

2005 Western Canada Tourism Industry Compensation Study British Columbia

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Section I

Survey Scope & Methodology

Survey Scope

The Hay Group, in collaboration with go2 and the Tourism Education Councils from Alberta, Manitoba, Saskatchewan and Yukon, is pleased to present the **2005 Western Canada Tourism Industry Compensation Study**. This study expands on the *2003/2004 British Columbia Tourism Industry Compensation Study* conducted by Hay, along with go2, to include five provinces/territories in Western Canada.

The BC-Only component of the study is a review of wage, salary and benefits for the tourism industry in British Columbia. It gathered data for 27 benchmark positions covering executive, supervisory / management and front line employees, for the following sectors and regions. Refer to Appendix A for the benchmark positions and their job descriptions.

Primary Sector

- Food & Beverage
- Accommodations
- Adventure Tourism & Outdoor Recreation
- Attractions

Regions

- Lower Mainland
- Victoria
- Whistler
- Thompson/Okanagan
- Other British Columbia

One Hundred and sixty-six (166) BC organizations completed an internet based questionnaire on salary administration and benefits provision One Hundred and thirty-eight (138) of these organizations (83%) also submitted salary and wage data.

Market pricing information in this report is based on data gathered for over 6,828 incumbents in 138 organizations / business units in British Columbia.

Data Collection & Processing

This study gathered pay practices and compensation data for 27 benchmark positions covering executive, supervisory / management, and front line employees, for the tourism industry in British Columbia. During the data audit process, Hay contacted all participants to confirm and validate submitted data, and to collect any missing information. Quality assurance occurred throughout the audit process with each individual survey file and the entire database.

Compensation Elements

The following 4 compensation elements are analyzed and presented in job match compensation tables in this report:

Annual Salary Range Minimum

For salaried positions, this is the pay rate that an organization is prepared to pay as a minimum rate for a particular position. For example, if the annual salary range is \$35,000 to \$45,000, \$35,000 is the salary minimum. In this study, the annual salary minimum is only reported for those organizations that use salary ranges (minimum and maximum).

Annual Salary Range Maximum

For salaried positions, this is the pay rate that an organization is prepared to pay as a maximum rate for a particular position. For example, if the annual salary range is \$35,000 to \$45,000, \$45,000 is the salary maximum. In this study, the annual salary maximum is only reported for those organizations that use salary ranges (minimum and maximum).

Hourly Range Minimum

For hourly paid positions, this is the pay rate that an organization is prepared to pay as a minimum rate for a particular position. For example, if the hourly pay range is \$9.50 to \$10.50, \$9.50 is the hourly minimum rate. In this study, the hourly salary minimum is only reported for those organizations that use salary ranges (minimum and maximum).

Hourly Range Maximum

For hourly paid positions, this is the pay rate that an organization is prepared to pay as a maximum rate for a particular position. For example, if the hourly pay range is \$9.50 to \$10.50, \$10.50 is the hourly maximum rate. In this study, the hourly salary maximum is only reported for those organizations that use salary ranges (minimum and maximum).

**Organization
Weighted Approach**

The amount of job match data submitted varies among the participants. In order to reduce sample bias caused by the over-weighting of particular participants, Hay has used an organization weighted approach to calculate market statistics for this study. Each organization carries equal weighting in the final results.

