

Compensation Data

Prepared for:

The Association of Canadian
Financial Officers (ACFO)

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HayGroup®



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Introduction

A. Purpose

The Hay Group was engaged by the Association of Canadian Financial Officers (ACFO) in September of 2012. ACFO commissioned us to gather and provide comparative compensation data relevant to the Financial Administration Group (FIs) in the Government of Canada. This report presents the data that we collected.

B. Background

The data presented in this report was extracted from Hay Group's PayNet® database. Our PayNet® database is a Canadian compensation database that holds information spanning 22 sub-regions across Canada, covering 20 different industries and spanning 47 job families. With more than 250,000 incumbents from over 500 organizations, PayNet® provides what we believe to be the most comprehensive and reliable compensation data available in Canada. The data that we extracted for ACFO was data in effect as of May 2012.

We began our work by requesting from ACFO a selection of FI job descriptions chosen to represent the different kinds of work performed by FIs at all levels in various work environments in a variety of departments and agencies. ACFO provided us with approximately 25 job descriptions covering levels FI 01 through FI 04. We evaluated each of these FI jobs using the Hay Guide Chart Profile Method® (a job evaluation tool) to establish what we call "Hay points". We did this to create the basis for comparing FI jobs to jobs represented in our PayNet® database which are also sized on the basis of "Hay points". You will see "Hay Points" as an axis on all of the charts presented later in this report.

We further refined our data extraction by focusing on the most pertinent financial jobs and financial job families represented in our data base.

C. Compensation Parameters

The data presented in this report is framed using the following three compensation parameters:

1. **Midpoint/Base Salary Policy.** This represents the maximum salary that a fully competent, fully experienced incumbent can expect to earn. Some organizations call this the "job rate". The corresponding number in the FI salary ranges that we used for this parameter is the range maximum.



2. **Total Cash Design.** This is the sum of Midpoint/Base Salary Policy (i.e., #1 above) and Bonus Target (i.e. the design amount for incentive pay or target bonus. For jobs not eligible for an incentive, Midpoint/Base Salary Policy is used). The corresponding number in the FI salary ranges that we used for this parameter is the range maximum.
3. **Total Cash Actual.** This represents the actual amounts paid to incumbents for a full year, including salary and any bonuses or other incentive pay). The corresponding numbers used for FIs are the average actual salaries paid to FI employees at each level as of March 2012 (based on data provided to us by ACFO).

For items #1 and #2 above, please note that the point of comparison is the negotiated FI job rates of pay that came into effect on November 7, 2010.

D. Organizational Parameters – primary and secondary

The data presented in this report is drawn from all organizations participating in our database. We compare FI rates of pay to rates available in organizations in our database using three primary organizational parameters:

1. Private Sector (i.e., for profit organizations)
2. Broader Public Sector (i.e., not for profit organizations)
3. Aggregate (i.e., all organizations - both #1 and #2 above combined)

Later in the report we also compare FI rates of pay to organizations in our database using the following secondary organizational parameters:

4. Organizational size as measured by FTEs (full time equivalents):
 - < 1500 FTEs
 - 1501 to 5000 FTEs
 - > 5000 FTEs
5. Organizational size as measured by annual revenue:
 - < \$100M
 - \$100M to \$999M
 - \$1B and over

Please note that Total Cash Actual comparisons are presented only in the primary organizational parameter tables.



E. How the data tables and charts are organized in this report

The balance of this report consists of a series of tables and charts reporting the data using the organizational and compensation parameters described above. We have created a separate table and chart for each organizational parameter. Within each table and chart we provide comparative data for each of the compensation parameters.

Columns in the tables present the different compensation parameters described in section “C” above. Major rows in the tables present the four FI levels (i.e., FI 01, FI 02, FI 03, and FI 04). Minor rows within each of the four FI levels compare that particular FI level to the selected market at the 90th, 75th, 50th, 25th and 10th percentiles and also at the average. Additionally, for each FI level in the table, we provide a row that reports the number of incumbents and organizations represented in that particular data set. And lastly, for ease of comparison, we also provide a row that shows the corresponding FI rate of pay at level.

The charts present the very same data in visual, graphical format. The line representing FIs on these charts is labeled “ACFO” and appears as a red line.

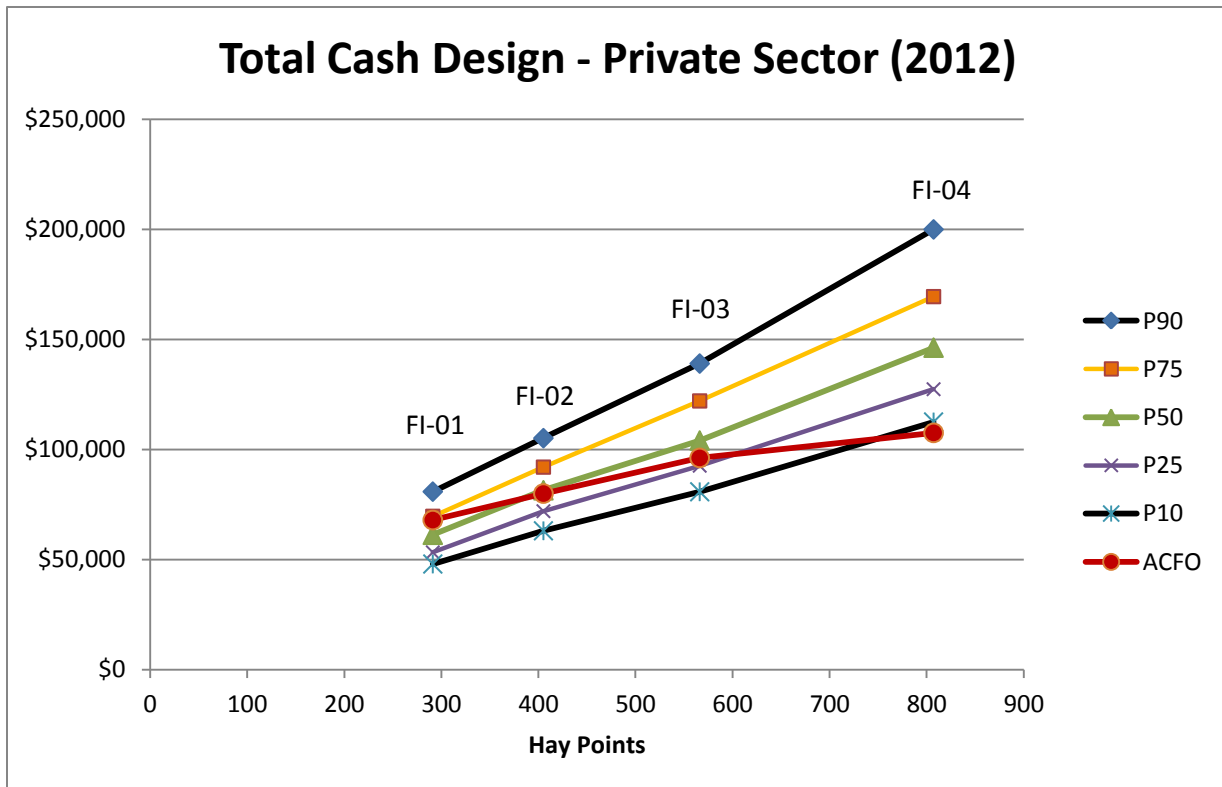
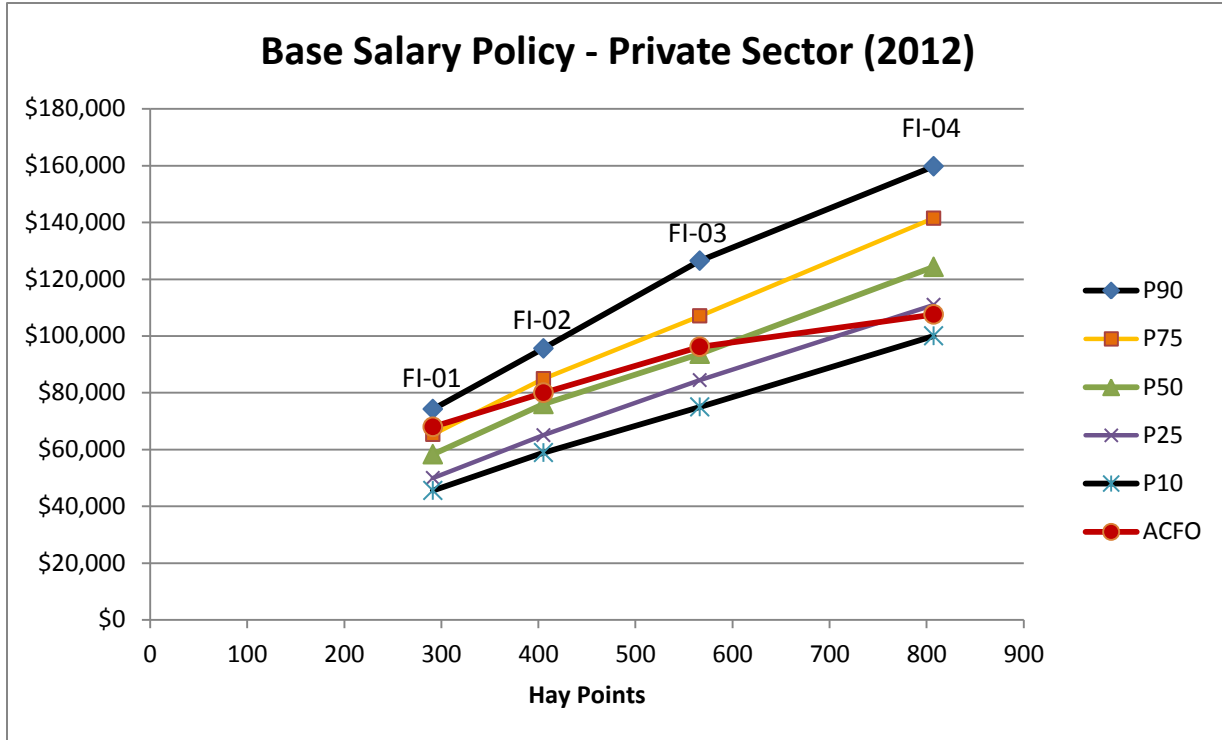
Lastly, we present the policy and design data for the years 2012 and 2013. We know from our compensation surveys that the projected increase for ranges for 2013 is 2.0%. We have reflected a 2.0% increase in the comparative structural data for 2013. Please note that we have not applied this increase to the Total Cash Actual data, since forecasts based on our compensation survey only apply to policy or design salary data.

