

2007-08 Salary Budget Survey Canada

The deadline to submit the survey is April 27, 2007

Fax or mail your completed survey to:

WorldatWork Survey Team

Fax 480/483-8352 • Toll-free fax 866/816-2962

14040 N. Northsight Blvd. • Scottsdale, AZ 85260

If your organization is multi-industry or if pay practices differ across divisions, regions, business units or subsidiaries, please complete a separate questionnaire for each.

Demographic Profile

1*. How should your company be listed on the participant list in the report?

Company name: _____

2*. The organizational unit you are reporting data for is:

- Headquarters (skip to 3)
- Subsidiary/group/division
- Regional headquarters
- Plant/branch
- Independent consultant
- Consulting firm
- Public sector
- Educational

2a*. Please describe the division, subsidiary, region, etc., that you are reporting data for in this questionnaire (i.e., Southern region, manufacturing division, etc.): _____

3*. Please indicate the industry that best describes your organization using the three-digit North American Industry Classification System (NAICS) code.

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4*. For which province(s)/or territories are you reporting data for in this questionnaire? (Check all that apply.)

- | | |
|--|---|
| <input type="checkbox"/> Alberta | <input type="checkbox"/> Nunavut |
| <input type="checkbox"/> British Columbia | <input type="checkbox"/> Ontario |
| <input type="checkbox"/> Manitoba | <input type="checkbox"/> Prince Edward Island |
| <input type="checkbox"/> New Brunswick | <input type="checkbox"/> Quebec |
| <input type="checkbox"/> Newfoundland | <input type="checkbox"/> Saskatchewan |
| <input type="checkbox"/> Northwest Territories | <input type="checkbox"/> Yukon |
| <input type="checkbox"/> Nova Scotia | |

5. For which major metropolitan areas are you reporting data for in this questionnaire? (Check all that apply.)

Alberta

- Calgary
- Edmonton

British Columbia

- Vancouver

Manitoba

- Winnipeg

Ontario

- Hamilton
- Ottawa
- Toronto

Quebec

- Montreal
- Quebec

6*. How many full-time equivalent (FTE) employees does your company employ worldwide? (Please report your worldwide headcount, even though you will be reporting only your Canadian budget data.)

7. What was the total revenue (the money generated by your company from sales of goods or services on a worldwide basis) for your organization at the end of 2006? (Report in U.S. Dollars)

US\$

Base Salary Increase

8. What is your organization's current base pay compensation philosophy for each employee category?

Employee group	To pay below the market	To pay at the market	To pay above the market	No formal compensation philosophy
Nonmanagement Hourly Nonunion				
Nonmanagement Salaried				
Management Salaried				
Officers/Executives				

9*. What is your organization's actual base salary budget program for 2007?

*Note: Fill in "0" (zero) **only** if there is no increase budgeted where one is typically budgeted. If a particular program (i.e., general increase, COLA, merit, other) is not used/applicable in your organization, please leave the field blank.*

Number of covered employees	Employee group	Number of months between increases	General increase /COLA	Merit increase	Other increase (not promotional)	Total increase
	Nonmanagement Hourly Nonunion		%	%	%	%
	Nonmanagement Salaried		%	%	%	%
	Management Salaried		%	%	%	%
	Officers/Executives		%	%	%	%
	← TOTAL					

9a. If you have included an increase in the "Other increase" column, what is the nature of this increase?

(Check all that apply.)

- Accelerated increase cycle to move employee closer to midpoint (salary progression)
- Compression
- Internal equity
- Market adjustment/competitive adjustment
- Retention/critical skill adjustment
- Salary range adjustment
- Skill-based pay increase
- Step rate
- Other increase not listed above

10. Does your organization award lump-sum increases? If so, what percentage of employees received an increase in 2006?

Employee group	Do you award lump sum increases?		If so, what percentage of employees received an increase in 2006?
	Yes	No	
Nonmanagement Hourly Nonunion			%
Nonmanagement Salaried			%
Management Salaried			%
Officers/Executives			%

11. What percentage of your organization's employees, by category, will be receiving a base salary increase (general, COLA, merit or other) in 2007? Does this represent a larger, similar or smaller percentage of employees than in 2006?

Employee group	Percent receiving increase in 2007	Percentage is larger than 2006	Percentage is similar to 2006	Percentage is smaller than 2006
Nonmanagement Hourly Nonunion	%			
Nonmanagement Salaried	%			
Management Salaried	%			
Officers/Executives	%			

12. What is the projection/estimate for the organization's base salary budget program for 2008?

*Note: Fill in "0" (zero) **only** if there is no increase budgeted where one is typically budgeted. If a particular program (i.e., general increase, COLA, merit, other) is not used/applicable in your organization, please leave the field blank.*

Employee group	Number of months between increases	General increase/ COLA	Merit increase	Other increase (not promotional)	Total increase
Nonmanagement Hourly Nonunion		%	%	%	%
Nonmanagement Salaried		%	%	%	%
Management Salaried		%	%	%	%
Officers/Executives		%	%	%	%

12a. If you have included an increase in the "Other increase" column, what is the nature of this increase?
(Check all that apply.)

- Accelerated increase cycle to move employee closer to midpoint (salary progression)
- Compression
- Internal equity
- Market adjustment/competitive adjustment
- Retention/critical skill adjustment
- Salary range adjustment
- Skill-based pay increase
- Step rate
- Other increase not listed above

Salary Structures

13. If your organization uses a formal salary range structure, by what percentage did you increase the structure in 2007?

Note: Fill in "0" (zero) **only** if there is no increase planned where one is typically given.