Confidentiality

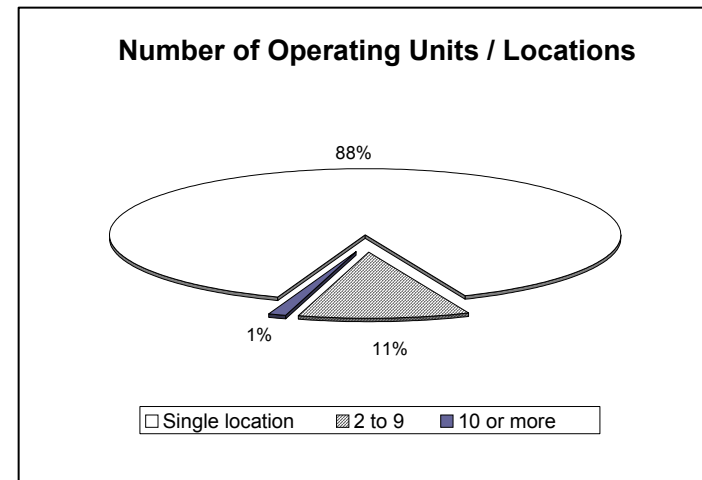
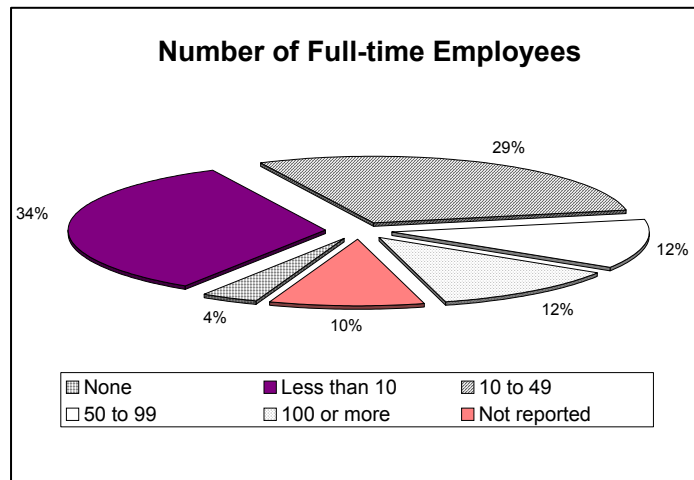
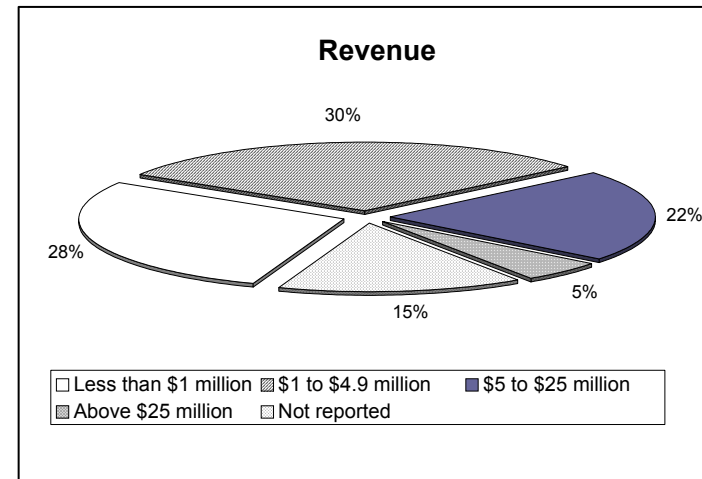
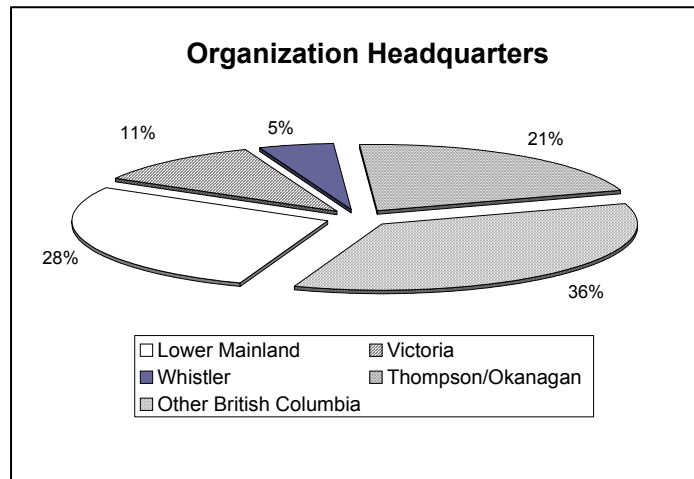
Hay's policy is to provide organizations with the most useful information possible without compromising confidentiality or data validity. A minimum of 4 organizations must be represented to provide wage or salary data.

Section II

Survey Participant Profile

Participant Profile – British Columbia (n=166)

The following charts summarize the profile of the participants by headquarters, revenue, number of full-time employees, and number of operating units.



Distribution of Participant Data

Table II-1: Distribution of Participant Data – by Number of Organizations

Primary Sector	(n=166)
Food & Beverage	23%
Accommodations	43%
Adventure Tourism & Outdoor Recreation	16%
Attractions	18%

Note: Percentages may not total 100% due to rounding.

Table II-2: Distribution of Participant Data – by Number of Incumbents

Primary Sector	(n=6828)
Food & Beverage	22%
Accommodations	53%
Adventure Tourism & Outdoor Recreation	19%
Attractions	6%

Note: Percentages may not total 100% due to rounding.

Table II-3: Food & Beverage Participants – by Type of Establishments

Type of Establishment	(n=38)
Fine Dining	11%
Casual	39%
Family	8%
Quick Service	16%
Deli/Coffee Bar	8%
Pubs & Cabarets	13%
Other	5%

Note: Percentages may not total 100% due to rounding.

