

## 2013 Salary Planning Survey



## Executive Summary

McDowall Associates is pleased to present the results of the fourth annual 2013 Salary Planning Survey. A total of **141 participants** representing a diverse range of Public/Not-For-Profit (NFP) and Private Sector organizations responded to the survey providing data on current and expected base salary and salary range adjustments. Overall results represent a mix of 65% Public/NFP and 35% Private Sector participants, predominately from Ontario. In addition to overall results, we have published data cuts for Public Sector/NFP (including a sub cut for Municipalities) and Private Sector organizations. The findings are summarized separately for non-union and union positions and for a range of job levels. Additional information relating to pay equity compliance and HR challenges organizations are currently facing is provided.

### Highlights

#### Overall 2013 Adjustments & 2014 Projections

- Actual and planned base salary and salary range increases, excluding zeros:

Actual Base Salary Adjustments:

Overall Average	2013 (% Actual)	2014 (% Projected)
Private Sector		
Non-Union	2.9	2.8
Union	2.4	2.4
Public Sector/NFP		
Non-Union	2.2	2.3
Union	2.0	2.0

Salary Range Adjustments:

Overall Average	2013 (% Actual)	2014 (% Projected)
Private Sector		
Non-Union	2.5	2.3
Union	2.1	2.1
Public Sector/NFP		
Non-Union	1.8	1.8
Union	1.9	1.9

#### Key Findings

- After declining for two years in a row, Public Sector/NFP overall actual base and salary range increases are expected to level off, with projected increases the same or slightly higher than current increases on average.
- Private Sector non-union base salary and salary range increases are projected to be slightly lower in 2014 compared to the current year, while union increases are expected to remain stable.
- Salary freezes are on the decline with freezes projected for 2014 by 18% of Public Sector/NFP organizations (down from 21% in 2013), and 2% of Private Sector participants (down from 10% in 2013).
- While salary freezes in the Private Sector are expected to impact all employee levels, projected freezes in the Public Sector/NFP are anticipated to be applicable to all levels in only 53% of organizations, with the freeze impacting only certain levels, typically senior management/executive, in the remainder.
- 35% of responding Public Sector/NFP organizations reported that they have posted a new pay equity plan, updated an existing plan or responded to a pay equity complaint over the past year, representing an increase in pay equity activity from 30% last year. 20% of Private Sector organizations undertook at least one pay equity activity in 2013. These results indicate that from a governance/compliance perspective Pay Equity remains an active issue for many employers.
- Workforce planning (eg. succession planning) was reported as the top HR challenge by Public Sector/NFP respondents, while Private Sector organizations reported Pay for Performance/Performance Management as their top challenge.