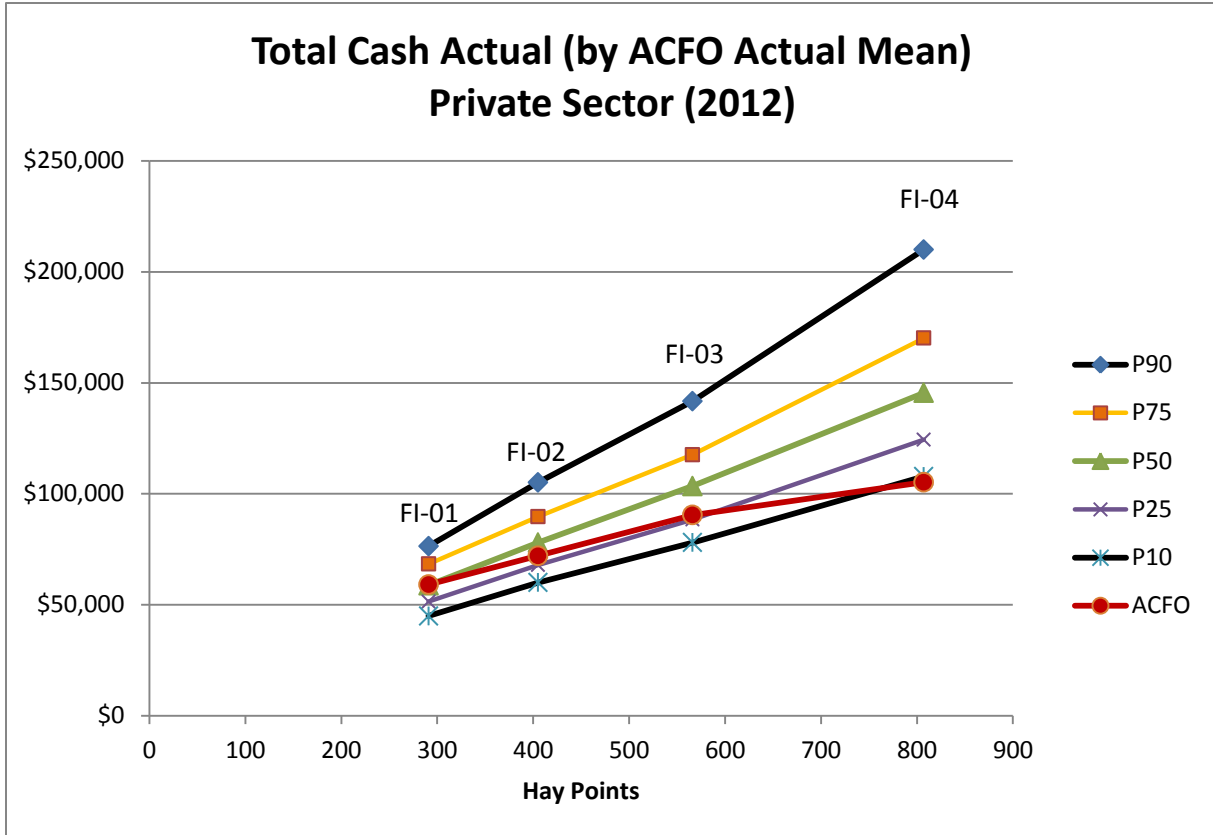
The rest of this report presents the data.

Data tables and charts

Private Sector Data for 2012

	Midpoint Salary/ Base Salary Policy	Total Cash Design	Total Cash Actual
Level 14 (269 - 313) / FI-01			
90th	74202	80845	76382
75th	65287	69640	68393
50th	58300	61261	58759
25th	49936	53276	51412
10th	45525	47981	44928
Average	59535	63518	60666
Number of Incumbents	1387	1387	1387
Number of Organizations	163	163	163
FI Rate Effective Nov 7, 2010	67937	67937	59073
Level 16 (371 - 438) / FI-02			
90th	95570	105127	105113
75th	84895	91983	89702
50th	76000	81466	78005
25th	65000	71955	67906
10th	58871	63066	60044
Average	76558	83198	80818
Number of Incumbents	2041	2041	2041
Number of Organizations	189	189	189
FI Rate Effective Nov 7, 2010	79971	79971	72025
Level 18 (519 - 613) / FI-03			
90th	126476	139018	141695
75th	107033	122033	117585
50th	93700	104063	103456
25th	84394	92616	88442
10th	74960	80781	78069
Average	97514	109110	107093
Number of Incumbents	1431	1431	1431
Number of Organizations	167	167	167
FI Rate Effective Nov 7, 2010	96160	96160	90462
Level 20 (735 - 879) / FI-04			
90th	159730	199936	210019
75th	141441	169414	170198
50th	124300	146250	145533
25th	110931	127358	124388
10th	100012	112491	107786
Average	128012	151476	152536
Number of Incumbents	1899	1899	1899
Number of Organizations	163	163	163
FI Rate Effective Nov 7, 2010	107547	107547	105191







Projected Pay Levels for 2013 (2.0% increase)

Level 14 / FI-01

90th	75686	82462
75th	66593	71033
50th	59466	62486
25th	50935	54342
10th	46436	48941

Level 16 / FI-02

90th	97481	107230
75th	86593	93823
50th	77520	83095
25th	66300	73394
10th	60048	64327

Level 18 / FI-03

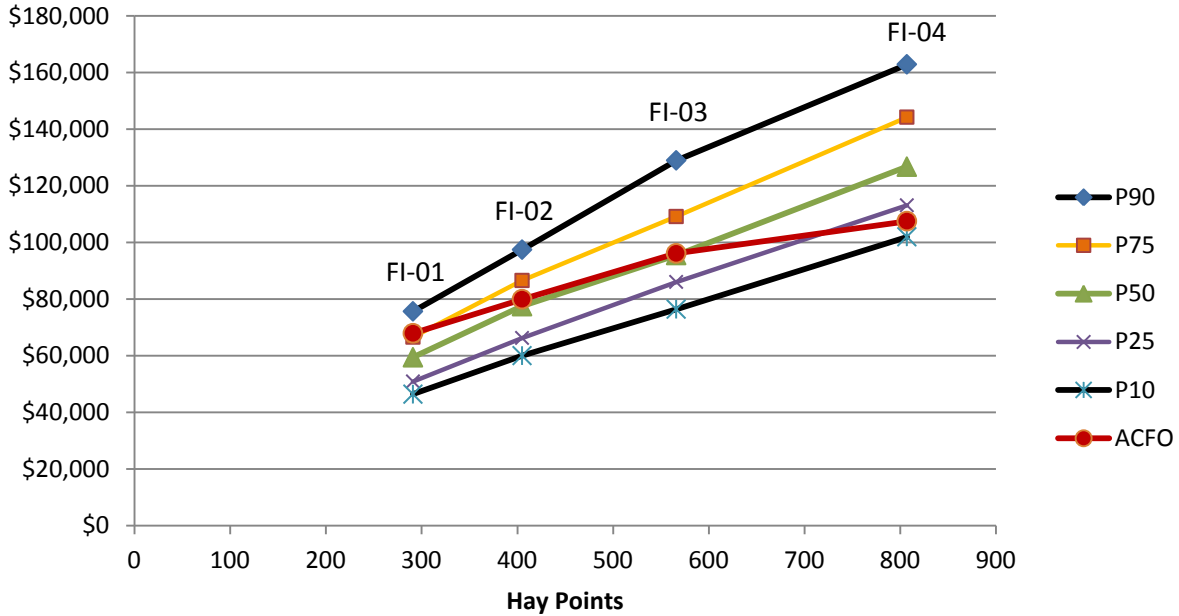
90th	129006	141798
75th	109174	124474
50th	95574	106144
25th	86082	94468
10th	76459	82397

Level 20 / FI-04

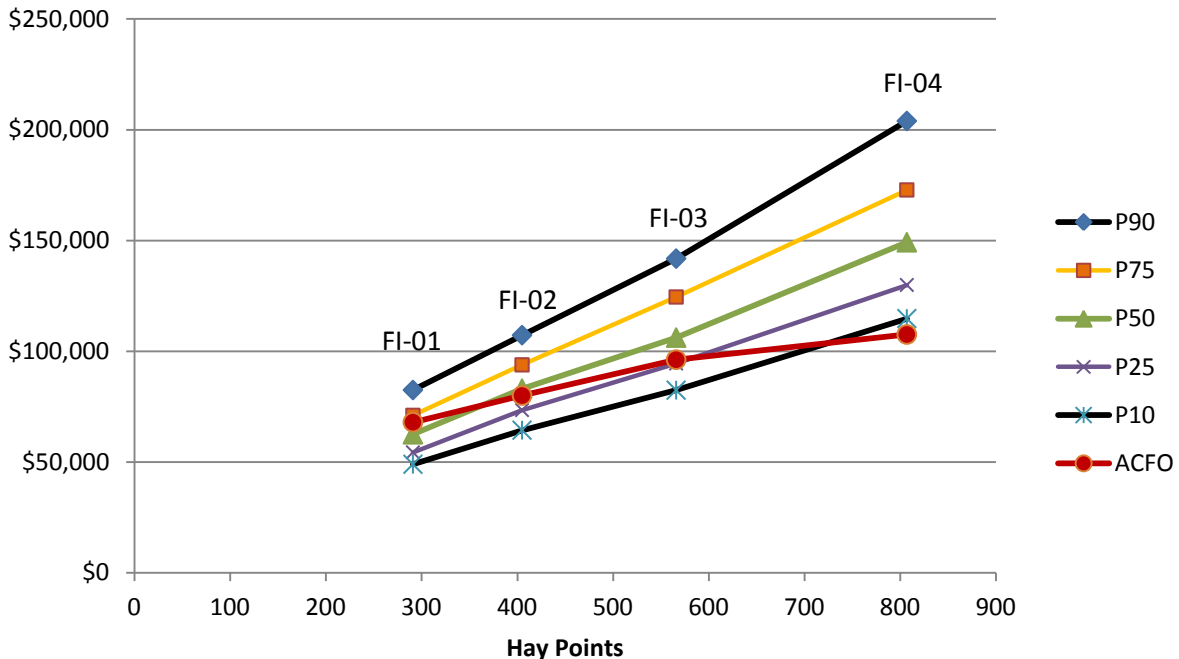
90th	162925	203935
75th	144270	172802
50th	126786	149175
25th	113150	129905
10th	102012	114741



Base Salary Policy - Private Sector (Projected 2013)



Total Cash Design - Private Sector (Projected 2013)

