

2024 SALARY GUIDE

Insights
Trends
Market Intelligence

Our Talent is Finding Yours.

What's in it for YOU!

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Foreward

2023, what a year you were! It was an eventful year marked by numerous forest fires, persistent healthcare challenges, several layoffs across various industries, rising interest rates, and what seems like a consequential surge in homelessness as the cost of living continued to soar. As we embark on a new year, the market still appears volatile, and both candidates and employers are also exhibiting signs of uncertainty and a lack of confidence.

While I don't know what is going to happen in the next 3 to 5 years, let alone in the next year; I do know that the HR role will continue to be a driving force in every company to support leadership as they navigate the continuously changing landscape and future of work. It is expected to be a year of strategic pivoting to align with market shifts and internally adjust to candidates' changing needs and preferences. This is a typical practice for HR professionals, especially in the last few years.

An obstacle many employers are still battling is the shortage of labor. With the climbing cost of living, people are working longer and delaying retirement. In fact, some Baby Boomers have even bequeathed considerable sums of money to their kids providing a unique opportunity for a whole cohort of workers to stray from conventional career paths. Some of the younger generations are even opting for less traditional jobs such as internet-based, work-from-home gigs. It's an interesting time where some companies even find themselves managing a workforce that spans five generations simultaneously. This means understanding individual motivations and establishing trust, having effective knowledge-sharing practices, as well as appropriate communication for all can pose unique hurdles.

Not to mention, we anticipate continuing to have workforces that span in-person, hybrid, and fully remote models; so maintaining consistency and implementing best practices is paramount. As we progress and advance, we will continue to transform the way we attract, hire and retain talent, adapting new and emerging technologies, theories and practices.

The hope is that we learn from our past experiences and prepare as best we can for what's to come through innovation, disruption, and empowerment. There is a wealth of knowledge we each bear, so sharing and collaborating as professionals will continue to push the envelope on what is possible.

We want to express our gratitude to the companies we have partnered with; we truly appreciate each relationship. We also look forward to the new relationships we'll make in the year ahead! May 2024 be a year of triumph in your pursuits and may you achieve success as you cultivate and nurture winning teams amid these challenging times.



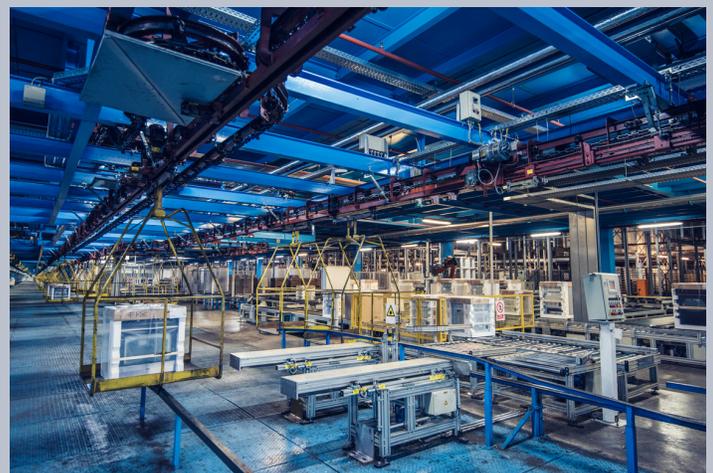
Modesty Sabourin
Director of HR, Operations
itec group Inc.

Manufacturing Outlook: Obstacles & Challenges OR Opportunities & Advancements?

In 2024, Canada's manufacturing landscape will continue to evolve as companies absorb the effects of what may be an ongoing labour shortage for skilled workers. This means in addition to embracing new technologies to further production efficiencies, reduce costs, and remain competitive; manufacturing companies will need to continue creating robust recruiting strategies. But, in order to realize their goals, they must effectively execute those plans; and depending on your business model and team size, this may prove to be difficult to accomplish. In short, companies will strive to acquire the skilled workers they need, but this will likely remain a constant variable throughout the year. Meanwhile, leaders will be left to manage conflicting priorities amidst a revolution in technology-driven production processes, new or continued supply chain disruptions, artificial intelligence acquisitions, and related innovations like IIoT; all the time juggling conformity of responsible and sustainable business practices.



So what is the solution? Is there one? It's anyone's guess. Some economic forecasts suggest that inflation may plateau in the coming months allowing businesses to recover from a year sparked by forest fires, rising interest rates, and continued uncertainty combined with the challenges of managing five different cohorts in the workplace! Conversely, some experts believe the worst is yet to come with continued slowing through Q1 potentially leading to a doom and gloom effect that could stall the economy further.