## Participant List

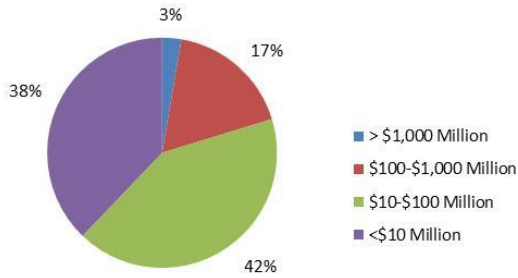
Abell Pest Control Inc.	Griffin Centre	Shared Support Services Southeastern Ontario
Aimia	Hain Celestial Canada	Sheridan College
American Express Canada	Hammond Power Solutions Inc.	Siemens Canada Limited
AmerisourceBergen Specialty Canada	Healthcare Insurance Reciprocal of Canada	Sleep Country Canada
Association of Municipalities of Ontario	High Liner Foods	Smucker Foods of Canada Corp.
Aurora Public Library	IMBC Blowmolding Inc.	South East Community Care Access Centre
Bank of Montreal	JobStart	South Frontenac
Baxter Corporation	John Howard Society of Niagara	State Street
Bonduelle North America	Kenora Public Library	Target Canada
Business Development Bank of Canada	Kia Canada	TELUS Corporation
Canada Lands Company	Kinross Gold Corporation	Teranet Inc.
Canadian Breast Cancer Foundation	Lake Simcoe Regional Conservation Authority	The Centre for Addiction and Mental Health
CCI Thermal Technologies Inc	LCBO	The Kidney Foundation of Canada
Central 1 Credit Union	Limestone District School Board	The Sun Products Canada Corporation
Central Ontario Healthcare Procurement Alliance	Litens Automotive Group	TMX Group Limited
Children's Aid Society of Toronto	Longo Brothers Fruit Markets Inc.	Town of Gravenhurst
CIBC Mellon	MacDonald Dettwiler & Associates Inc	Town of Hanover
Cineplex Entertainment	Mainstay Housing	Town of Marathon
Cipher Pharmaceuticals Inc.	Manulife Financial	Town of Minto
City of Burlington	Mars Canada Inc.	Town of Mono
City of Orillia	Melitta Canada Inc.	Town of New Tecumseth
City of Oshawa	Menkes Developments Ltd.	Town of Penetanguishene
City of Peterborough	Milton Public Library	Town of Rainy River
City of Port Colborne	Mondelez International	Town of Richmond Hill
City of Quinte West	Morneau Shepell	Town of Tecumseh
City of Timmins	Mosaic Sales Solutions/Acosta Canada Corp	Township of Billings
City of Waterloo	Municipality of Chatham-Kent	Town of The Blue Mountains
Connors Bros. Clover Leaf Seafoods Company	Municipality of Middlesex Centre	Township of Blandford-Blenheim
Corporation of the Town of Bracebridge	Municipality of North Middlesex	Township of Centre Wellington
Corporation of the Town of Goderich	New Visions Toronto	Township of Champlain
Corporation of the Town of Lakeshore	North Lambton Community Health Centre	Township of Clearview
Corporation of the Town of Mississippi Mills	Nottawasaga Valley Conservation Authority	Township of Drummond/North Elmsley
County of Dufferin	Ontario Non-Profit Housing Association	Township of Guelph/Eramosa
County of Haliburton	Ontario Securities Commission	Township of Lake of Bays
County of Middlesex	Ontario Trial Lawyers Association	Township of Lucan Biddulph
Credit Valley Conservation	Osler Hoskin & Harcourt LLP	Township of Malahide
CSA Group	Parmalat Canada	Township of Mulmur
Daily Bread Food Bank	Perth County	Township of Muskoka Lakes
District Municipality of Muskoka	Pinnacle Foods Canada Corporation	Township of Seguin
District School Board of Niagara	Pinty's Delicious Foods Inc.	Township of Sioux Narrows - Nestor Falls
E. I. du Pont Canada Company	Prince Township	Township of Stone Mills
East Penn Canada	Region of Halton	Towship of Oro-Medonte
Eaton Canada	Regional Municipality of Durham	Travel Industry Council of Ontario
Elgin St. Thomas Public Health	Rogers Communications Inc.	University of Ontario Institute of Technology
Ferrero Canada Ltd.	Royal Bank of Canada	Vaughan Public Libraries
Grand River Conservation Authority	Science North	Village of Sundridge
Grey Bruce Public Health	Sears Canada Inc.	York Catholic District School Board

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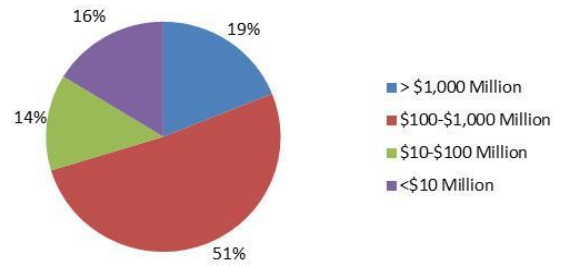
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## Exhibit 1 - Profile of Survey Participants

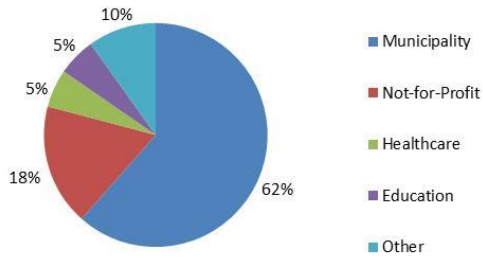
**Public Sector/NFP: Operating Budget**



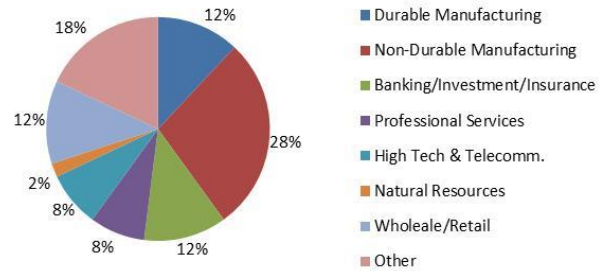
**Private Sector: Annual Revenue**



**Public Sector/NFP: Organization Type**



**Private Sector: Organization Type**



**Public Sector/NFP: Number of Employees**

Employee Group	Average # of Employees
Non-Union - Full-Time	142
Non-Union - Part-Time	66
Union - Full-Time	369
Union - Part-Time	128