- Other types of food and beverage establishments reported include bakery, brewery, and catering services.

Table II-4: Participants with Accommodations Units – by Number of Units

Number of Units	(n=85)
Less than 100	58%
100 to 199	25%
200 or more	18%

Note: Percentages may not total 100% due to rounding.

- Some participants from the adventure tourism sector and some from the food and beverage also have lodging facilities. These organizations have been included in Table II-4 along with organizations from the accommodations sector.

Section III

Summary Compensation Tables (British Columbia)

The following compensation **Table III-1** in this section presents the average pay range for all benchmark positions in all sectors and regions of British Columbia. Refer to the compensation job **Table III-2** for more detailed information.

The following **Table III-1** contains a summarized version of the statistics available for British Columbia

Job Title	Annual Range Minimum	Annual Range Maximum	Hourly Range Minimum	Hourly Range Maximum
Accommodations Service Manager	36,177	45,274	12.58	15.39
Banquet Server	*	*	9.13	11.81
Bartender	*	*	9.64	12.00
Catering Manager	35,932	47,965	*	*
Concierge	*	*	12.60	15.55
Cook	*	*	10.34	13.79
Director of Sales and Marketing	48,218	65,453	*	*
Executive Chef	44,535	59,030	14.63	19.06
Executive Housekeeper	36,406	44,237	11.94	13.61
Food and Beverage Manager	41,067	53,182	14.70	16.72
Food and Beverage Server	*	*	8.51	10.02
Food and Beverage Service Supervisor	29,842	42,255	10.63	13.33
Food Service Counter Attendant	*	*	8.53	10.33
Front Desk Agent	*	*	10.79	13.83
General Manager	61,297	86,191	*	*
Guest Service Attendant	*	*	9.35	11.86
Head of Visitor Services	*	*	11.88	15.31
Heritage Interpreter	*	*	12.53	15.49
Host/Hostess	*	*	9.31	11.68
Housekeeping Room Attendant	*	*	10.16	12.76
Outdoor Adventure Guide	*	*	10.68	17.60
Restaurant Manager, Owner, Operator	36,000	52,750	*	*
Retail Sales Clerk	*	*	8.75	11.59
Sales Representative	38,425	52,386	10.80	14.71
Small Business Owner/Operator	27,650	44,563	*	*
Sous Chef	34,100	43,002	12.40	15.37
Tour Guide	*	*	9.58	12.06

Where there are sufficient data, job tables of each benchmark position are published in **Table III-2** based on the following parameters:

- All Organizations
- Primary sector
- Region
- Job classification
- Employment status

The following **Table III-2** contains a summarized version of the statistics available for British Columbia.

Job Title	Group		Annual Range Minimum	Annual Range Maximum	Hourly Range Minimum	Hourly Range Maximum
Accommodations Service Manager	All Organizations		36,177	45,274	12.58	15.39
	Sectors	Accommodations	36,563	45,603	13.22	15.74
		Adventure Tourism/Outdoor Recreation	*	*	*	*
		Attractions	*	*	*	*
	Regions	Lower Mainland	37,406	47,524	*	*
		Victoria	*	*	*	*
		Whistler	*	*	*	*
		Thompson/Okanagan	*	*	*	*
		Other	*	*	*	*
	Classification	Non-union Employees	36,177	45,274	12.58	15.39
	Status	Full-time Employees	36,177	45,274	*	*
		Part-time Employees	*	*	*	*
		Seasonal Employees	*	*	*	*
Banquet Server	All Organizations		*	*	9.13	11.81
	Sectors	Food & Beverage	*	*	*	*
		Accommodations	*	*	9.15	11.62
		Adventure Tourism/Outdoor Recreation	*	*	*	*
		Attractions	*	*	*	*
	Regions	Lower Mainland	*	*	9.92	12.48
		Victoria	*	*	*	*
		Whistler	*	*	*	*
		Thompson/Okanagan	*	*	*	*
		Other	*	*	*	*
	Classification	Union Employees	*	*	*	*
		Non-union Employees	*	*	8.80	11.78