The takeaway, be proactive as an organization, continue to innovate and question the status quo, commit to getting involved with key groups to affect change in your industry, collaborate with like-minded professionals and lastly, be prepared to pivot when and if needed.

Easing the Pain of Layoffs in your Org: HR's Guide

Layoffs were up 200% in 2023, and 92% of companies are planning layoffs in 2024. It's going to be a tough year ahead for HR pros. Restructuring and managing layoffs is one of the most difficult and uncomfortable hats that HR can wear. But it's also one of the most important. The futures of individuals are at stake, emotions are running high, and the business needs to continue to perform in the face of change and uncertainty. As an expert in restructuring and corporate change, I can say with confidence that the organizations with the best outcomes are those that plan ahead and seek to run compassionate and humane layoffs. The first port of call for HR is working with leadership.

HR's Role in Leadership Coaching

HR has a pivotal role to play in coaching leadership, actioning difficult decisions and restructuring recovery. Your first challenge may be slowing leadership down because by the time HR is notified, leaders will likely be ready to just get it done.

Why is leadership in such a rush?

There may be external pressures, an upcoming shareholder meeting or financial constraints. It may also be an emotional reaction or impatience. Remember - leaders have been aware change was on the horizon for many months, and they are much further along on what's known as the Kübler-Ross Change Curve than the rest of the organization.

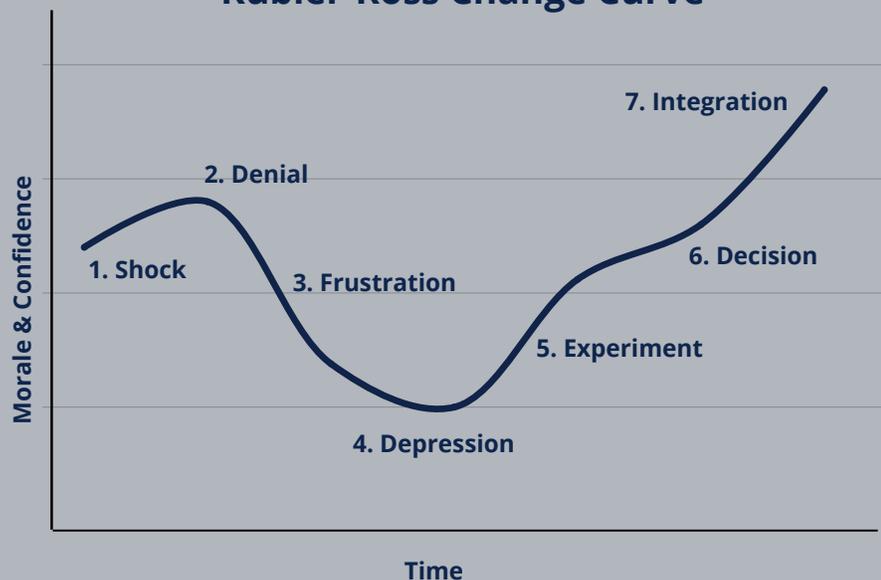
Once employees are getting the hint that change is afoot, leadership have progressed on the change time continuum and may have mentally reached the "Acceptance" or the "Adopt and Sustain" phase. The rest of the organization, however, is still at the earlier "Denial" and "Anger" phases. HR's first role will be to educate leaders on the Change Curve and help them understand why decisions must be made slowly and with intention.

There is Another Important Factor to Consider - DEI

Layoffs can spell disaster for marginalized and minority employees - specifically women, BIPOC, LGBTQIA2S+

and workers with disabilities. Layoffs done in haste that fail to consider the impact on an organization's diversity can set company's DEI efforts back years.

Kubler-Ross Change Curve





The statistics unfortunately show us that organizations are under-employing women and minority groups with studies, and reports showing that:

- Women represent 56% of frontline jobs and are 14% less likely to be promoted than their male peers
- Black employees hold only 7 of every 100 manager roles versus their white counterparts, who hold 66
- LGBTQIA2S+ only represent 0.3% of leadership positions at Fortune 500 organizations, an issue referred to as the “Rainbow Ceiling”
- People with disabilities are less likely to work in leadership than their peers without disabilities with 36.3% of employed people with disabilities holding management roles versus 43.3% of employees without disabilities.