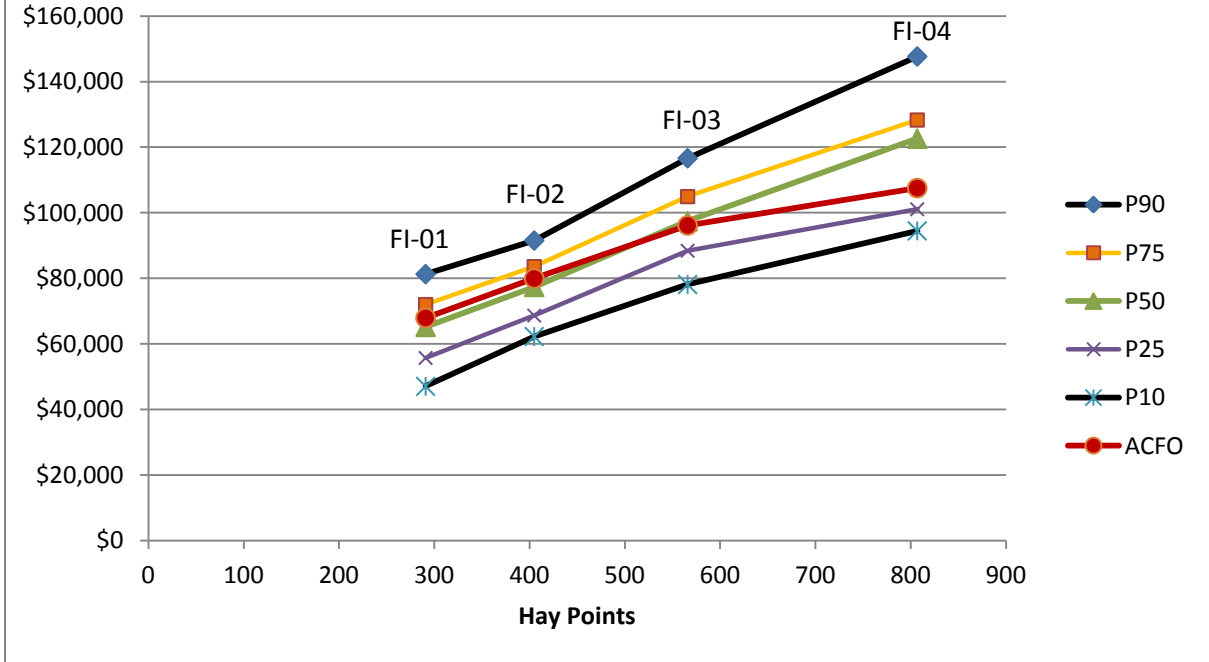


Broader Public Sector Data for 2012

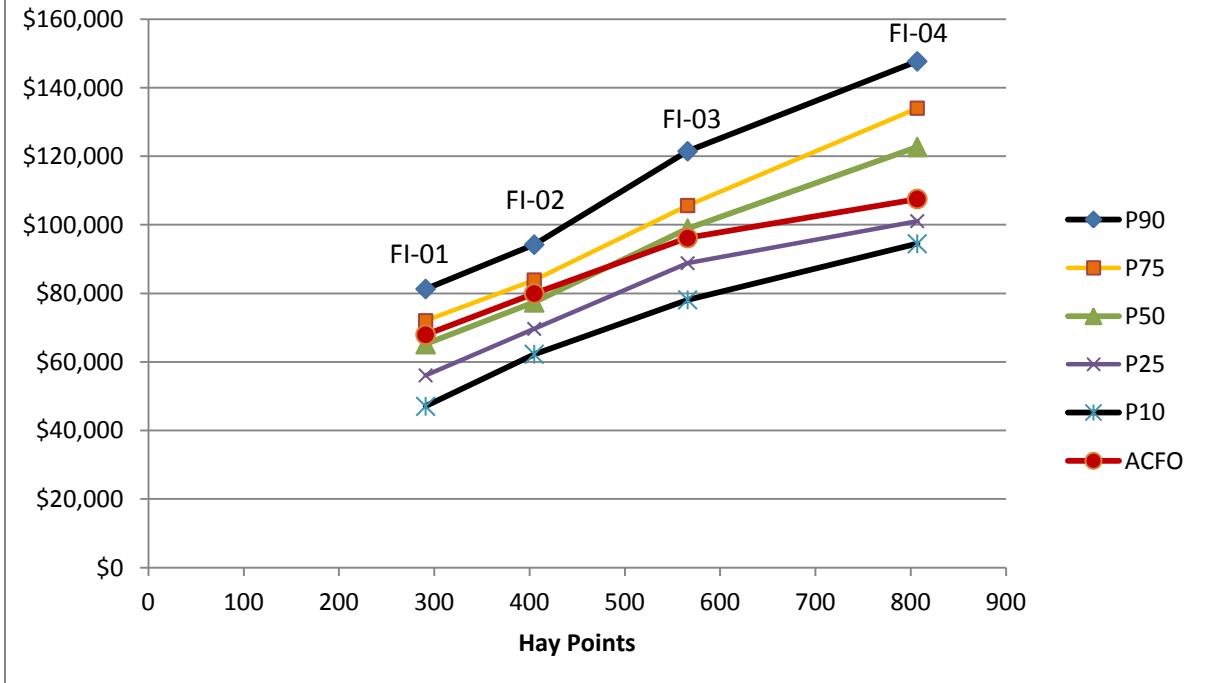
	Midpoint Salary/ Base Salary Policy	Total Cash Design	Total Cash Actual
Level 14 (269 - 313) / FI-01			
90th	81296	81296	81296
75th	72011	72029	69018
50th	65212	65212	63271
25th	55740	56088	56264
10th	47071	47071	46589
Average	64508	64698	63757
Number of Incumbents	408	408	408
Number of Organizations	26	26	26
FI Rate Effective Nov 7, 2010	67937	67937	59073
Level 16 (371 - 438) / FI-02			
90th	91553	94229	91553
75th	83583	83911	84663
50th	77400	77400	76507
25th	68656	69651	66987
10th	62261	62261	61204
Average	77205	78047	77482
Number of Incumbents	457	457	457
Number of Organizations	47	47	47
FI Rate Effective Nov 7, 2010	79971	79971	72025
Level 18 (519 - 613) / FI-03			
90th	116658	121481	116334
75th	104959	105643	105538
50th	97470	98900	97470
25th	88440	88821	85000
10th	78132	78132	76459
Average	96983	99541	98071
Number of Incumbents	173	173	173
Number of Organizations	35	35	35
FI Rate Effective Nov 7, 2010	96160	96160	90462
Level 20 (735 - 879) / FI-04			
90th	147707	147707	147707
75th	128319	134047	137091
50th	122628	122731	124325
25th	101087	101087	101744
10th	94498	94498	93419
Average	118059	120085	120595
Number of Incumbents	58	58	58
Number of Organizations	30	30	30
FI Rate Effective Nov 7, 2010	107547	107547	105191

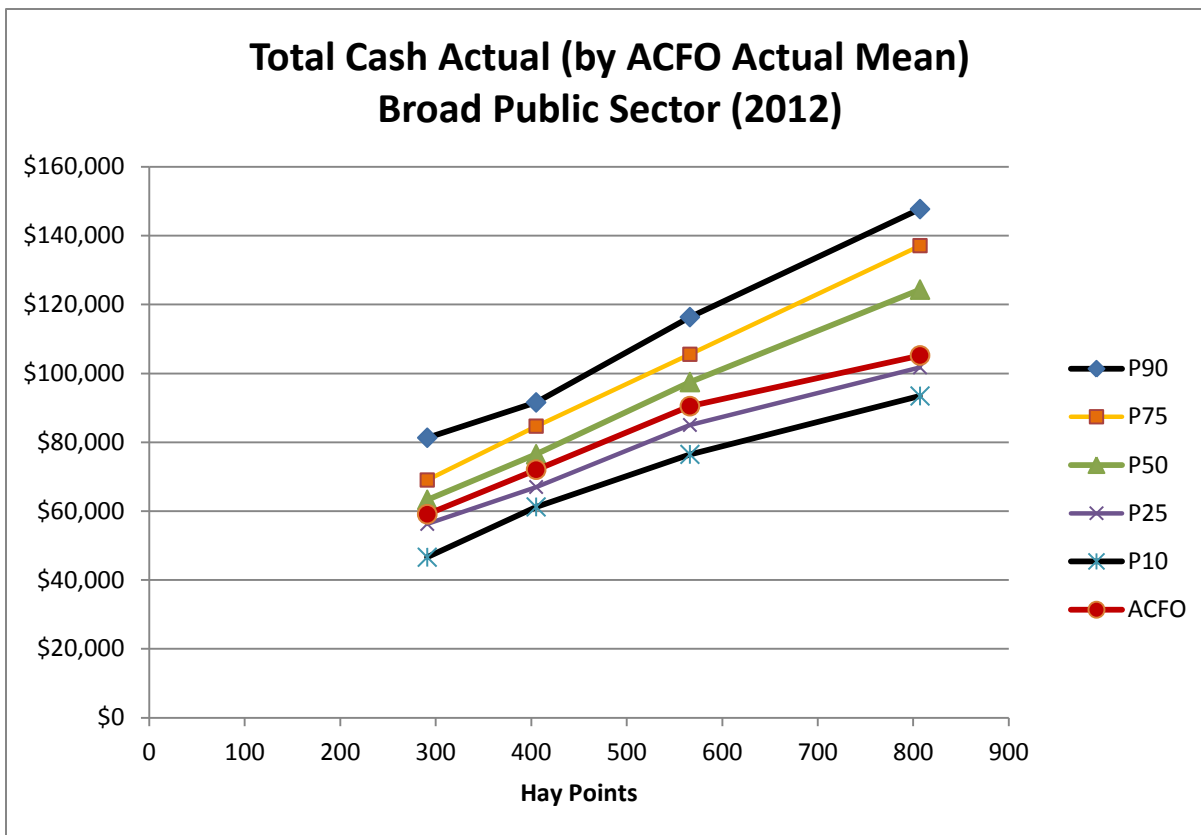


Base Salary Policy - Broad Public Sector (2012)



Total Cash Design - Broad Public Sector (2012)







Projected Pay Levels for 2013 (2.0% increase)

Level 14 / FI-01

90th	82922	82922
75th	73451	73470
50th	66516	66516
25th	56855	57210
10th	48012	48012