Employee group	2007 salary range structure change
Nonmanagement Hourly Nonunion	%
Nonmanagement Salaried	%
Management Salaried	%
Officers/Executives	%

13a. If no increase was reported (e.g., responded with a zero or blank for any of the employee categories in question 13 above), did the structure remain the same or did you make a negative adjustment?

Employee group	Number of months since last structure increase	Structure remained the same in 2007	Made a negative structure adjustment in 2007
Nonmanagement Hourly Nonunion		0	0
Nonmanagement Salaried		0	0
Management Salaried		0	0
Officers/Executives		0	0

14. By what percentage does your organization plan to increase the salary range structure for 2008?

Employee group	2008 salary range structure change
Nonmanagement Hourly Nonunion	%
Nonmanagement Salaried	%
Management Salaried	%
Officers/Executives	%

Promotions

15. Are promotional increases a separate budget item in your organization?

- Yes
- No (skip to question 16)

15a. What is your organization's 2007 promotional increase budget as a percent of total base salaries?

	%
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16. In 2006, what percentage of the total employee population received a promotional increase?

%

17. In 2006, what was the average promotional increase as a percent of the promoted employee's base salary (prior to promotion)?

%

Variable Pay

For purposes of this survey, variable pay is defined as short-term cash awards that are contingent upon performance, discretion or results achieved. Variable pay types include:

- Profit sharing
- Performance sharing (i.e. gain sharing or goal sharing)
- Individual incentives
- Bonuses

The following pay types **should not** be included:

- Sales commission plans
- Long-term incentives, such as stock plans or multi-year cash performance plans
- Non-cash based awards such as merchandise, trips, plaques or trophies
- Plans that require cash awards to be placed in accounts that are not readily accessible to employees (i.e. 401k accounts, pension plans, deferred compensation plans)
- Cash awards for recognition

18. Does your organization currently use variable pay as defined above?

- Yes
- No (skip to question 24)

19. Which of the following formal plan award types does your organization use? (Check all that apply.)

- Organization-wide awards based solely on the success of the entire organization (i.e. cash profit sharing)
- Unit/strategic business unit awards based solely on the success of the unit/strategic business unit (i.e., department incentive programs, manufacturing goal sharing, call-center incentives)
- Individual incentive awards based on employees' performance in designated jobs (other than sales)
- Combination awards based on **both** organization-wide/unit/strategic business unit success and individual performance

20. For 2006, please indicate the percentage of employees eligible to receive variable pay and the percentage of those employees who actually received an award.

Employee Group	a. Percent of employees eligible in 2006 for variable pay	b. Percent of eligible employees actually paid variable pay for 2006
Nonmanagement Hourly Nonunion		
Nonmanagement Salaried		
Management Salaried		
Officers/Executives		

21. Does your organization have a formal process for determining the budget for variable pay plans? If so, please indicate the average percentage of base pay budgeted for variable pay in each employee category.

*NOTE: If variable pay for an employee category is not typically budgeted, or an employee category is not eligible for variable pay, please select "No" in question 21a and leave the remainder of the row blank. Fill in "0" (zero) **only** if your organization typically budgets for variable pay for that employee group, but has/will not budget for the program in the respective year.*

Employee Group	a. Does your organization budget for variable pay?	b. 2006 average % budgeted for variable pay	c. 2007 average % budgeted for variable pay	d. 2008 projected average % budgeted for variable pay
Nonmanagement Hourly Nonunion	<input type="radio"/> Yes <input type="radio"/> No			
Nonmanagement Salaried	<input type="radio"/> Yes <input type="radio"/> No			
Management Salaried	<input type="radio"/> Yes <input type="radio"/> No			
Officers/Executives	<input type="radio"/> Yes <input type="radio"/> No			

22. Please provide the average percentage of base pay your variable pay plans actually paid for 2006 and the average percentage projected to be paid for 2007.

Employee Group	a. Average % paid for variable pay for 2006	b. Projected % paid for variable pay for 2007
Nonmanagement Hourly Nonunion		
Nonmanagement Salaried		
Management Salaried		
Officers/Executives		

23. What impact does your variable pay program have on **base salary** budget recommendations?

Employee Group	No Impact	Some Impact	Significant Impact
Nonmanagement Hourly Nonunion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nonmanagement Salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management Salaried	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers/Executives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Health Care Cost Impact

24. Does the size of health care cost increases impact your base salary budget recommendations?

- Yes
- No

Attraction & Retention Practices

25. Which of the following has your organization used in the past 12 months to attract and retain employees? (Check all that apply.)

- Employee referral bonus
- Exempt overtime pay or time off
- Flexible work schedules
- Job sharing
- Larger merit increase budgets
- Market adjustments/increase to base salary
- Paid sabbaticals
- Paying above market
- Part-time employment with benefits
- Phased retirement
- Project milestone/completion bonus
- Retention/stay bonus
- Separate salary structures
- Sign-on/hiring bonus
- Special cash bonus/group incentives (not organization wide)
- Spot bonus (individual)
- Stock grant programs
- Stock option program
- Telecommuting/telework

26*. In what format would you prefer to receive your complimentary copy of the survey results?

- E-mail an electronic (.pdf) copy
- Mail a hard copy

27*. Please provide the name of the person completing this survey and that person's contact information (You must be a WorldatWork member to participate in the 2007-08 Salary Budget Survey):

WorldatWork Member Number:

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Name: _____

Title: _____

Company: _____

Phone: _____

E-mail: _____

28*. By submitting this survey form, I understand that if mandatory (*) sections of the survey are not completed correctly, I will not be eligible as a participant to receive a complimentary copy of the survey report.

- I understand and agree to the statement above.

If you have a question about how to complete the survey, please call WorldatWork Customer Relationship Services at 1-877-951-9191.

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