A lack of consideration of these underrepresented groups during layoffs may compound an already serious lack of representation. It’s worth sharing some company-specific DEI data with leaders to make the case for effective planning.

The “Amputation” vs. The “Soft Gloves” Approach to Layoffs

Of course, HR also has a pivotal role when it comes to preparing people. While it may seem counterintuitive, and sometimes it’s impossible, we do recommend that whenever possible organizations take a working notice, or a “soft gloves” vs. “amputation” approach to layoffs. Yes, it means keeping people in roles for 4 – 6 weeks once the decision to eliminate the position has been made and communicated, but in our experience, it is the far more humane approach with the best business outcomes.

The Case for the “Soft Gloves” Approach is as follows:

It Demonstrates an Employer’s Commitment to their People

Many companies refer to their employees as family. As such, they create an identifiable culture among their team members. They make promises to employees. When layoffs happen companies may not be breaking a legal contract, but they are breaking a psychological contract, and this contract can have deep ramifications. When companies cut an employee off from the business in a matter of moments, it doesn’t simply impact that specific employee’s experience, it impacts the experience of all employees. The soft gloves approach is a demonstration that a company genuinely cares, particularly when support in finding a new job is apparent.

It Keeps the Remaining Team Members Focused

A phased and thoughtful approach to layoffs will offer security to remaining employees. They will be confident should the same fate befall them; they will have the time to process the layoff, say goodbye, receive support from their employer, and leave the business with their dignity intact. We often fail to recognize the importance of dignity in this situation. When layoffs are the result of extenuating circumstances, and not with cause, there is no reason a person should leave the business feeling ashamed. They should leave feeling valued and supported. Allowing an exiting employee the benefit of time and open dialogue will allow everyone, including employees staying with the business, to find closure and move forward positively.

It Improves an Employer's Brand

There will always be people who will be disgruntled no matter how fairly they are treated. One of a company's primary objectives is to avoid negative PR from the employees that must be moved. As previously stated, the world is small. Nowadays social media gives everyone a platform, and platforms like Glassdoor actively encourage employees to rate their current and previous employers. When an employee is treated with consideration during a layoff, they are far more likely to speak positively about a former employer on social media. They are also more likely to recover quickly and move onto another role, which means they are less likely to dwell on a perceived injustice.

It Signals Top Talent

The fight for top talent is real, and top-tier performers do NOT want to work for companies that are perceived to treat employees unfairly. All companies will go through transition and change. This is natural and expected. Not all companies will take care of exiting employees by giving them working notice, helping them find work and offering outplacement services. In a world where priority is given equally to flexibility, workplace culture and compensation, a company that demonstrates they care will stand out to top talent, a point of difference that can shift scales.

Many will argue the amputation approach is better. It's less risky, exiting employees won't have the chance to steal company property, secrets or client lists, and people staying behind can move forward without being distracted by their exiting colleagues. It also may be cheaper.

At First30 we understand that some businesses have no choice but to take an immediate approach to terminations. But we invite those businesses who do have a choice to consider the long-term impact to their employer brand, their customer brand, their desire for top talent and the implications on their culture. And also on how the remaining employees will feel.

Preparing for Layoffs Discussions

Perhaps one of the most difficult phases of the process is managing discussions with affected employees. HR will also have a role in preparing people leaders for these discussions. We recommend the following when preparing for and running layoff discussions:

1. Come to the discussion prepared.

Of course this means preparing paperwork, but it also means preparing for questions that employees may have during these meetings. First30 has a [**30 Questions Employers Should be Prepared to Answer During Layoff Discussions**](#) document within our [**How to Run Compassionate Layoffs Guide**](#) which can be downloaded [HERE](#). You are welcome to share the resource with your people leaders.

2. Host individual, face-to-face discussions

This one used to seem obvious. Increasingly, and particularly following COVID lockdowns, mass layoff meetings entered the realm of being culturally acceptable. Whenever possible, we recommend against group meetings. Reflecting on the impact of the company's employer brand, and reminding leaders of the potential for an employee to record and post a video of the layoff to social media, typically make a compelling case for taking the time to host 1:1 discussions.



3. Depersonalize the Layoff

An employee may ask why, and it's quite common even in a mass layoff situation for employees to take the news personally. Whatever HR and managers can do to ease an employee's concerns is helpful. We recommend offering some positive feedback to the employee, perhaps that they are well-liked among their peers, and offering a reference letter goes a long way in depersonalizing the experience.