Job Title	Group		Annual Range Minimum	Annual Range Maximum	Hourly Range Minimum	Hourly Range Maximum
Banquet Server	Status	Full-time Employees	*	*	8.99	11.90
		Part-time Employees	*	*	9.26	11.92
		Seasonal Employees	*	*	9.07	11.97
Bartender	All Organizations		*	*	9.64	12.00
	Sectors	Food & Beverage	*	*	8.88	10.35
		Accommodations	*	*	10.12	13.00
		Adventure Tourism/Outdoor Recreation	*	*	9.39	11.60
	Regions	Lower Mainland	*	*	10.25	12.71
		Victoria	*	*	9.97	12.79
		Whistler	*	*	*	*
		Thompson/Okanagan	*	*	8.94	10.35
		Other	*	*	9.06	11.73
	Classification	Union Employees	*	*	10.92	14.29
		Non-union Employees	*	*	9.38	11.56
	Status	Full-time Employees	*	*	9.90	12.63
		Part-time Employees	*	*	9.48	11.76
		Seasonal Employees	*	*	9.54	11.60
	Catering Manager	All Organizations		35,932	47,965	*
Sectors		Accommodations	36,395	47,671	*	*
		Adventure Tourism/Outdoor Recreation	*	*	*	*
		Attractions	*	*	*	*
Regions		Lower Mainland	34,016	47,137	*	*
		Victoria	*	*	*	*
		Other	*	*	*	*
Classification		Non-union Employees	35,932	47,965	*	*

Job Title	Group		Annual Range Minimum	Annual Range Maximum	Hourly Range Minimum	Hourly Range Maximum	
Concierge	Status	Full-time Employees	35,932	47,965	*	*	
	All Organizations		*	*	12.60	15.55	
	Sectors	Accommodations		*	*	11.71	15.13
		Adventure Tourism/Outdoor Recreation		*	*	*	*
	Regions	Lower Mainland		*	*	*	*
		Whistler		*	*	*	*
		Thompson/Okanagan		*	*	*	*
		Other		*	*	*	*
	Classification	Union Employees		*	*	*	*
		Non-union Employees		*	*	12.38	15.50
Status	Full-time Employees		*	*	*	*	
	Seasonal Employees		*	*	*	*	
Cook	All Organizations		*	*	10.34	13.79	
	Sectors	Food & Beverage		*	*	8.97	12.24
		Accommodations		*	*	11.89	15.42
		Adventure Tourism/Outdoor Recreation		*	*	10.37	14.57
		Attractions		*	*	*	*
	Regions	Lower Mainland		*	*	10.81	14.56
		Victoria		*	*	10.24	13.32
		Whistler		*	*	*	*
		Thompson/Okanagan		*	*	8.80	12.53
		Other		*	*	9.86	12.91
	Classification	Union Employees		*	*	12.20	15.66
		Non-union Employees		*	*	9.85	13.43
	Status	Full-time Employees		*	*	10.74	14.26
		Part-time Employees		*	*	9.55	12.88

Job Title	Group		Annual Range Minimum	Annual Range Maximum	Hourly Range Minimum	Hourly Range Maximum
	Seasonal Employees		*	*	9.55	13.30
Director of Sales and Marketing	All Organizations		48,218	65,453	*	*
	Sectors	Food & Beverage	*	*	*	*
		Accommodations	46,255	64,278	*	*
		Attractions	*	*	*	*
	Regions	Lower Mainland	50,472	70,942	*	*
		Victoria	*	*	*	*
		Whistler	*	*	*	*
		Other	*	*	*	*
	Classification	Non-union Employees	48,218	65,453	*	*
	Status	Full-time Employees	48,218	65,453	*	*
Executive Chef	All Organizations		44,535	59,030	14.63	19.06
	Sectors	Food & Beverage	38,500	56,500	*	*
		Accommodations	50,460	65,065	*	*
		Adventure Tourism/Outdoor Recreation	*	*	*	*
		Attractions	*	*	*	*
	Regions	Lower Mainland	44,602	61,563	*	*
		Victoria	49,565	66,548	*	*
		Whistler	*	*	*	*
		Thompson/Okanagan	*	*	*	*
		Other	42,788	53,125	*	*
	Classification	Union Employees	*	*	*	*
		Non-union Employees	44,776	59,768	14.63	19.06
	Status	Full-time Employees	44,535	59,030	*	*
		Seasonal Employees	*	*	16.35	21.11