**Private Sector: Number of Employees**

Employee Group	Average # of Employees
Non-Union - Full-Time	4,609
Non-Union - Part-Time	1,266
Union - Full-Time	1,450
Union - Part-Time	477

## Exhibit 2 – HR Challenges

Survey participants were asked to rank the top 5 HR challenges their organization is currently facing. Public Sector/NFP organizations ranked Workforce Planning as their top challenge, an increase from the third spot in previous research conducted by McDowall Assoc. in 2012. Pay for Performance/Performance Management was ranked as the top concern among Private Sector organizations, an increase from fourth place last year. The tables below summarize the results:

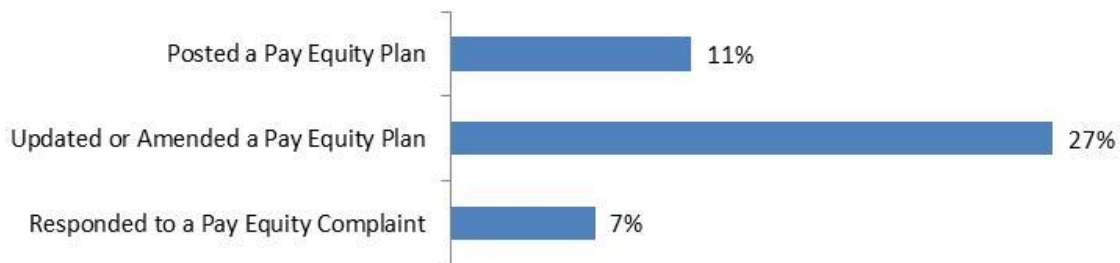
Public Sector/NFP: Top 5 HR Challenges	
1	Workforce planning (eg. Succession Planning)
2	Compensation & Benefit Program Cost
3	Attracting Key Talent
4	Employee Engagement
5	Market Competitiveness

Private Sector: Top 5 HR Challenges	
1	Pay for Performance/Performance Management
2	Retaining Key Talent
3	Compensation & Benefit Program Cost
4	Attracting Key Talent
5	Market Competitiveness

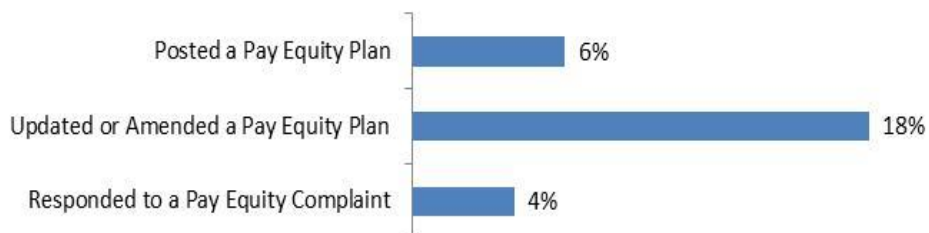
## Exhibit 3 – Pay Equity Compliance

Survey participants were asked to identify which, if any, pay equity compliance related activities have occurred in their organizations in the past twelve months. The graphs below summarize the results:

- Public Sector/NFP: Pay Equity Activity**



- Private Sector: Pay Equity Activity**



## Exhibit 4 – Actual 2013 Salary Range Increases\*

### All Organizations: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.9	1.0	1.5	2.0	2.1	2.9
Administration / Clerical	2.0	1.0	1.5	2.0	2.5	3.0
Professional / Technical	2.0	1.0	1.5	2.0	2.5	3.0
Management	2.1	1.1	1.5	2.0	2.5	3.0
Senior Management / Executive	2.1	1.3	1.5	2.0	2.5	3.0
Overall	2.0	1.2	1.6	2.0	2.5	3.0

### All Organizations: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.0	1.5	1.7	2.0	2.0	2.7
Administration / Clerical	2.0	1.5	1.6	2.0	2.1	2.8
Professional / Technical	2.0	1.5	1.7	2.0	2.0	2.8
Overall	1.9	1.3	1.7	2.0	2.0	2.8