4. Be Empathetic

Empathy can be more difficult to muster than it might seem. Layoffs are typically scripted discussions and emotions can run high. Sometimes leaders can go into a robotic mode, and feel anxious to end the discussion and the experience. We recommend that managers leave time for questions, and even when the discussion seems to be over, ask the employee if there is anything else they want to ask.

5. Provide Post-Layoff Support

Okay - admittedly, as an outplacement company, we cannot be relied upon to be objective here! There ARE however, so many benefits to businesses that offer outplacement or career transition support to exiting employees including safeguarding an employer brand; reducing strain on resources (HR and Legal will get far fewer messages from employees moving forward!); and reassuring and retaining remaining employees.

I see the impact of offering high-quality outplacement every single day. 90% of First30's outplacement participants find meaningful work within 3 months! We firmly believe that in addition to all the business benefits, supporting employees is quite simply the right thing to do.

6. Remember the Employees Who Are Left Behind

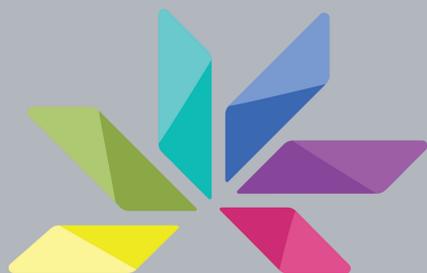
These people have been through a tough time and it can take months and even years to recover. I always caution organizations against communicating that layoffs are "over". Restructuring is always possible, and from our experience, there is a phenomenon we refer to as "echo-layoffs". These occur as the organization settles in and adapts to change. Some employees won't fit in their new times, and some roles the company thought were required will be deemed unnecessary. If the company has announced that layoffs are over and another round occurs, it would be the final nail in the coffin of trust.

Take Care of YOURSELF!

Layoffs are difficult for organizations, and they are traumatic for HR professionals (like you!!). Contact your EAP, confide in a trusted colleague, friend or family member. Lean on the people around you, and make sure to take a break to recharge and refresh.

The very best thing you can do is to get ahead and educate yourself about restructuring and layoffs, and reading this article is a great start! We also have a free Guide to Running Compassionate Layoffs which you're welcome to download, and you can check out First30's website and blog for more resources and information anytime!

By Amy Davies, CEO, First30 with contributions from Shari Angle, President of LOFT Consulting



Amy Davies
CEO, First30



Shari Angle
President, LOFT Consulting

First 30

Managers or leaders: What makes them extraordinary & how do you differentiate between the two?

Some have known them, some have experienced them and some have only heard of them as if they were a legend told in a fairy tale. There are memorable managers and remarkable leaders, but what is it that makes them great and what is the difference between the two? Is it just semantics or two separate roles? Well, the distinction between management and leadership is a common topic when it comes to effective organizational dynamics. While both roles are important, they involve different skill sets and approaches.

Management is often associated with tasks such as planning, organizing, and controlling resources to achieve specific goals. It focuses on efficiency, structure, and maintaining order within an organization. Managers typically have authority based on their position and use it to ensure that tasks are completed, resources are allocated appropriately, and goals are met. On the other hand, leadership is more about inspiring and influencing others to achieve a common vision. Leaders are focused on people, motivating and guiding them to bring out their best qualities. Leadership often involves qualities like empathy, vision, and the ability to inspire trust.

For example, in Simon Sinek's novel "Leaders eat last" he references the Marines and explains how when their most senior officers eat last, it sends a message to those in their care. The message that they will sacrifice their own needs for those in their charge. The same could be said for the old adage "The Captain goes down with the ship." It is the responsibility of a captain of a ship to do everything in the event of an emergency to save the people aboard or go down trying. This idea illustrates that true leaders prioritize the well-being of their team



members, even putting their own needs aside for the greater good, sometimes in challenging or dangerous situations. This fosters trust and collaboration within the team and is a powerful symbol of leadership.

So, to answer the burning question about what makes a good leader:

- You Foster Trust: A good leader builds trust by being reliable, consistent, and by demonstrating integrity. When team members trust their leader, they are more likely to collaborate and follow their direction.
- You collaborate and promote cooperation: Effective leaders encourage collaboration by valuing the input of team members and creating an environment where everyone feels heard and appreciated. Collaboration leads to better problem-solving and a more cohesive team.
- You put others first: True leaders prioritize the well-being and development of their team members. This doesn't mean ignoring one's own needs, but it involves a willingness to make personal sacrifices for the benefit of the team.