Job Title	Group		Annual Range Minimum	Annual Range Maximum	Hourly Range Minimum	Hourly Range Maximum
Executive Housekeeper	All Organizations		36,406	44,237	11.94	13.61
	Sectors	Accommodations Adventure Tourism/Outdoor Recreation	36,033 *	43,186 *	12.24 *	13.87 *
Executive Housekeeper	Regions	Lower Mainland	36,506	44,476	*	*
		Victoria	*	*	*	*
		Whistler	*	*	*	*
		Thompson/Okanagan	*	*	*	*
		Other	37,550	46,250	10.44	12.75
Classification	Union Employees	*	*	*	*	
	Non-union Employees	36,406	44,237	11.62	13.45	
Status	Full-time Employees	36,406	44,237	12.12	13.78	
	Part-time Employees	*	*	*	*	
	Seasonal Employees	*	*	*	*	
Food and Beverage Manager	All Organizations		41,067	53,182	14.70	16.72
	Sector	Food & Beverage	31,380	47,055	*	*
		Accommodations	43,781	55,299	*	*
		Adventure Tourism/Outdoor Recreation	*	*	*	*
		Attractions	*	*	*	*
	Region	Lower Mainland	37,661	51,657	*	*
		Victoria	42,720	55,711	*	*
		Whistler	*	*	*	*
		Thompson/Okanagan	*	*	*	*
		Other	*	*	*	*
	Classification	Union Employees	*	*	*	*
		Non-union Employees	41,067	53,182	15.13	17.40
	Status	Full-time Employees	41,067	53,182	*	*

Job Title	Group		Annual Range Minimum	Annual Range Maximum	Hourly Range Minimum	Hourly Range Maximum
		Part-time Employees	*	*	*	*
		Seasonal Employees	*	*	*	*
Food and Beverage Server	All Organizations		*	*	8.51	10.02
	Sector	Food & Beverage	*	*	8.14	8.79
		Accommodations	*	*	8.88	11.15
		Adventure Tourism/Outdoor Recreation	*	*	8.32	9.53
		Attractions	*	*	*	*
	Region	Lower Mainland	*	*	8.75	10.18
		Victoria	*	*	8.45	9.87
		Whistler	*	*	*	*
		Thompson/Okanagan	*	*	8.14	9.24
		Other	*	*	8.25	10.47
	Classification	Union Employees	*	*	8.94	10.92
		Non-union Employees	*	*	8.42	9.89
	Status	Full-time Employees	*	*	8.64	10.46
		Part-time Employees	*	*	8.46	9.77
		Seasonal Employees	*	*	8.43	9.74
Food and Beverage Service Supervisor	All Organizations		29,842	42,255	10.63	13.33
	Sector	Food & Beverage	29,400	45,600	10.46	13.53
		Accommodations	*	*	12.01	13.75
		Adventure Tourism/Outdoor Recreation	*	*	*	*
		Attractions	*	*	*	*
	Region	Lower Mainland	27,570	42,092	11.59	16.38
		Victoria	*	*	10.83	12.68
		Whistler	*	*	*	*
		Thompson/Okanagan	*	*	*	*

Job Title	Group	Annual Range Minimum	Annual Range Maximum	Hourly Range Minimum	Hourly Range Maximum	
	Other	*	*	9.90	11.70	
	Classification	Non-union Employees	29,842	42,255	10.63	13.33
	Status	Full-time Employees	29,842	42,255	10.47	12.67
		Part-time Employees	*	*	*	*
		Seasonal Employees	*	*	*	*
Food Service Counter Attendant	All Organizations	*	*	8.53	10.33	
	Sector	Food & Beverage	*	*	8.51	10.12
		Accommodations	*	*	*	*
		Adventure Tourism/Outdoor Recreation	*	*	8.40	10.52
		Attractions	*	*	*	*
	Region	Lower Mainland	*	*	8.81	11.19
		Victoria	*	*	*	*
		Thompson/Okanagan	*	*	*	*
		Other	*	*	8.18	9.63
	Classification	Non-union Employees	*	*	8.53	10.33
	Status	Full-time Employees	*	*	8.47	10.28
		Part-time Employees	*	*	8.36	10.15
		Seasonal Employees	*	*	8.55	10.38
Front Desk Agent	All Organizations	*	*	10.79	13.83	
	Sector	Accommodations	*	*	10.86	13.82
		Adventure Tourism/Outdoor Recreation	*	*	*	*
	Region	Lower Mainland	*	*	11.60	14.54
		Victoria	*	*	10.53	13.68
		Whistler	*	*	*	*
		Thompson/Okanagan	*	*	9.52	12.36
		Other	*	*	10.17	13.94