Level 16 / FI-02

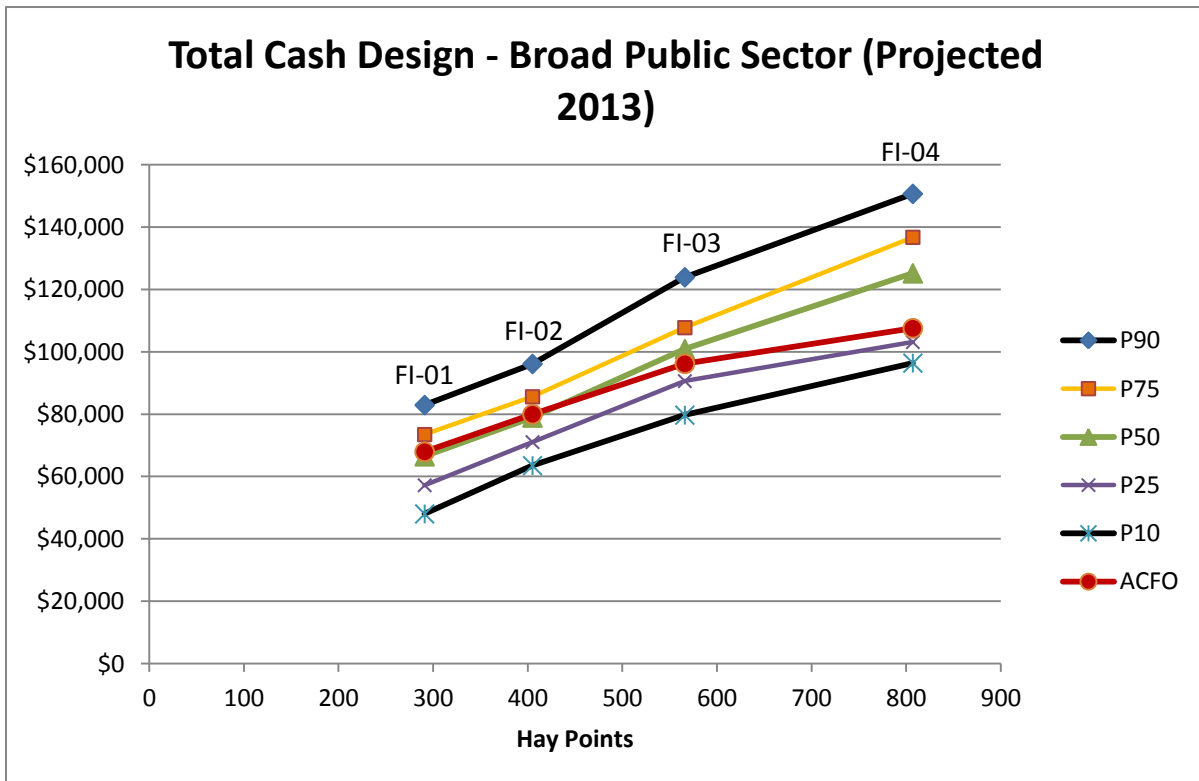
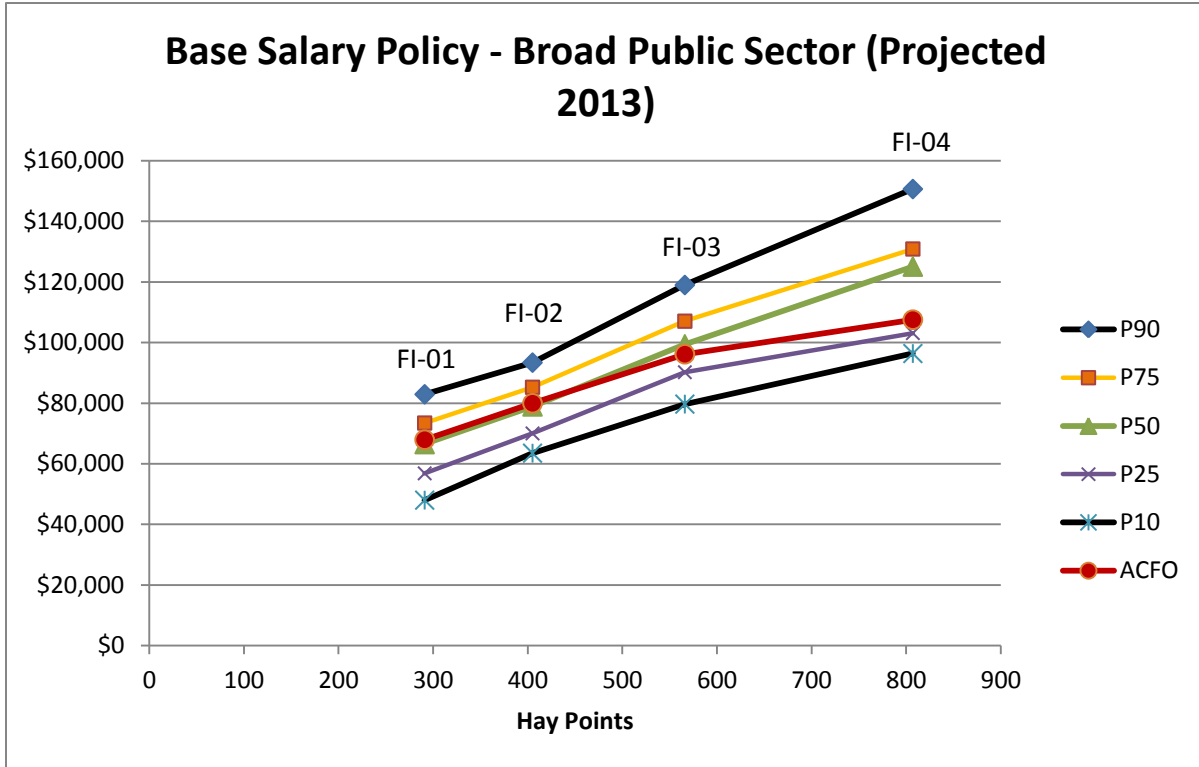
90th	93384	96114
75th	85255	85589
50th	78948	78948
25th	70029	71044
10th	63506	63506

Level 18 / FI-03

90th	118991	123911
75th	107058	107756
50th	99419	100878
25th	90209	90597
10th	79695	79695

Level 20 / FI-04

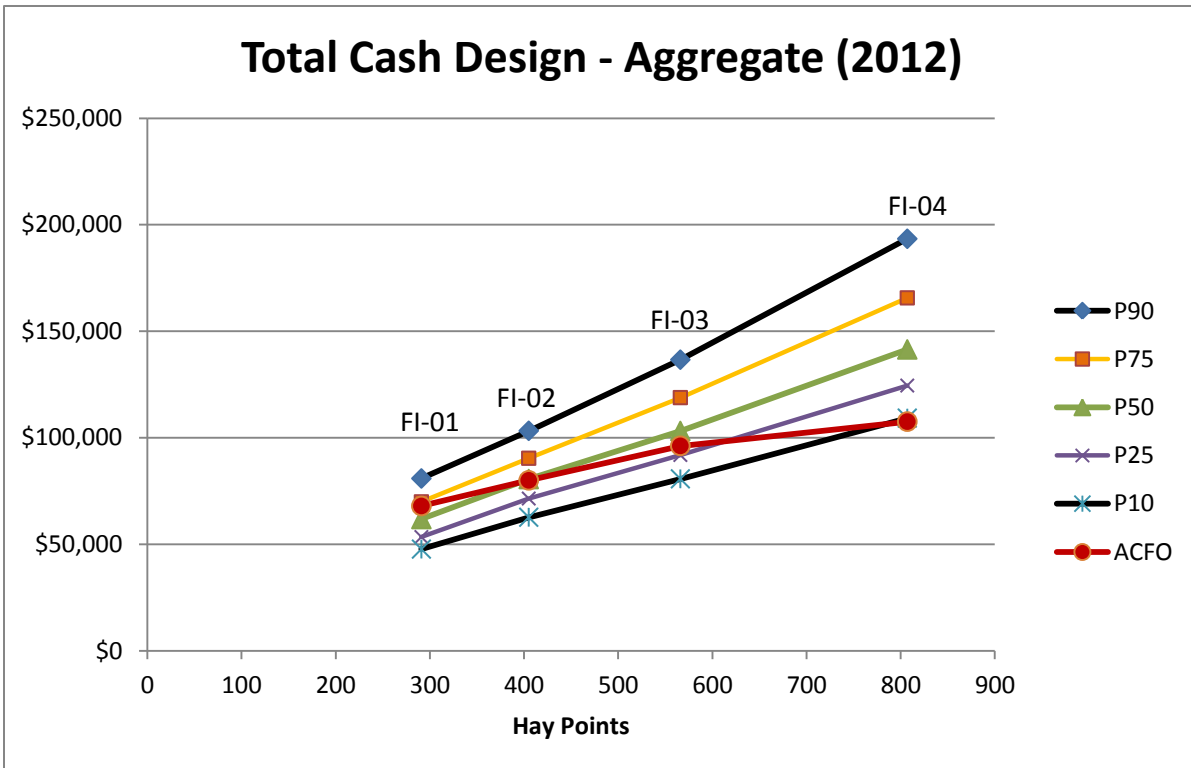
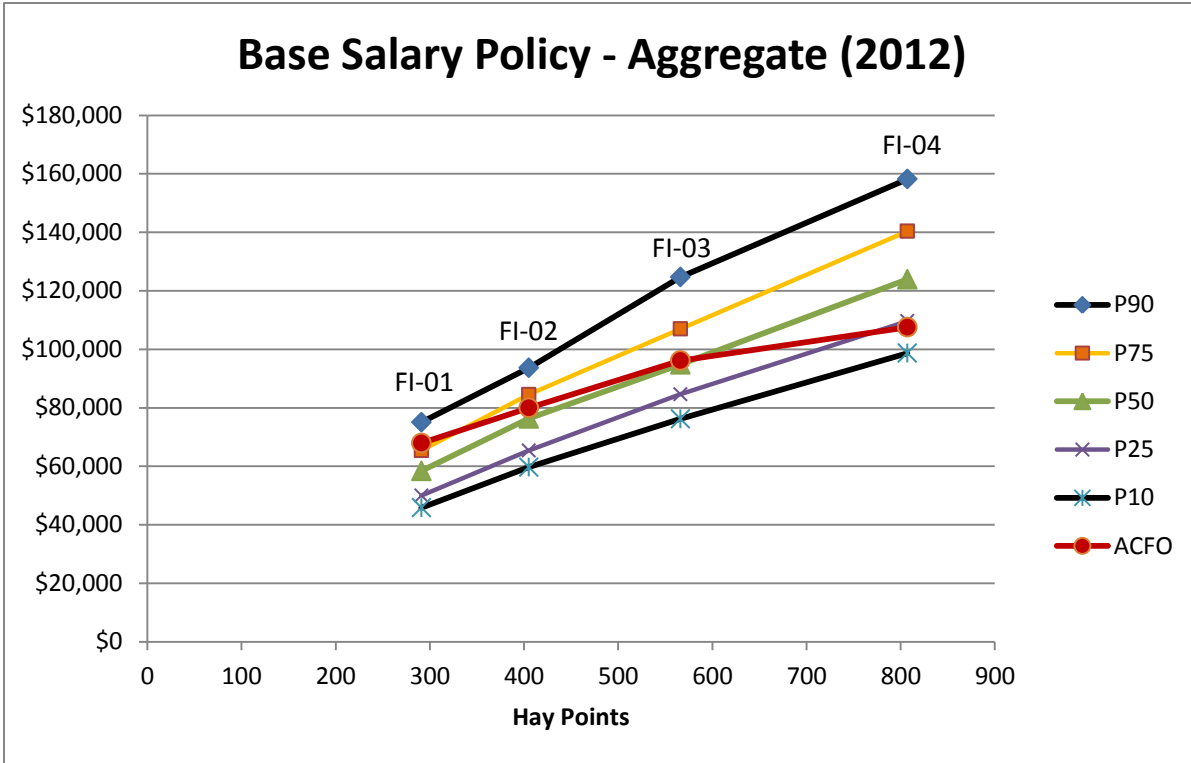
90th	150661	150661
75th	130885	136728
50th	125081	125186
25th	103109	103109
10th	96388	96388