Ultimately, a successful leader combines aspects of both management and leadership. While management ensures that tasks are completed efficiently, leadership inspires and motivates people to achieve their best. It's a delicate balance that effective leaders navigate well.



What is your leadership style?



ARTIFICIAL INTELLIGENCE

it's gaining momentum!

Artificial intelligence is continuing to generate a buzz in the HR community, stirring up concerns that the tool could make positions redundant. Some even fear it may substantiate the theory that humans are just not as robust and efficient. Not to mention, the concern of biases that could be a direct contradiction of your core values as an organization.

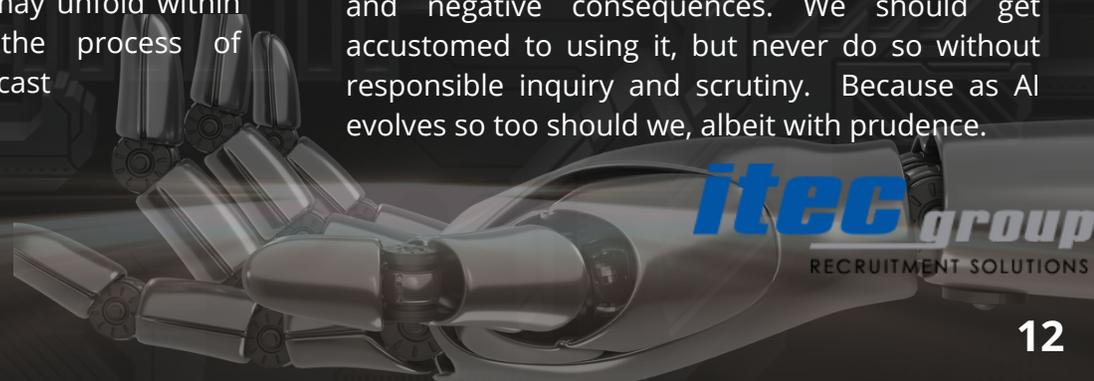
We took a look at the use of AI in the HR landscape and it does present a myriad of opportunities for streamlining processes, improving efficiency, and gaining valuable insights. However, there are valid concerns about the potential for negative impacts including biases, job redundancy, and in manufacturing there are even environmental consequences. As with any technology, there are pros and cons to be considered. AI, when utilized responsibly is a tool you can add to your toolkit that can prove helpful in your day-to-day workload. It can be beneficial for talent attraction, organizational performance, employee experience, and even in generating data and analytics to drive your HR strategies forward. AI can help you to gain a competitive advantage within your recruiting efforts whether it be assisting in your overall hiring process, conducting interviews, or making improvements to your internal communication. For example, ChatGPT, a chatbot developed by OpenAI can help you to automate some of the routine and everyday tasks like generating job descriptions, leaving you time to focus on more strategic objectives. In fact, HR professionals can use various AI tools as part of their employee engagement programs to make improvements on the overall employee experience. With AI, you can analyze areas of concern and/or problems that may unfold within your organization. Through the process of predictive analytics, you can forecast

these future engagement trends allowing you to be more proactive in your retention program.

That said, there is a huge distrust in the use of AI for both employees and candidates. Beyond the concern for job redundancy, there is a concern for disruption to internal DEI initiatives as a result of inherent biases within the actual artificial intelligence tools. Biases can inadvertently be embedded into algorithms which could lead to issues with diversity, equity and inclusion. Furthermore, it should be noted that the use of AI, specifically Chatbots, should be used carefully as the information is not private or secure, so be vigilant with the information you reveal.

In consideration of the use of AI tools, we'd be remiss to mention that some experts caution the irresponsible implementation of AI tools without proper research and warn that it could be dangerous to our aspirations of sustainability. Dr. Sasha Luccioni, researcher and climate lead believes that there is an environmental cost to using artificial intelligence especially when we engage large AI models. For example, she shares that one of the Large Language models 'Bloom' uses an equivalent amount of energy to that of up to 30 homes in a year and emits 25 tons of carbon dioxide. While other models can use up to three times this amount. While she concludes that efforts are in play to reduce the impact on the environment, it needs to be a priority for all businesses to align their technologies with their environmental and sustainability goals.

Artificial intelligence is only going to become more ingrained in our daily lives delivering both positive and negative consequences. We should get accustomed to using it, but never do so without responsible inquiry and scrutiny. Because as AI evolves so too should we, albeit with prudence.