Job Title	Group	Annual Range Minimum	Annual Range Maximum	Hourly Range Minimum	Hourly Range Maximum	
General Manager	Classification	Union Employees	*	*	12.33	15.28
		Non-union Employees	*	*	10.30	13.44
	Status	Full-time Employees	*	*	11.13	14.16
		Part-time Employees	*	*	10.81	13.63
		Seasonal Employees	*	*	10.15	13.02
		All Organizations	61,297	86,191	*	*
	Sector	Food & Beverage	*	*	*	*
		Accommodations	67,836	97,895	*	*
		Adventure Tourism/Outdoor Recreation Attractions	54,543	68,993	*	*
Region	Lower Mainland	62,194	83,946	*	*	
	Victoria	65,260	81,600	*	*	
	Whistler	75,506	129,509	*	*	
	Thompson/Okanagan	*	*	*	*	
	Other	*	*	*	*	
	Classification	Union Employees	*	*	*	*
	Non-union Employees	61,427	87,100	*	*	
	Status	Full-time Employees	63,462	89,276	*	*
	Part-time Employees	*	*	*	*	
	Seasonal Employees	*	*	*	*	
Guest Service Attendant	All Organizations	*	*	9.35	11.86	
	Sector	Accommodations	*	*	9.29	11.65
		Adventure Tourism/Outdoor Recreation	*	*	*	*
		Lower Mainland	*	*	9.10	11.47
		Whistler	*	*	*	*
		Thompson/Okanagan	*	*	*	*
		Other	*	*	9.68	11.69

Job Title	Group	Annual Range Minimum	Annual Range Maximum	Hourly Range Minimum	Hourly Range Maximum	
	Classification	Union Employees	*	*	*	
		Non-union Employees	*	*	9.45	12.11
	Status	Full-time Employees	*	*	9.31	11.83
		Part-time Employees	*	*	9.04	11.60
		Seasonal Employees	*	*	*	*
Head of Visitor Services	All Organizations		*	*	11.88	15.31
	Sector	Adventure Tourism/Outdoor Recreation	*	*	*	*
		Attractions	*	*	*	*
	Region	Lower Mainland	*	*	*	*
		British Columbia - Other	*	*	*	*
	Classification	Non-union Employees	*	*	11.88	15.31
Full-time Employees		*	*	*	*	
Status	Part-time Employees	*	*	*	*	
	Seasonal Employees	*	*	*	*	
Heritage Interpreter	All Organizations		*	*	12.53	15.49
	Sector	Adventure Tourism/Outdoor Recreation	*	*	*	*
		Attractions	*	*	12.72	15.76
	Region	Lower Mainland	*	*	13.29	16.74
		Victoria	*	*	*	*
		Other	*	*	*	*
	Classification	Union Employees	*	*	*	*
		Non-union Employees	*	*	10.24	12.86
	Status	Full-time Employees	*	*	*	*
Part-time Employees		*	*	13.97	16.70	
Seasonal Employees		*	*	*	*	

Job Title	Group		Annual Range Minimum	Annual Range Maximum	Hourly Range Minimum	Hourly Range Maximum
Host/Hostess	All Organizations		*	*	9.31	11.68
	Sector	Food & Beverage	*	*	8.44	10.38
		Accommodations	*	*	10.23	13.07
		Adventure Tourism/Outdoor Recreation	*	*	*	*
		Attractions	*	*	*	*
	Region	Lower Mainland	*	*	10.13	12.63
		Victoria	*	*	9.66	12.48
		Whistler	*	*	*	*
		Thompson/Okanagan	*	*	8.19	10.13
		Other	*	*	8.30	10.20
	Classification	Union Employees	*	*	11.31	14.57
		Non-union Employees	*	*	8.86	11.08
	Status	Full-time Employees	*	*	10.21	13.51
		Part-time Employees	*	*	9.20	11.25
		Seasonal Employees	*	*	8.13	9.67
Housekeeping Room Attendant	All Organizations		*	*	10.16	12.76
	Sector	Accommodations	*	*	10.25	12.92
		Adventure Tourism/Outdoor Recreation	*	*	*	*
	Region	Lower Mainland	*	*	10.84	13.77
		Victoria	*	*	10.56	13.00
		Whistler	*	*	*	*
		Thompson/Okanagan	*	*	8.66	11.51
		Other	*	*	9.42	11.87
	Classification	Union Employees	*	*	11.84	14.41
		Non-union Employees	*	*	9.55	12.15
	Status	Full-time Employees	*	*	10.43	13.31

