks	5 weeks
> 1 year	14%	34%	49%	2%	1%
1 - 2 years	1%	37%	57%	4%	1%
2 - 3 years	1%	20%	74%	5%	1%
3 - 4 years	0%	11%	74%	13%	2%
4 - 5 years	0%	9%	58%	28%	5%
5+ years	0%	1%	33%	51%	15%

Company Benefits:

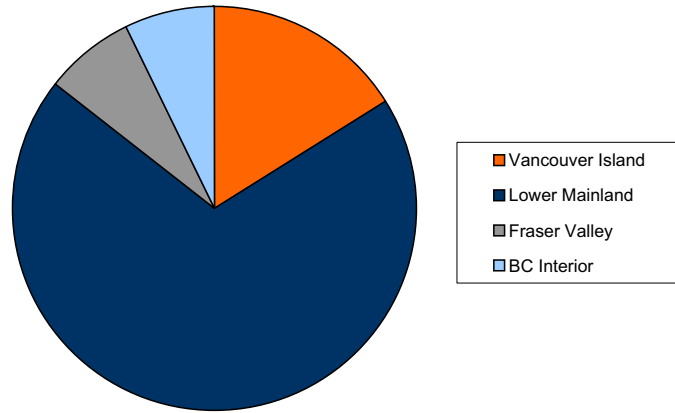




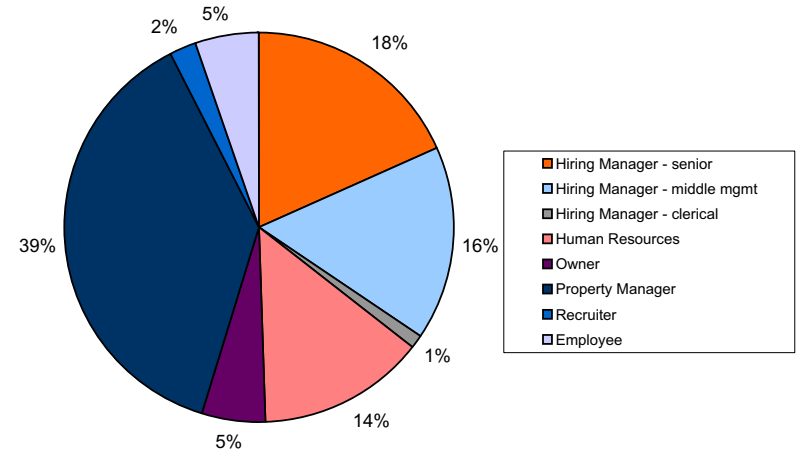
Further Statistics



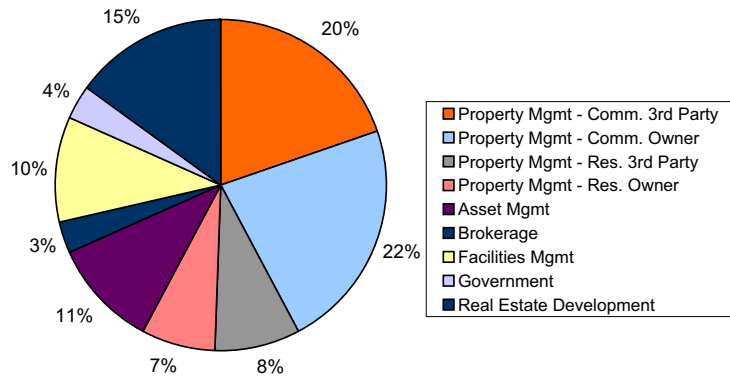
Respondents' location in British Columbia



Position within the company



Respondents' industries



Calgary
Bradie Building
630 6th Avenue SW
Suite 660
Calgary, Alberta
T2P 0S8
t. 403 269 HAYS (4297)

Don Mills
Rothmans Building
1500 Don Mills Road
Suite 402
North York, Ontario
M3B 3K4
t. 416 367 HAYS

Edmonton
Manulife Place
10180 - 101 Street
Suite 1150
Edmonton, AB
T5J 3S4
t. 780 469 HAYS

Kitchener / Waterloo
22 Frederick Street
Suite 1010
Kitchener, Ontario
N2H 6M6
t. 519 772 1000

London
150 Dufferin Street
Suite 702
London, ON
N6A 5N6
t. 519 850 HAYS

Mississauga
201 City Centre Drive
Suite 701
Mississauga, Ontario
L5B 2T4
t. 905 848 HAYS

North York
Place Nouveau
5775 Yonge Street
Suite 1802
North York, Ontario
M2M 4J1
t. 416 223 HAYS

Ottawa
World Exchange Plaza
45 O'Connor Street
Suite 320
Ottawa, Ontario
K1P 1A4
t. 613 288 HAYS

Toronto
The Lumsden Building
6 Adelaide Street East
Suite 600
Toronto, Ontario
M5C 1H6
t. 416 367 HAYS

Vancouver
Pender Place
1050 West Pender Street
Suite 2150
Vancouver, British Columbia
V6E 3S7
t. 604 648 HAYS

Opening Soon
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