What CEO's REALLY want from Human Resources

by Chantal McIntyre

The perception of Human Resources (HR) has shifted with COVID, and as an HR professional in this evolving landscape, it's crucial for us to understand that our role has entered the realm of direct influence on organizational growth and success. Since 2019, after leaving my Corporate Head of HR role, I've been working with a variety of CEOs, and they all have very different perspectives and opinions on what "value" HR can or can't bring to their business. But here's the thing - the largest cost in (almost) every organization is people - and it is the cost we understand and communicate the least.

Top 3 Questions to Consider When Communicating HR's Value

1. Does it support revenue-generating activities?
 - Accelerated hiring time?
 - Effective compensation plans?
 - Robust onboarding program that shortens the learning curve?
 - Orientation that helps reduce turnover of new hires?
2. Does it create a more consistent team member experience?
 - Understand reasons for turnover and provide retention strategies for teams?
 - Improve managers' leadership effectiveness and capability through practical skill building, coaching, and on the job development?
 - Improve team member engagement so they are working together to increase revenue?
3. Does it provide analysis that helps Leaders make good decisions?
 - Show how specific HR strategies lead to cost savings or better resource allocation, without getting lost in jargon or HR speak?
 - Provide analysis with stories/examples, not just raw data, and present the business case in a way that everyone can understand?
 - Influence and sell with facts and stories and ONLY share what's required to support the Leader's needs?

Practical Ways HR Can Elevate Value to CEO's and Leaders

By aligning your HR and Talent strategies with the preferences of your CEO and communicating



your contributions of value in a clear, relatable manner, you can demonstrate the real-world impact HR can have in growing the business. Here are some practical ways you can do that:

1. Customized Business Case Presentation: Understand your CEO's preference for data analysis. Some may prefer detailed facts, while others might lean towards concise summaries or specific stories/examples. Tailor your approach to their style and your audience of Leaders to sell your business case.
2. Highlighting Real-World Impacts: Connect HR initiatives to tangible outcomes. If a new hiring strategy lowers turnover rates, present these results in a straightforward manner, showing how this affects the bottom line.
3. Focus on Teamwork and Collaboration: Demonstrate how initiatives aimed at improving employee engagement and teamwork can lead to higher productivity and, consequently, better financial outcomes for the company.
4. Clear Communication on People Costs: Simplify the narrative around people costs and communicate that in a way people can really understand HR's value. Engage in open dialogues about the real people challenges and opportunities within the company. Show that you understand the broader business context and how HR can contribute to both revenue generation and cost avoidance.
5. Adaptable Leadership: Throughout COVID we have all stepped up to showcase our ability to adapt to changes, whether it's in workforce dynamics, regulatory shifts, or market trends. CEOs value HR leaders who can quickly adapt and navigate these waters smoothly.

HR's Influence & Impact

Our roles in HR can make a big difference and our influence and impact should never be a mystery to CEOs or leave people questioning whether our presence can add value to organizational success. We are the people experts who can help leaders make meaningful progress on "all things people" that will move the business forward to achieve what matters most to CEOs!



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Compensation Insights & Considerations

Ensuring the preservation of your greatest assets is instrumental to the growth and scalability of your company. As such, we aim to provide the most up-to-date, accurate salary ranges for common positions in the Tri-City Region, Greater Toronto Area/Golden Horseshoe, and of course in the London/Windsor corridor. When your people are compensated fairly and competitively, it allows them to concentrate on their role and ultimately execute the plans to move your company forward. Aligning fair and competitive salaries coupled with additional perks and benefit offerings allows for consistency between market rates, cost management, and an ambiguous economy. The following pages denote the base salaries for common roles and skilled workers we support within three different areas:

- Professional Services, Operations & Supply Chain
- Advanced Manufacturing & Engineering
- Skilled Trades & Industrial Management

Additionally, we provide comprehensive Executive Recruitment Services in Engineering, Professional Services, Skilled Trades, and Industrial Management verticals.

The salary ranges are derived from actual placements and salary bands 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 important to see if your people fall within 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, industry and total compensation package. 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 given the unstable conditions of our economy we suggest you contact us for a more targeted and industry-specific analysis.