Job Title		Group	Annual Range Minimum	Annual Range Maximum	Hourly Range Minimum	Hourly Range Maximum
		Part-time Employees	*	*	10.16	12.81
		Seasonal Employees	*	*	9.19	11.44
Outdoor Adventure Guide	All Organizations		*	*	10.68	17.60
	Sector	Adventure Tourism/Outdoor Recreation	*	*	10.68	17.60
	Region	Lower Mainland	*	*	*	*
		Thompson/Okanagan	*	*	*	*
		Other	*	*	*	*
	Classification	Non-union Employees	*	*	10.68	17.60
	Status	Seasonal Employees	*	*	10.68	17.60
Restaurant Manager, Owner, Operator	All Organizations		36,000	52,750	*	*
	Sector	Food & Beverage	36,000	52,750	*	*
	Region	Lower Mainland	34,250	47,000	*	*
		Victoria	*	*	*	*
		Thompson/Okanagan	*	*	*	*
		Other	*	*	*	*
	Classification	Non-union Employees	36,000	52,750	*	*
	Status	Full-time Employees	36,000	52,750	*	*
Retail Sales Clerk	All Organizations		*	*	8.75	11.59
	Sector	Food & Beverage	*	*	*	*
		Accommodations	*	*	*	*
		Adventure Tourism/Outdoor Recreation	*	*	8.57	12.48
		Attractions	*	*	8.63	10.83
	Region	Lower Mainland	*	*	9.01	12.47
		Victoria	*	*	*	*

Job Title	Group	Annual Range Minimum	Annual Range Maximum	Hourly Range Minimum	Hourly Range Maximum
	Whistler	*	*	*	*
	Thompson/Okanagan	*	*	*	*
	Other	*	*	8.43	10.58
Classification	Union Employees	*	*	*	*
	Non-union Employees	*	*	8.75	11.59
Status	Full-time Employees	*	*	9.28	13.51
	Part-time Employees	*	*	8.70	11.00
	Seasonal Employees	*	*	8.61	11.39
Sales Representative	All Organizations	38,425	52,386	10.80	14.71
Sector	Accommodations	37,673	53,176	*	*
	Adventure Tourism/Outdoor Recreation	*	*	*	*
	Attractions	*	*	*	*
Region	Lower Mainland	40,394	55,225	*	*
	Victoria	*	*	*	*
	Whistler	*	*	*	*
	Other	*	*	*	*
Classification	Union Employees	*	*	*	*
	Non-union Employees	38,960	52,150	10.80	14.71
Status	Full-time Employees	38,425	52,386	*	*
	Part-time Employees	*	*	*	*
	Seasonal Employees	*	*	*	*
Small Business Owner/Operator	All Organizations	27,650	44,563	*	*
Sector	Food & Beverage	*	*	*	*
	Accommodations	*	*	*	*
	Adventure Tourism/Outdoor Recreation	*	*	*	*
	Attractions	*	*	*	*
Region	Lower Mainland	*	*	*	*

Job Title	Group	Annual Range Minimum	Annual Range Maximum	Hourly Range Minimum	Hourly Range Maximum
	Thompson/Okanagan	*	*	*	*
	Other	*	*	*	*
	Classification Non-union Employees	27,650	44,563	*	*
	Status Full-time Employees	27,650	44,563	*	*
Sous Chef	All Organizations	34,100	43,002	12.40	15.37
	Sector Food & Beverage	25,750	41,000	11.35	15.30
	Accommodations	38,422	45,048	13.02	14.49
	Adventure Tourism/Outdoor Recreation	*	*	*	*
	Attractions	*	*	*	*
	Region Lower Mainland	38,852	52,121	*	*
	Victoria	33,255	43,436	*	*
	Whistler	*	*	*	*
	Thompson/Okanagan	*	*	*	*
	Other	31,500	35,813	12.82	15.28
	Classification Union Employees	*	*	*	*
	Non-union Employees	33,840	42,650	12.08	15.27
	Status Full-time Employees	34,100	43,002	12.34	15.18
	Part-time Employees	*	*	*	*
	Seasonal Employees	*	*	*	*
Tour Guide	All Organizations	*	*	9.58	12.06
	Sector Attractions	*	*	9.58	12.06
	Region Lower Mainland	*	*	*	*
	Victoria	*	*	*	*
	Other	*	*	*	*
	Classification Union Employees	*	*	*	*
	Non-union Employees	*	*	8.47	10.20

Job Title	Group	Annual Range Minimum	Annual Range Maximum	Hourly Range Minimum	Hourly Range Maximum
Status	Full-time Employees	*	*	*	*
	Part-time Employees	*	*	*	*
	Seasonal Employees	*	*	*	*

Section IV

Pay Administration and Benefits / Perquisites

The analyses in this section cover overtime policy, gratuity splitting policy, provision of incentives and benefits, work arrangement programs, and the effectiveness of attraction and retention practices.

In order to reduce sample bias, an organization submitting data for multiple operations is counted as one respondent in this section, if the operations have the same human resources policies. This approach – the rollup approach – ensures equal organization weighting in the final analyses.

With the rollup methodology, the counts of organizations applied to this section's analyses in British Columbia is 131

The analyses are presented for different position levels: executive/owner, supervisory/management, and front line. As not all questions are applicable to all participants, the number of responses varies from question to question.