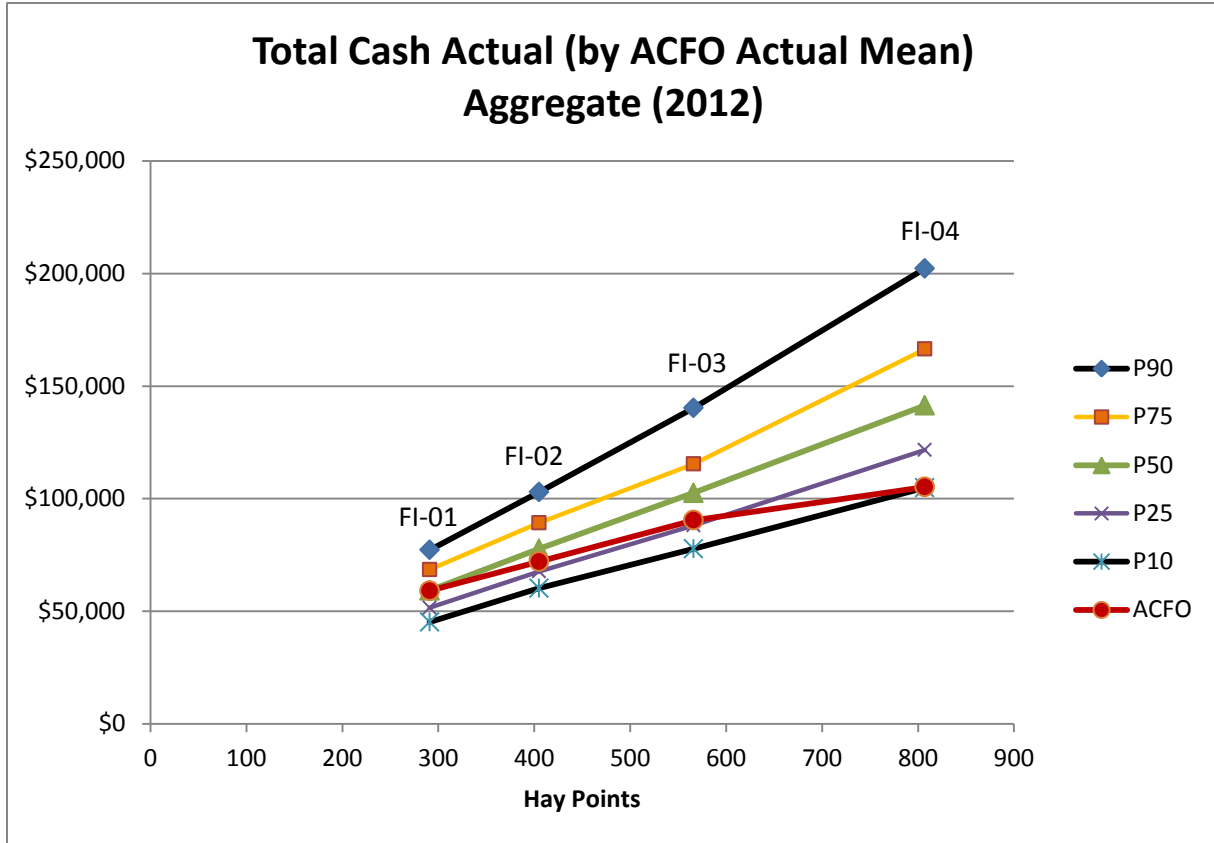




Aggregate Data for 2012

	Midpoint Salary/ Base Salary Policy	Total Cash Design	Total Cash Actual
Level 14 (269 - 313) / FI-01			
90th	75052	80845	77231
75th	65390	69875	68482
50th	58392	61793	59216
25th	49990	53366	51550
10th	45830	47684	45196
Average	60076	63646	61002
Number of Incumbents	1795	1795	1795
Number of Organizations	189	189	189
FI Rate Effective Nov 7, 2010	67937	67937	59073
Level 16 (371 - 438) / FI-02			
90th	93667	103220	102920
75th	84500	90340	89253
50th	76330	80575	77695
25th	65394	71420	67694
10th	59682	62637	60207
Average	76667	82326	80254
Number of Incumbents	2498	2498	2498
Number of Organizations	236	236	236
FI Rate Effective Nov 7, 2010	79971	79971	72025
Level 18 (519 - 613) / FI-03			
90th	124708	136623	140276
75th	106977	118814	115430
50th	94836	103157	102550
25th	84616	91842	88128
10th	76194	80671	77720
Average	97436	107713	105776
Number of Incumbents	1604	1604	1604
Number of Organizations	202	202	202
FI Rate Effective Nov 7, 2010	96160	96160	90462
Level 20 (735 - 879) / FI-04			
90th	158216	193392	202226
75th	140378	165644	166493
50th	123919	141441	141441
25th	109659	124479	121659
10th	98693	109181	104835
Average	126691	147311	148298
Number of Incumbents	1957	1957	1957
Number of Organizations	193	193	193
FI Rate Effective Nov 7, 2010	107547	107547	105191







Projected Pay Levels for 2013 (2.0% increase)

Level 14 / FI-01

90th	76553	82462
75th	66698	71273
50th	59560	63029
25th	50990	54433
10th	46747	48638

Level 16 / FI-02

90th	95540	105284
75th	86190	92147
50th	77857	82187
25th	66702	72848
10th	60876	63890

Level 18 / FI-03

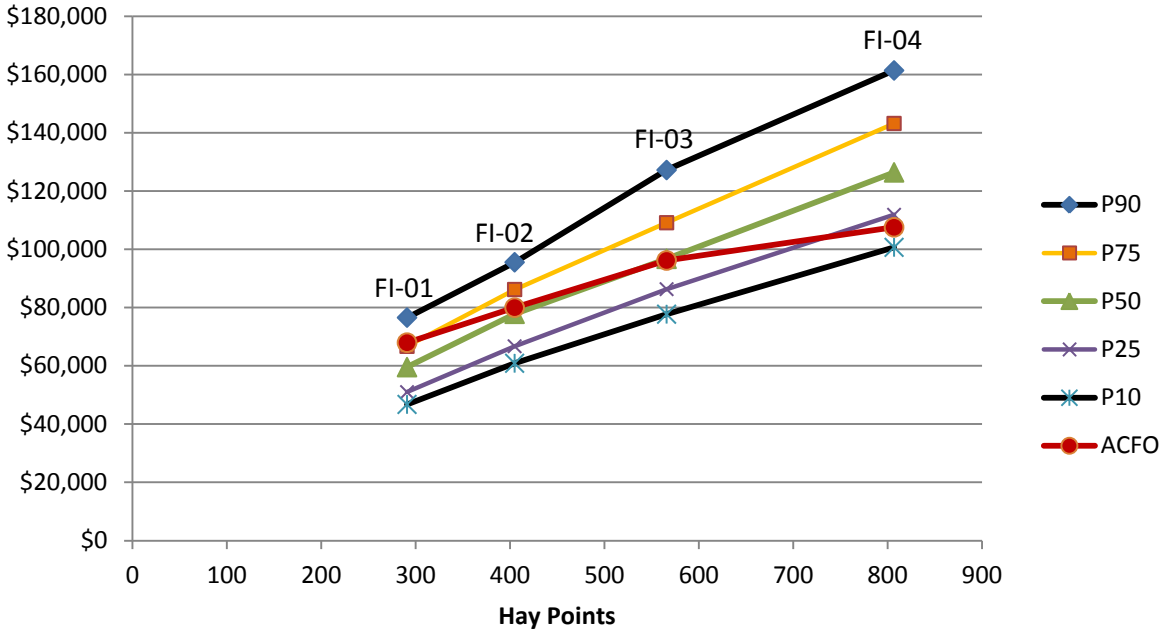
90th	127202	139355
75th	109117	121190
50th	96733	105220
25th	86308	93679
10th	77718	82284

Level 20 / FI-04

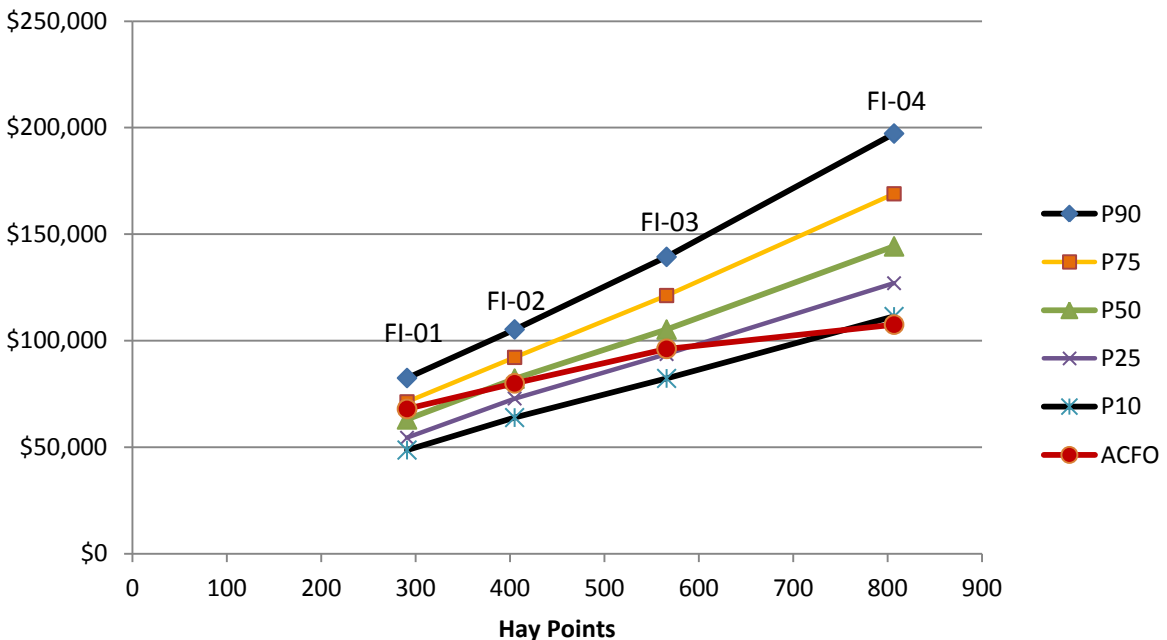
90th	161380	197260
75th	143186	168957
50th	126397	144270
25th	111852	126969
10th	100667	111365



Base Salary Policy - Aggregate (Projected 2013)



Total Cash Design - Aggregate (Projected 2013)



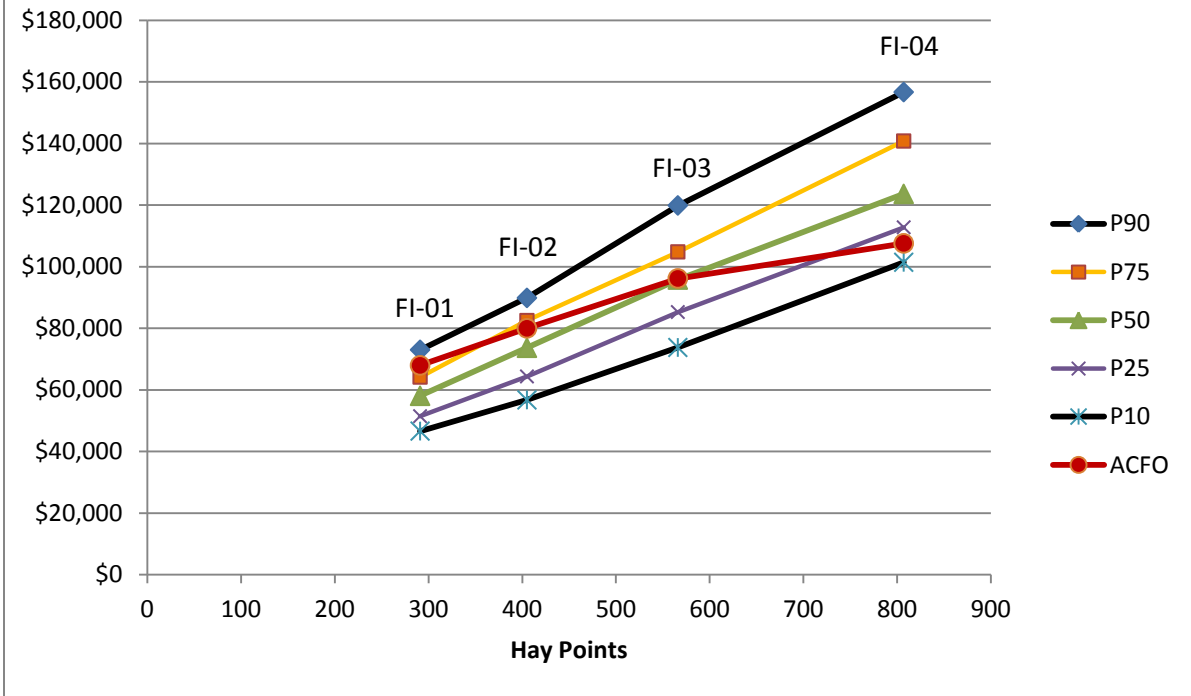


Data specific to “small” organizations with fewer than 1500 employees (2012)