### Public Sector/NFP: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.8	1.0	1.5	2.0	2.0	2.5
Administration / Clerical	1.8	1.0	1.5	1.9	2.0	2.5
Professional / Technical	1.8	1.0	1.5	2.0	2.0	2.5
Management	1.9	1.0	1.5	2.0	2.0	2.5
Senior Management / Executive	1.9	1.0	1.5	2.0	2.0	2.6
Overall	1.8	1.0	1.5	2.0	2.0	2.5

### Public Sector/NFP: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.0	1.5	1.7	2.0	2.0	2.8
Administration / Clerical	2.0	1.4	1.5	2.0	2.0	2.8
Professional / Technical	2.0	1.4	1.7	2.0	2.0	2.8
Overall	1.9	1.2	1.7	2.0	2.0	2.8

### Private Sector: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.3	1.6	2.0	2.3	2.7	3.0
Administration / Clerical	2.4	1.7	2.0	2.5	3.0	3.0
Professional / Technical	2.5	1.9	2.0	2.6	3.0	3.0
Management	2.4	1.8	2.0	2.5	3.0	3.0
Senior Management / Executive	2.7	2.0	2.0	2.5	3.0	3.0
Overall	2.5	1.9	2.0	2.7	3.0	3.0

\*All results presented exclude zeros

## Exhibit 4 – Actual 2013 Salary Range Increases\* - Continued

### Private Sector: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.9	1.8	1.9	2.0	2.0	2.0
Administration / Clerical	2.3	1.8	1.9	2.0	2.5	2.8
Professional / Technical	2.1	1.6	1.7	1.9	2.3	2.7
Overall	2.1	1.6	1.7	1.9	2.3	2.7

### Municipality: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.7	1.0	1.5	1.8	2.0	2.0
Administration / Clerical	1.7	1.0	1.5	1.8	2.0	2.1
Professional / Technical	1.7	1.0	1.5	1.8	2.0	2.1
Management	1.7	1.0	1.5	1.8	2.0	2.1
Senior Management / Executive	1.7	1.0	1.5	1.8	2.0	2.1
Overall	1.7	1.0	1.5	1.8	2.0	2.1

### Municipality: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.8	1.5	1.7	1.9	2.0	2.1
Administration / Clerical	1.7	1.1	1.5	1.8	2.0	2.1
Professional / Technical	1.7	1.1	1.5	1.9	2.0	2.1
Overall	1.8	1.0	1.5	1.9	2.0	2.1

\*All results presented exclude zeros



## Exhibit 5 – Planned 2014 Salary Range Increases\*

### All Organizations: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.9	1.1	1.5	2.0	2.0	2.7
Administration / Clerical	1.9	1.0	1.5	2.0	2.0	3.0
Professional / Technical	2.0	1.2	1.5	2.0	2.2	3.0
Management	2.0	1.0	1.5	2.0	2.1	3.0
Senior Management / Executive	2.0	1.3	1.5	2.0	2.4	3.0
Overall	2.0	1.1	1.5	2.0	2.4	3.0

### All Organizations: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.9	1.5	1.5	2.0	2.0	2.6
Administration / Clerical	1.9	1.2	1.5	2.0	2.0	2.7
Professional / Technical	1.9	1.2	1.5	2.0	2.0	2.7
Overall	1.9	1.0	1.5	2.0	2.0	2.6

### Public Sector/NFP: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.8	1.0	1.5	1.9	2.0	2.3
Administration / Clerical	1.8	1.0	1.5	1.9	2.0	2.5
Professional / Technical	1.8	1.0	1.5	1.9	2.0	2.5
Management	1.8	1.0	1.5	1.9	2.0	2.4
Senior Management / Executive	1.8	1.0	1.5	1.9	2.0	2.5
Overall	1.8	1.0	1.5	1.9	2.0	2.4

### Public Sector/NFP: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.9	1.5	1.5	1.9	2.0	2.5
Administration / Clerical	1.9	1.0	1.5	1.8	2.0	2.6
Professional / Technical	1.9	1.0	1.5	1.9	2.0	2.6
Overall	1.9	1.0	1.5	1.9	2.0	2.5

### Private Sector: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.2	1.8	2.0	2.0	2.5	3.0
Administration / Clerical	2.2	1.5	2.0	2.0	2.6	3.0
Professional / Technical	2.2	1.5	2.0	2.0	3.0	3.0
Management	2.2	1.5	2.0	2.0	2.8	3.0
Senior Management / Executive	2.3	1.8	2.0	2.0	2.9	3.0
Overall	2.3	1.5	2.0	2.0	2.7	3.0