PROFESSIONAL SERVICES, OPERATIONS & SUPPLY CHAIN



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RECRUITMENT SOLUTIONS

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TRI-CITY REGION



JOB/TITLE	1-3 years	4-6 years	7+ years
VP of HR	140-155	145-170	168.2-200
DIRECTOR OF HR	130-140	140-155	150-175
HR MANAGER	98-113.5	110-128	120-138
BUSINESS PARTNER	95-112.5	110-132	125-138
GENERALIST	73-78	79-85	86-98
TALENT ACQUISITION	78-85	82.5-100	100-125
COORDINATOR	58-64.3	65-73	74-81
BUYER	65-70	71.80	81-93.2
PURCHASING MANAGER	100-112	112-128	128-145
MATERIALS COORDINATOR	67.5-75	75-85	85-95
MATERIALS MANAGER	118-125	125-135	135-150
PRODUCTION PLANNER/SCHEDULER	65-78	78-88	88-98
ENVIRONMENTAL HEALTH & SAFETY COORDINATOR/SPECIALIST	57-63	64-76	76-90
ENVIRONMENTAL HEALTH & SAFETY MANAGER	90-97	98-112	113-125

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

GTA/GOLDEN HORSESHOE



JOB/TITLE	1-3 years	4-6 years	7+ years
VP of HR	155-170	168-190	190-223.5
DIRECTOR OF HR	138-146.5	143.-165	165-182
HR MANAGER	102-110	110-135	135-150
BUSINESS PARTNER	100-120	118-125	123.5-138.5
GENERALIST	78-84	85-92	92-100
TALENT ACQUISITION	82-95	95-115	115-135
COORDINATOR	63-69	70-78	79-83
BUYER	70-85	85-95	95-105
PURCHASING MANAGER	105-115	115-130	130-150
MATERIALS COORDINATOR	68-78	78-90	90-95
MATERIALS MANAGER	120-130	130-140	140-155
PRODUCTION PLANNER/SCHEDULER	68.5-80	80-88	88-103.5
ENVIRONMENTAL HEALTH & SAFETY COORDINATOR/SPECIALIST	60-67	68-80	80-95
ENVIRONMENTAL HEALTH & SAFETY MANAGER	96-103	104-115	116-133.2

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

LONDON/WINDSOR



JOB/TITLE	1-3 years	4-6 years	7+ years
VP of HR	138-155	150-170	170-190
DIRECTOR OF HR	130-140	140-152.5	153-170
HR MANAGER	100-115	115-130	130-138.2
BUSINESS PARTNER	95-110	110-134	125-135
GENERALIST	72-77.5	78-83	84-95
TALENT ACQUISITION	73-82.7	83-98	99-115
COORDINATOR	55-63	64-70	70-76
BUYER	63-67	67-74	75-87
PURCHASING MANAGER	100-115	115-130	130-145
MATERIALS COORDINATOR	70-75	75-85	85-95
MATERIALS MANAGER	110-115	115-125	125-138.5
PRODUCTION PLANNER/SCHEDULER	67.5-80	80-90	90-100
ENVIRONMENTAL HEALTH & SAFETY COORDINATOR/SPECIALIST	57-63	64-76	76-90
ENVIRONMENTAL HEALTH & SAFETY MANAGER	90-97	98-112	113-120

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

ADVANCED MANUFACTURING & ENGINEERING



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TRI-CITY REGION



JOB/TITLE	1-3 years	4-6 years	7+ years
VP/GM	168-189	190-205.5	205.5-235
DIRECTOR OF MANUFACTURING	125-136	137-152	153-166
QA MANAGER	105-112.5	110-125	125-138
ENGINEERING MANAGER	95-115	115-129	130-147
QUALITY ENGINEER	68.5-83	83-98	98-110
PROGRAM MANAGER	90-98	98-110	110-123
PROJECT MANAGER	85-95	95-110	110-132
AUTOMATION ENGINEER	82-89	90-100	100-112.5
AUTOMATION TECHNICIAN	80-88	89-95	95-100
MECHANICAL DESIGNER	75-88	89-97.5	97.5-103.5
MANUFACTURING ENGINEER	68-85	85-100	100-110
MECHANICAL ENGINEER	103.5-110	110-118	119-127.5
ELECTRICAL ENGINEER	90-100	100-108	108-120
ELECTRICAL DESIGNER	98.5-107.5	107.5-112.5	112.5-