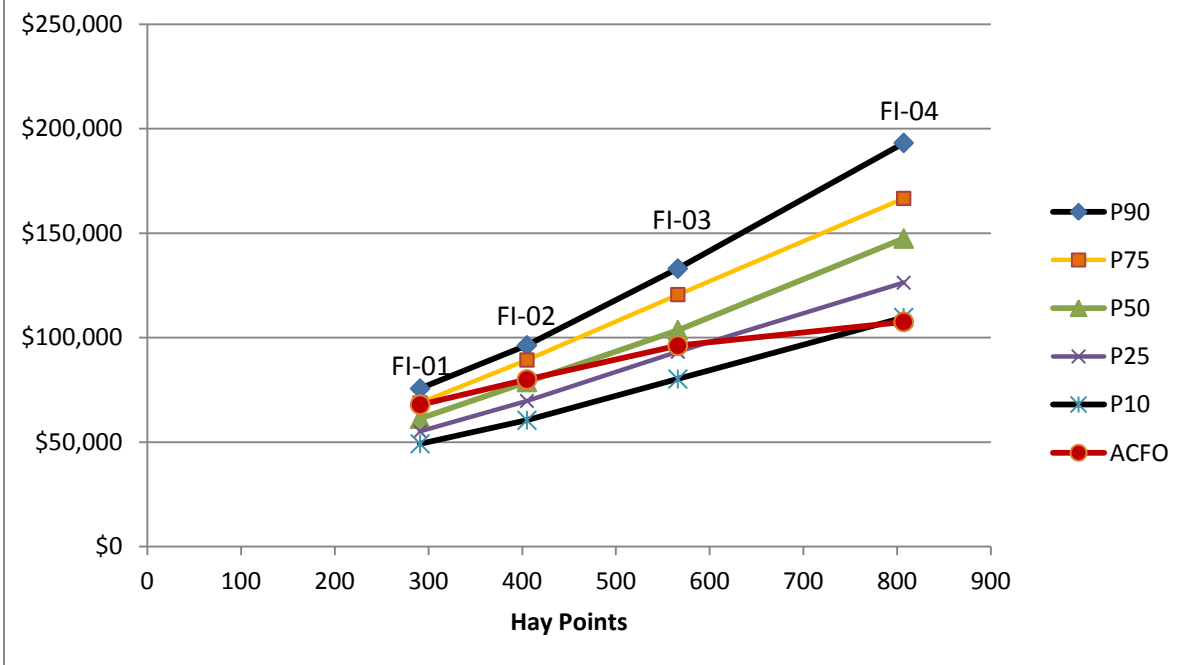
Level 14 (269 - 313) / FI-01		
90th	72990	75652
75th	64146	68750
50th	58063	61225
25th	51450	55107
10th	46599	49215
Average	59076	62706
Number of Incumbents	498	498
Number of Organizations	118	118
Rate Effective Nov 7, 2010	67937	67937
Level 16 (371 - 438) / FI-02		
90th	89842	96307
75th	82494	89301
50th	73657	78786
25th	64352	69717
10th	56722	60482
Average	74244	79717
Number of Incumbents	507	507
Number of Organizations	131	131
Rate Effective Nov 7, 2010	79971	79971
Level 18 (519 - 613) / FI-03		
90th	119862	133059
75th	104785	120610
50th	95800	103616
25th	85260	93264
10th	73749	80206
Average	96576	106826
Number of Incumbents	246	246
Number of Organizations	119	119
Rate Effective Nov 7, 2010	96160	96160
Level 20 (735 - 879) / FI-04		
90th	156667	193179
75th	140781	166625
50th	123612	147439
25th	112763	126306
10th	101400	109710
Average	127975	149762
Number of Incumbents	188	188
Number of Organizations	116	116
Rate Effective Nov 7, 2010	107547	107547



Base Salary Policy - Small Organizations (2012)



Total Cash Design - Small Organizations (2012)



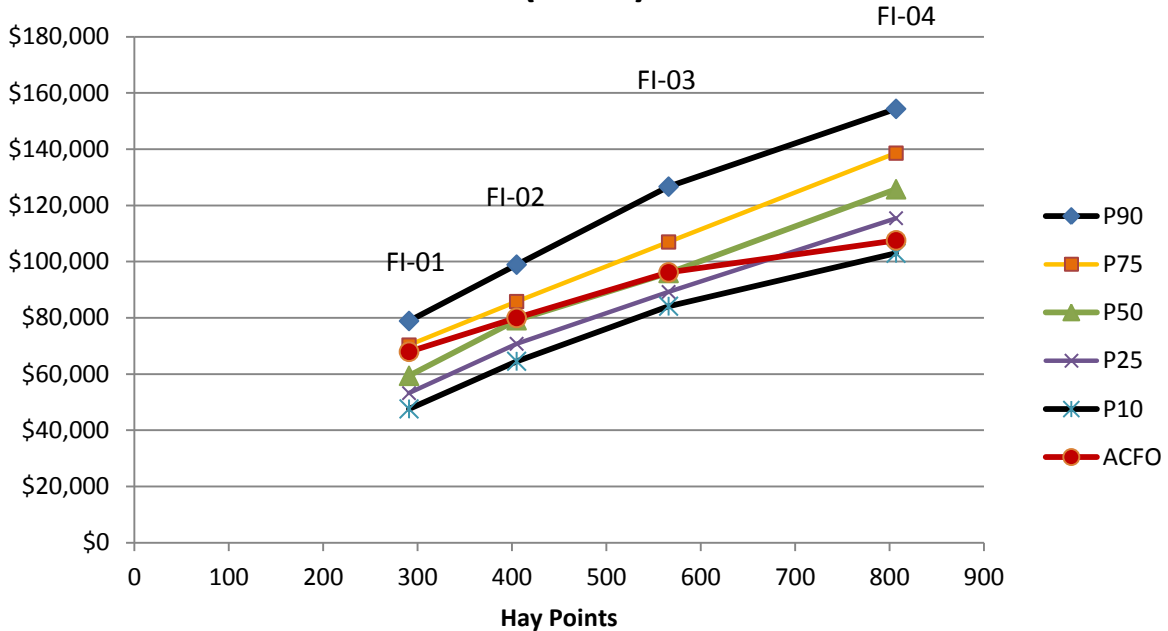


Data specific to “mid size” organizations: between 1500 and 5000 employees (2012)

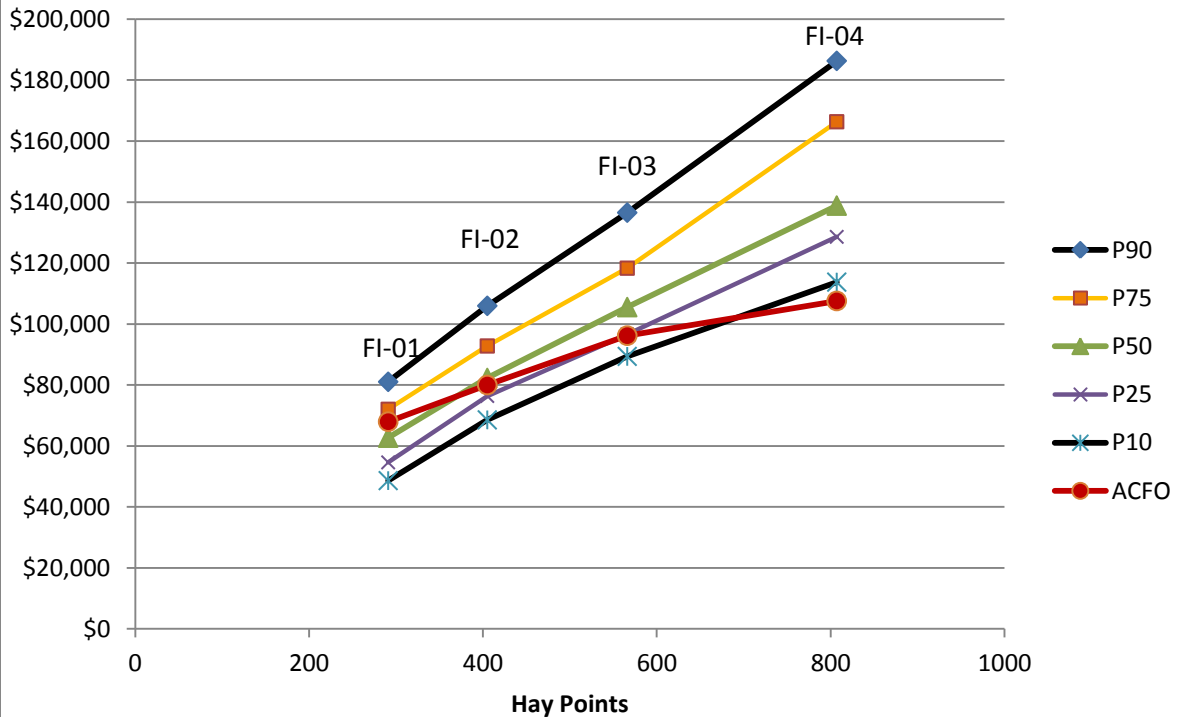
Level 14 (269 - 313) / FI-01		
90th	78870	81025
75th	70300	72007
50th	59371	62711
25th	53191	54595
10th	47585	48608
Average	61690	64433
Number of Incumbents	293	293
Number of Organizations	42	42
Rate Effective Nov 7, 2010	67937	67937
Level 16 (371 - 438) / FI-02		
90th	98919	105947
75th	85780	92775
50th	79162	82283
25th	70763	76360
10th	64538	68536
Average	79849	84954
Number of Incumbents	570	570
Number of Organizations	61	61
Rate Effective Nov 7, 2010	79971	79971
Level 18 (519 - 613) / FI-03		
90th	126683	136517
75th	106977	118298
50th	95966	105533
25th	89200	96554
10th	84130	89361
Average	101069	110558
Number of Incumbents	266	266
Number of Organizations	42	42
Rate Effective Nov 7, 2010	96160	96160
Level 20 (735 - 879) / FI-04		
90th	154360	186293
75th	138600	166320
50th	125753	138820
25th	115447	128570
10th	102956	113718
Average	127440	147838
Number of Incumbents	134	134
Number of Organizations	43	43
Rate Effective Nov 7, 2010	107547	107547



Base Salary Policy - Mid-size Organizations (2012)



Total Cash Design - Mid-size Orgs (2012)





Data specific to “large” organizations: more than 5000 employees (2012)

Level 14 (269 - 313) / FI-01

90th	78030	89760
75th	68100	74100
50th	57278	61031
25th	46758	49141
10th	44315	46974
Average	60237	64637
Number of Incumbents	1004	1004
Number of Organizations	29	29
Rate Effective Nov 7, 2010	67937	67937

Level 16 (371 - 438) / FI-02

90th	99880	114448
75th	86242	90118
50th	75208	77592
25th	63842	66987
10th	59705	63066
Average	76870	83550
Number of Incumbents	1421	1421
Number of Organizations	44	44
Rate Effective Nov 7, 2010	79971	79971