\*All results presented exclude zeros

## Exhibit 5 – Planned 2014 Salary Range Increases\* - Continued

### Private Sector: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.1	1.7	2.0	2.0	2.0	2.6
Administration / Clerical	2.1	1.7	2.0	2.0	2.0	2.6
Professional / Technical	2.1	1.8	2.0	2.0	2.0	2.5
Overall	2.1	1.8	2.0	2.0	2.0	2.5

### Municipality: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.7	1.0	1.5	1.8	2.0	2.0
Administration / Clerical	1.7	1.0	1.5	1.8	2.0	2.0
Professional / Technical	1.7	1.0	1.5	1.6	2.0	2.0
Management	1.7	1.0	1.5	1.6	2.0	2.0
Senior Management / Executive	1.7	1.0	1.5	1.8	2.0	2.0
Overall	1.7	1.0	1.5	1.8	2.0	2.0

### Municipality: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.7	1.2	1.5	1.8	2.0	2.0
Administration / Clerical	1.7	1.0	1.5	1.8	2.0	2.0
Professional / Technical	1.7	1.0	1.5	1.8	2.0	2.0
Overall	1.7	1.0	1.5	1.8	2.0	2.0

\*All results presented exclude zeros

## Exhibit 6 – Actual 2013 Base Salary Increases\*

### All Organizations: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.3	1.0	1.8	2.0	2.8	3.3
Administration / Clerical	2.4	1.5	1.8	2.1	3.0	3.2
Professional / Technical	2.6	1.5	1.8	2.2	3.0	3.3
Management	2.4	1.5	1.9	2.3	3.0	3.2
Senior Management / Executive	2.4	1.5	2.0	2.3	3.0	3.4
Overall	2.5	1.5	1.9	2.3	3.0	3.5

### All Organizations: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.1	1.5	1.8	2.0	2.2	2.9
Administration / Clerical	2.0	1.5	1.7	2.0	2.1	2.8
Professional / Technical	2.1	1.5	1.8	2.0	2.3	2.8
Overall	2.1	1.5	1.8	2.0	2.1	2.9

### Public Sector/NFP: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.4	1.2	1.8	2.0	2.6	3.9
Administration / Clerical	2.2	1.1	1.5	2.0	2.5	3.1
Professional / Technical	2.3	1.2	1.5	2.0	2.5	3.0
Management	2.2	1.1	1.7	2.0	2.5	3.2
Senior Management / Executive	2.2	1.0	1.6	2.0	2.5	3.0
Overall	2.2	1.2	1.6	2.0	2.5	3.0

### Public Sector/NFP: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.1	1.5	1.7	2.0	2.1	2.8
Administration / Clerical	2.0	1.5	1.7	2.0	2.1	2.8
Professional / Technical	2.0	1.5	1.8	2.0	2.3	2.8
Overall	2.0	1.5	1.8	2.0	2.1	2.8

### Private Sector: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.2	1.0	2.0	2.0	3.0	3.0
Administration / Clerical	2.7	2.0	2.0	2.9	3.0	3.4
Professional / Technical	2.9	2.0	2.2	3.0	3.0	3.5
Management	2.8	2.0	2.5	3.0	3.0	3.0
Senior Management / Executive	2.8	2.0	2.5	3.0	3.0	3.5
Overall	2.9	2.0	2.3	3.0	3.0	3.6

\*All results presented exclude zeros

## Exhibit 6 – Actual 2013 Base Salary Increases\* - Continued

### Private Sector: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.2	1.7	1.9	2.0	2.4	2.9
Administration / Clerical	2.3	1.6	1.8	2.0	3.0	3.0
Professional / Technical	2.4	1.9	2.0	2.0	3.0	3.0
Overall	2.4	1.9	2.0	2.4	3.0	3.0

### Municipality: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.2	1.0	1.5	2.0	2.0	3.0
Administration / Clerical	2.0	1.0	1.5	2.0	2.0	2.8
Professional / Technical	2.1	1.0	1.5	2.0	2.0	2.7
Management	2.0	1.0	1.5	2.0	2.0	3.0
Senior Management / Executive	1.9	1.0	1.5	2.0	2.0	2.8
Overall	2.0	1.0	1.5	2.0	2.0	3.0