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

GTA/GOLDEN HORSESHOE



JOB/TITLE	1-3 years	4-6 years	7+ years
VP/GM	184-199	199.5-230	230-258.5
DIRECTOR OF MANUFACTURING	135-145	145-160	160-175
QA MANAGER	108-118	118-127.5	127.5-145
ENGINEERING MANAGER	108-118.5	118.5-130	130-154.2
QUALITY ENGINEER	75-88	88-98	98-115
PROGRAM MANAGER	92-98	98-112.5	112.5-125
PROJECT MANAGER	90-95	95-120	120-132
AUTOMATION ENGINEER	88-95	95-105	105-115
AUTOMATION TECHNICIAN	92-100	100-108	108-115
MECHANICAL DESIGNER	90-100	100-112	112-125
MANUFACTURING ENGINEER	75-85	85-95	95-115
MECHANICAL ENGINEER	115-123.5	123.5-130	130-135
ELECTRICAL ENGINEER	93-100	100-112	112-125
ELECTRICAL DESIGNER	98-105	105-112	112-118

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

LONDON/WINDSOR



JOB/TITLE	1-3 years	4-6 years	7+ years
VP/GM	165-185.3	185-210	210-230
DIRECTOR OF MANUFACTURING	128-138	138-155	155-168.5
QA MANAGER	105-115	115-125	128-140
ENGINEERING MANAGER	97.5-115	115-130	130-150
QUALITY ENGINEER	70-85	85-100	100-112
PROGRAM MANAGER	90-100	100-110	110-122.5
PROJECT MANAGER	85-98.5	98.5-115	115-135
AUTOMATION ENGINEER	83.5-90	90-100	100-110
AUTOMATION TECHNICIAN	80-85	85-98	98-118
MECHANICAL DESIGNER	76-88	88-95	95-110
MANUFACTURING ENGINEER	75-88	89-100	100-123.5
MECHANICAL ENGINEER	100-110	110-120	120-125
ELECTRICAL ENGINEER	95-105	105-112	113-120
ELECTRICAL DESIGNER	100-110	110-122.5	123-130

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

SKILLED TRADES & INDUSTRIAL MANAGEMENT



TRI-CITY REGION



JOB/TITLE	1-3 years	4-6 years	7+ years
TOOLMAKER	68-78	78-85	85-98.5
MACHINE BUILDER	73.5-78	78.5-85	85.89
CNC MACHINIST	72-77.5	78-85	85-93.5
CNC PROGRAMMER	72-78	78-88	88-95
CERTIFIED ELECTRICIAN	72-85	85-95	95-107.5
CERTIFIED MILLWRIGHT	78-88	88-98	98-105
STATIONARY ENGINEER	80-85	85-92	92-105
PLANT MANAGER	115-129	130-150	150-177
MAINTENANCE MANAGER	95-100	100-115	115-132.5
OPERATIONS MANAGER	110-115	115.5-125	125-135
PRODUCTION SUPERVISOR	70-80	80-92	92-105

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

GTA/GOLDEN HORSESHOE



JOB/TITLE	1-3 years	4-6 years	7+ years
TOOLMAKER	70-80	80-90	90-105
MACHINE BUILDER	75-80	80-90	90-96.5
CNC MACHINIST	75-82	82-90	90-95
CNC PROGRAMMER	73-80	80-90	90-95
CERTIFIED ELECTRICIAN	78-88	88-100	100-115
CERTIFIED MILLWRIGHT	80-90	90-100	100-110
STATIONARY ENGINEER	88-98	98-105	105-112
PLANT MANAGER	115-130	130-155	155-180
MAINTENANCE MANAGER	105-115	115-125	125-135
OPERATIONS MANAGER	118-125	125-133.5	133.5-150
PRODUCTION SUPERVISOR	75-85	85-100	100-115

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

LONDON/WINDSOR



JOB/TITLE	1-3 years	4-6 years	7+ years
TOOLMAKER	68-80	80-85	85-100
MACHINE BUILDER	75-80	80-85	85-92.5
CNC MACHINIST	75-80	80-85	85-95
CNC PROGRAMMER	75-80	80-85	85-95
CERTIFIED ELECTRICIAN	75-85	85-95	95-110
CERTIFIED MILLWRIGHT	75-85	85-98.5	98.5-105
STATIONARY ENGINEER	75.5-82	82-90	90-108
PLANT MANAGER	112-130	130-147.5	147.5-177.5
MAINTENANCE MANAGER	100-110	110-118	118-130
OPERATIONS MANAGER	112-118	118-130	130-138
PRODUCTION SUPERVISOR	70-82	82-93	93-100

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



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TIMES
-DON'T LAST-
TOUGH
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