Level 18 (519 - 613) / FI-03

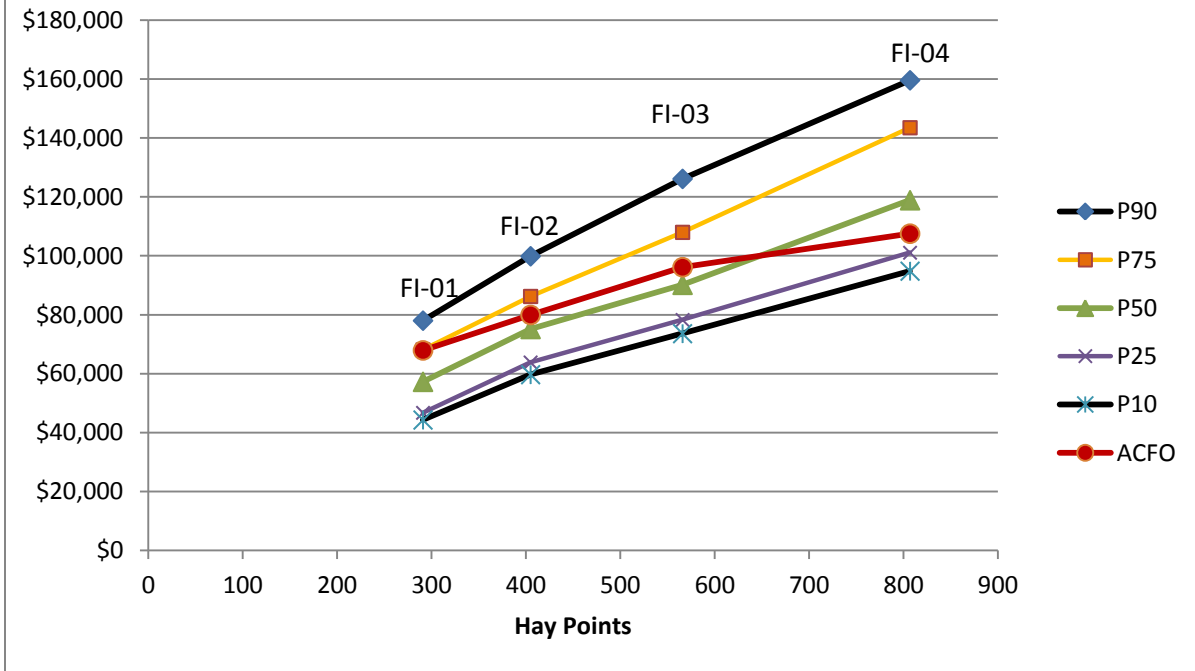
90th	126141	144000
75th	108000	116150
50th	90200	99337
25th	78274	86303
10th	73619	78097
Average	95481	106480
Number of Incumbents	1092	1092
Number of Organizations	41	41
Rate Effective Nov 7, 2010	96160	96160

Level 20 (735 - 879) / FI-04

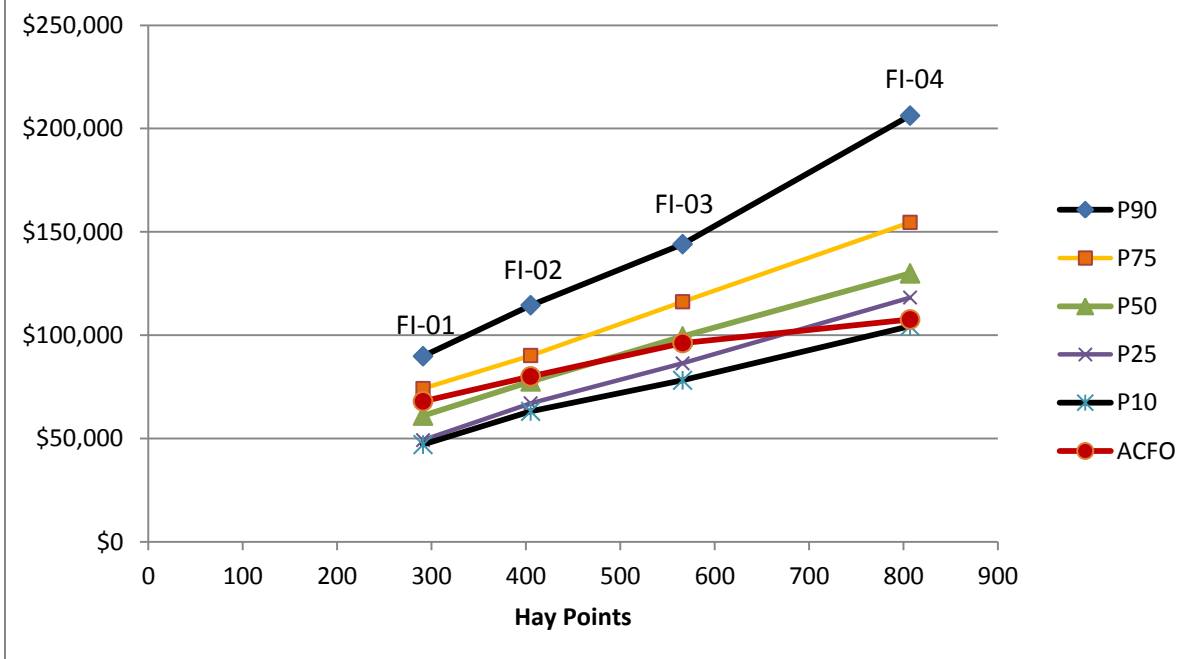
90th	159595	206246
75th	143500	154570
50th	118900	129879
25th	101087	118170
10th	94812	104344
Average	123904	142851
Number of Incumbents	1635	1635
Number of Organizations	34	34
Rate Effective Nov 7, 2010	107547	107547



Base Salary Policy - Large Organizations (2012)



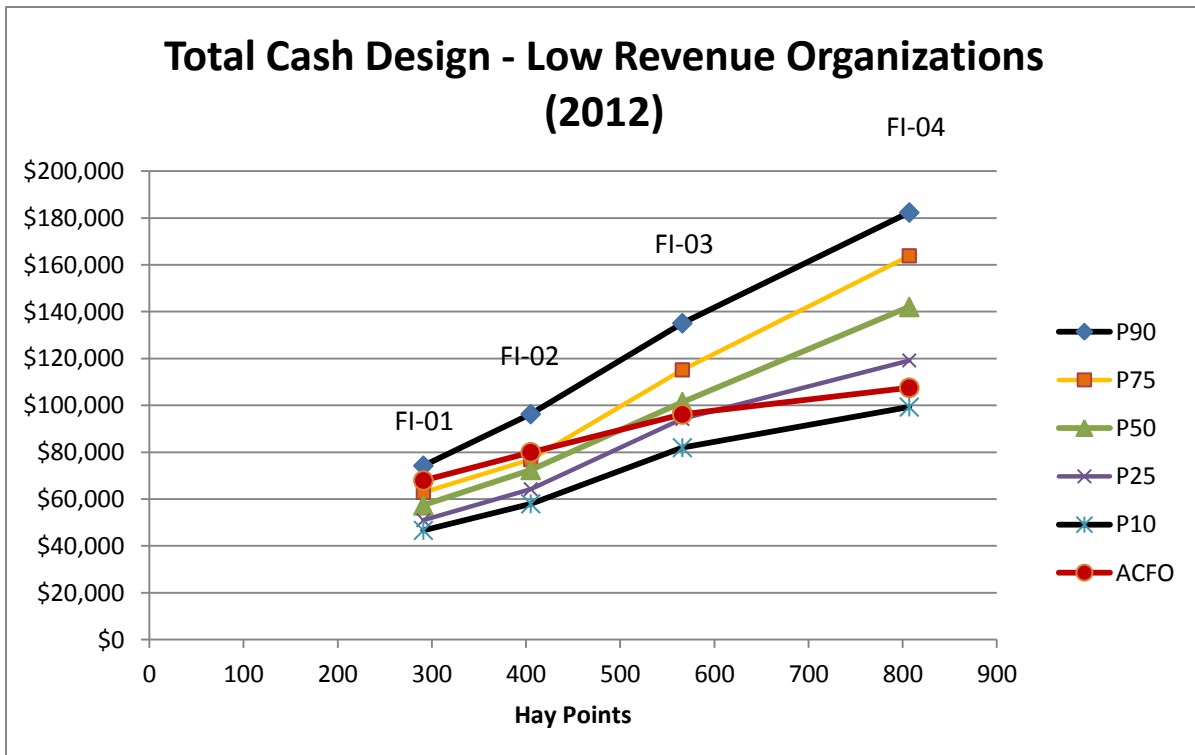
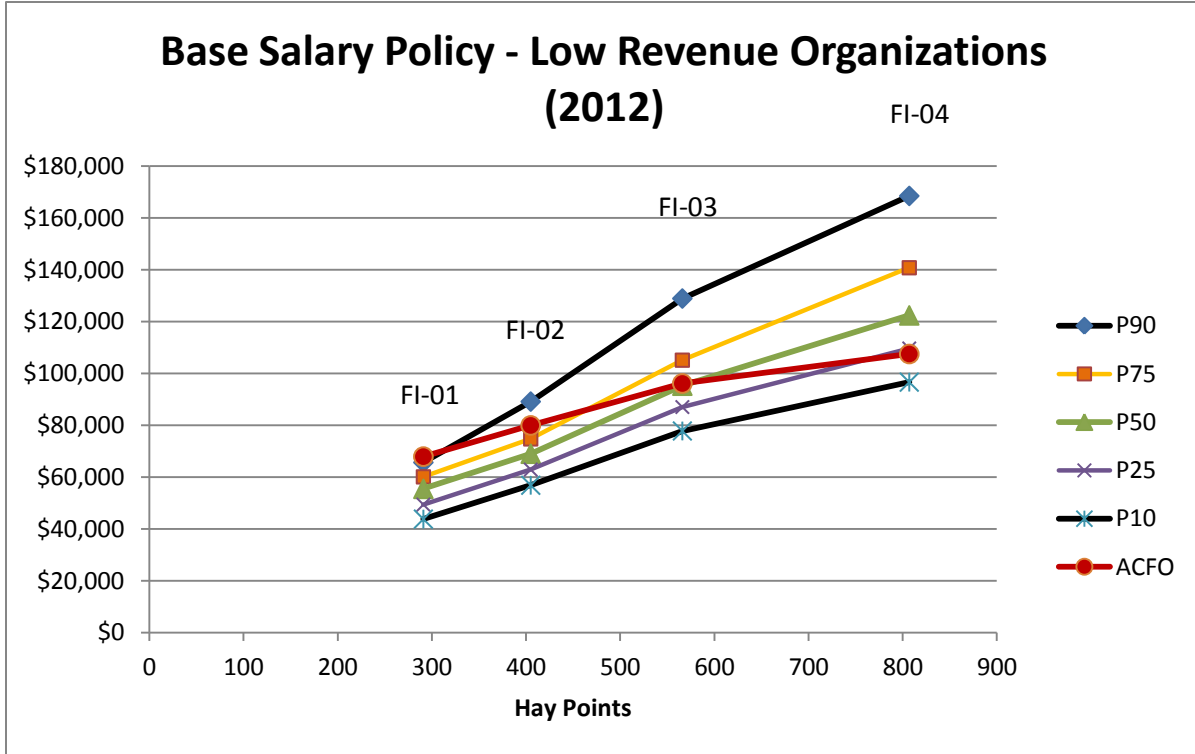
Total Cash Design - Large Organizations (2012)