### Municipality: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.9	1.5	1.7	1.9	2.0	2.2
Administration / Clerical	1.8	1.2	1.5	1.9	2.0	2.3
Professional / Technical	1.8	1.1	1.5	1.9	2.0	2.3
Overall	1.9	1.4	1.7	2.0	2.0	2.2

\*All results presented exclude zeros

## Exhibit 7 - Planned 2014 Base Salary Increases\*

### All Organizations: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.3	1.5	1.9	2.0	3.0	3.0
Administration / Clerical	2.5	1.5	2.0	2.5	3.0	3.1
Professional / Technical	2.5	1.5	2.0	2.5	3.0	3.0
Management	2.5	1.5	2.0	2.5	3.0	3.1
Senior Management / Executive	2.6	1.5	2.0	2.5	3.0	3.1
Overall	2.5	1.5	2.0	2.5	3.0	3.0

### All Organizations: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.1	1.5	1.7	2.0	2.0	2.8
Administration / Clerical	2.0	1.5	1.5	2.0	2.0	2.8
Professional / Technical	2.1	1.5	1.8	2.0	2.5	3.0
Overall	2.1	1.5	1.8	2.0	2.1	3.0

### Public Sector/NFP: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.2	1.5	1.7	2.0	2.6	3.6
Administration / Clerical	2.3	1.5	1.6	2.0	2.8	3.6
Professional / Technical	2.3	1.5	1.6	2.0	2.8	3.4
Management	2.3	1.4	1.6	2.0	2.9	3.6
Senior Management / Executive	2.4	1.5	1.6	2.0	3.0	3.7
Overall	2.3	1.5	1.6	2.0	3.0	3.5

### Public Sector/NFP: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.0	1.5	1.7	2.0	2.0	2.8
Administration / Clerical	2.0	1.4	1.5	2.0	2.0	2.8
Professional / Technical	2.0	1.3	1.6	2.0	2.0	2.9
Overall	2.0	1.5	1.8	2.0	2.0	2.8

### Private Sector: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.4	1.8	2.0	2.5	3.0	3.0
Administration / Clerical	2.8	2.0	2.5	3.0	3.0	3.0
Professional / Technical	2.8	2.0	2.5	3.0	3.0	3.0
Management	2.8	2.2	2.5	3.0	3.0	3.0
Senior Management / Executive	2.8	2.4	2.5	3.0	3.0	3.0
Overall	2.8	2.1	2.5	3.0	3.0	3.0

\*All results presented exclude zeros

## Exhibit 7 - Planned 2014 Base Salary Increases\* - Continued

### Private Sector: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	2.1	1.5	1.9	2.0	2.3	2.8
Administration / Clerical	2.1	1.5	1.6	2.0	2.6	2.9
Professional / Technical	2.4	1.8	2.0	2.4	2.9	3.0
Overall	2.4	1.8	2.0	2.4	2.9	3.0

### Municipality: Non-Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.9	1.3	1.5	2.0	2.0	2.9
Administration / Clerical	1.9	1.3	1.5	1.9	2.0	2.9
Professional / Technical	1.8	1.2	1.5	1.8	2.0	2.5
Management	2.0	1.4	1.5	2.0	2.0	3.0
Senior Management / Executive	2.0	1.5	1.5	2.0	2.0	3.0
Overall	2.0	1.5	1.5	1.9	2.0	3.0

### Municipality: Unionized Employees

Employee Group	Average	10th %tile	25th %tile	50th %tile	75th %tile	90th %tile
Hourly	1.8	1.5	1.6	1.8	2.0	2.0
Administration / Clerical	1.7	1.0	1.5	1.8	2.0	2.0
Professional / Technical	1.7	1.0	1.5	1.8	2.0	2.0
Overall	1.8	1.1	1.5	1.9	2.0	2.0

\*All results presented exclude zeros

## Conclusion

For 2014, projected base salary and salary range adjustments for non-unionized employees in the Private Sector are declining slightly, however after two years of declining budgets, salary increase projections in the Public Sector/NFP are stabilizing.

While many of the HR Challenges reported by Public/NFP and Private Sector employers are similar, the primary challenges reported are different. In the Public Sector/NFP 63% of respondents ranked Workforce Planning among their top concerns. This is not surprising given that this sector will experience workforce replacement over the next decade as boomers start retiring. In the Private Sector 58% of respondents identified Performance/Performance Management among their top five challenges, demonstrating a continued emphasis on ensuring strong linkage to business results and reaping the ROI on rewards.

**McDowall Associates wishes to thank you for your participation.**