Data specific to “low revenue” organizations: less than \$100 Million in revenue (2012)

Level 14 (269 - 313) / FI-01		
90th	65681	74250
75th	60115	62908
50th	55500	57344
25th	49415	50979
10th	43820	46640
Average	55727	58861
Number of Incumbents	171	171
Number of Organizations	46	46
Rate Effective Nov 7, 2010	67937	67937
Level 16 (371 - 438) / FI-02		
90th	89173	96307
75th	74766	76869
50th	69054	72480
25th	62919	64238
10th	56873	57986
Average	71289	74655
Number of Incumbents	165	165
Number of Organizations	43	43
Rate Effective Nov 7, 2010	79971	79971
Level 18 (519 - 613) / FI-03		
90th	128949	135096
75th	105159	115205
50th	95300	101420
25th	87058	94258
10th	77827	81965
Average	98346	106281
Number of Incumbents	75	75
Number of Organizations	46	46
Rate Effective Nov 7, 2010	96160	96160
Level 20 (735 - 879) / FI-04		
90th	168546	182391
75th	140831	163893
50th	122431	142055
25th	109681	119217
10th	96674	99306
Average	125473	142297
Number of Incumbents	58	58
Number of Organizations	45	45
Rate Effective Nov 7, 2010	107547	107547



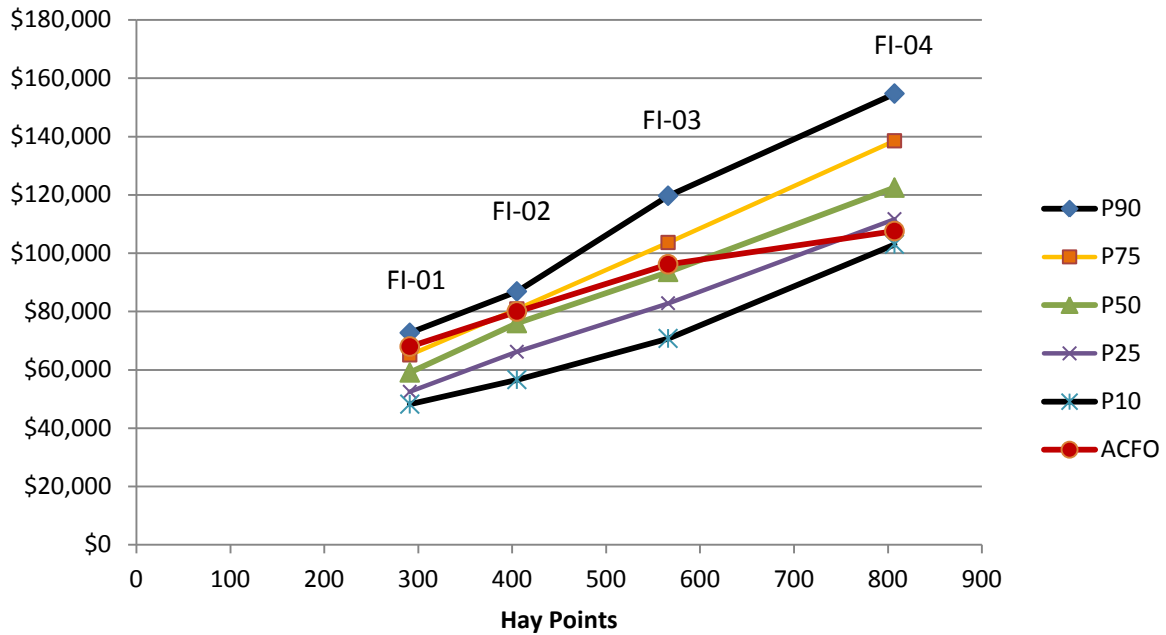


Data specific to “medium revenue” organizations: \$100-999 Million in revenue (2012)

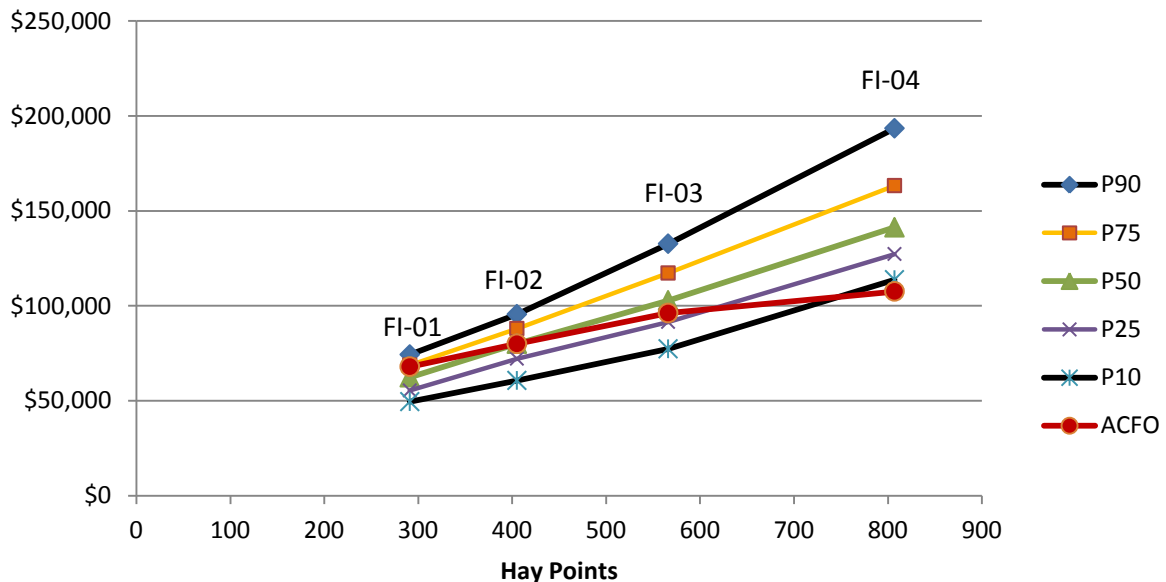
Level 14 (269 - 313) / FI-01		
90th	72658	74304
75th	65088	68750
50th	59079	62350
25th	52443	55428
10th	48179	49500
Average	59732	63133
Number of Incumbents	418	418
Number of Organizations	83	83
Rate Effective Nov 7, 2010	67937	67937
Level 16 (371 - 438) / FI-02		
90th	86844	95528
75th	80840	88003
50th	76000	80040
25th	66166	72141
10th	56600	60682
Average	74397	79536
Number of Incumbents	522	522
Number of Organizations	105	105
Rate Effective Nov 7, 2010	79971	79971
Level 18 (519 - 613) / FI-03		
90th	119651	132660
75th	103623	117221
50th	93563	102850
25th	82798	91483
10th	70730	77330
Average	95436	105744
Number of Incumbents	200	200
Number of Organizations	82	82
Rate Effective Nov 7, 2010	96160	96160
Level 20 (735 - 879) / FI-04		
90th	154692	193414
75th	138497	163244
50th	122460	141298
25th	111650	127251
10th	103020	113718
Average	127197	149545
Number of Incumbents	170	170
Number of Organizations	80	80
Rate Effective Nov 7, 2010	107547	107547



Base Salary Policy - Medium Revenue Organizations (2012)



Total Cash Design - Medium Revenue Organizations (2012)





Data specific to “high revenue” organizations with \$1 Billion or more in revenue (2012)

Level 14 (269 - 313) / FI-01

90th	81296	87302
75th	71266	74800
50th	59590	64130
25th	48800	51856
10th	44350	46974
Average	62541	66603
Number of Incumbents	1170	1170
Number of Organizations	56	56
Rate Effective Nov 7, 2010	67937	67937

Level 16 (371 - 438) / FI-02

90th	100503	112643
75th	88100	94866
50th	78200	85063
25th	67310	74865
10th	60124	64827
Average	80460	87072
Number of Incumbents	1771	1771
Number of Organizations	81	81
Rate Effective Nov 7, 2010	79971	79971

Level 18 (519 - 613) / FI-03

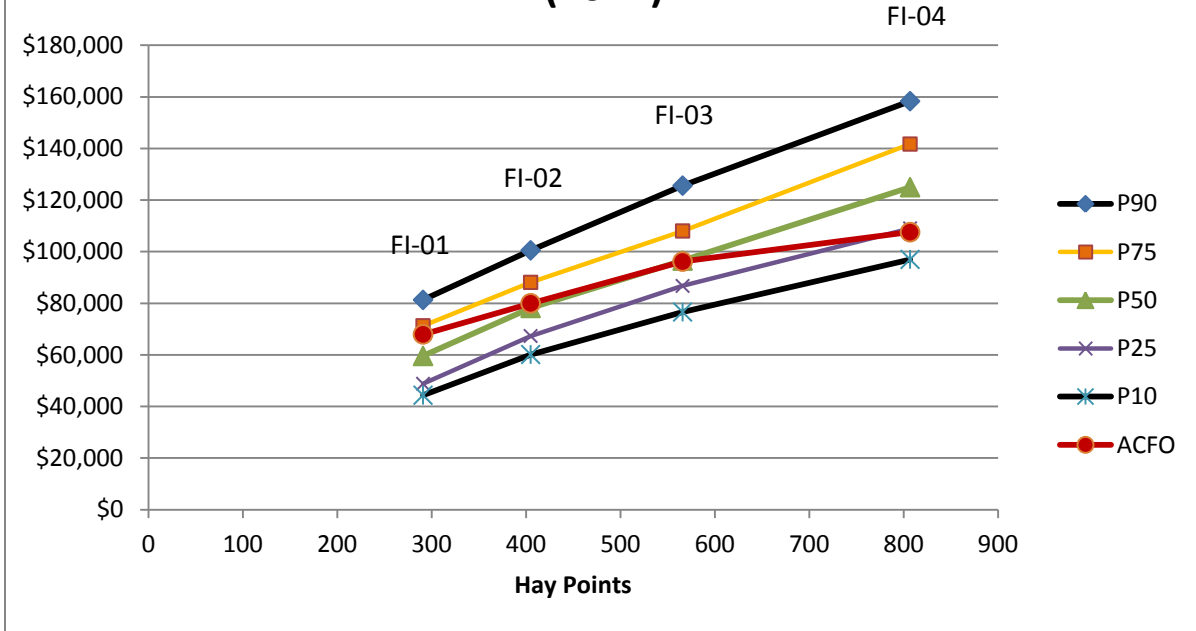
90th	125590	140919
75th	108011	124162
50th	96554	103892
25th	86722	92543
10th	76600	82570
Average	99010	109982
Number of Incumbents	1306	1306
Number of Organizations	68	68
Rate Effective Nov 7, 2010	96160	96160

Level 20 (735 - 879) / FI-04

90th	158324	197243
75th	141700	169414
50th	125000	143580
25th	109030	124361
10th	97000	108667
Average	126995	147590
Number of Incumbents	1725	1725
Number of Organizations	66	66
Rate Effective Nov 7, 2010	107547	107547



Base Salary Policy - High Revenue Organizations (2012)



Total Cash Design - High Revenue Organizations (2012)