The findings reported in this section should be considered in context, given the relatively small sample size in some cases.

Overtime Compensation Policy

The following tables illustrate overtime compensation policy as reported for British Columbia.

Table IV-1: Prevalence of Overtime Compensation Policy

Policy	Executive / Owner (n=124)	Supervisory / Management (Union) (n=9)	Supervisory / Management (Non-union) (n=111)	Front Line (Union) (n=24)	Front Line (Non-union) (n=115)
Yes, for most employees	23%	67%	60%	96%	81%
No	77%	33%	40%	4%	19%

Note: Percentages may not total 100% due to rounding.

Table IV-2: Prevalence of Main Method of Overtime Compensation

Main Method	Executive / Owner (n=28)	Supervisory / Management (Union) (n=6)	Supervisory / Management (Non-union) (n=67)	Front Line (Union) (n=23)	Front Line (Non-union) (n=93)
Time off in lieu (straight time)	61%	17%	49%	-	4%
Time off in lieu (1½ or double time)	11%	-	9%	13%	5%
Pay at government legislated rates	11%	17%	25%	35%	81%
Pay at other than government legislated rates	-	17%	3%	39%	1%
Choice of time off or extra pay	18%	50%	13%	13%	9%

*Note: Percentages may not total 100% due to rounding. * Insufficient data*

Gratuity Splitting Policy

Table IV-3: Prevalence of Average Gratuities (as a % of Base Salary / Hourly Wage)

Benchmark Position	Up to 49%	50 to 99%	100 to 149%	150 to 199%	200% or more
Cook (n=56)	96%	2%	2%	-	-
Host / Hostess (n=39)	87%	10%	3%	-	-
Bartender (n=54)	52%	31%	11%	4%	2%
Food and Beverage Server (n=71)	38%	23%	23%	6%	11%
Banquet Server (n=40)	63%	25%	10%	-	3%
Food and Beverage Service Supervisor (n=32)	75%	9%	13%	3%	-
Tour Guide (n=11)	92%	9%	9%	-	-

Note: Percentages may not total 100% due to rounding.

Bonus and Incentive Programs

Short term incentives (STI) are designed to reward an individual for performance over a period of one year or less, e.g., performance or merit bonuses. Long term incentives (LTI) are designed to reward an individual for performance over a period of more than one year, e.g., stock options.

The following table summarizes the provision of bonus and incentive programs in British Columbia.

Table IV-4: Prevalence of Bonus / Incentive Programs

Incentive Program	(n=131)
No bonus / incentive	28%
Short term incentive	63%
Long term incentive	19%
Sales bonus / commission	39%

Note: Participants are counted for each response given.

The following tables summarize the provision of bonus and incentive programs by position levels.

Table IV-5: Prevalence of Bonus / Incentive Programs

Incentive Program	Executive / Owner (n=124)	Supervisory / Management (Union) (n=9)	Supervisory / Management (Non-union) (n=111)	Front Line (Union) (n=24)	Front Line (Non-union) (n=115)
No bonus / incentive	33%	33%	25%	67%	54%
Short term incentive	52%	33%	52%	17%	26%
Long term incentive	15%	22%	11%	8%	6%
Sales bonus / commission	10%	33%	32%	29%	21%

Note: Participants are counted for each response given.

Average STI Compensation

The following table presents the average incentive payout as a percentage of base salary among all STI eligible full- or part-time incumbents.

Table IV-6: Average STI Paid (% of Base Salary) – Full- or Part-time Incumbents Eligible for STI Compensation

Executive / Owner	Supervisory / Management (Union)	Supervisory / Management (Non-union)	Front Line (Union)	Front Line (Non-union)
9.3%	*	6.4%	6.4%	3.5%

*Note: * insufficient data*

*Note: ** n = 740*

Benefits Programs

The following table summarizes the provision of benefits programs.

Table IV-7: Prevalence of Benefits Programs

Benefits	(n=131)
Flexible benefits program	21%
Extended health care	64%
Dental care	66%
Short term disability / sick benefits	46%
Long term disability	54%
Maternity / parental leave (in excess of legislated requirements)	13%
Employee life insurance	56%
Dependent life insurance	38%
Registered pension plan	15%
Group RRSP (to which employer contributes)	15%
Profit sharing plan	11%

Table IV-8 Prevalence of Benefits Programs

Benefits	Executive / Owner (n=124)	Supervisory / Management (Union) (n=9)	Supervisory / Management (Non-union) (n=111)	Front Line (Union) (n=24)	Front Line (Non-union) (n=115)
Flexible benefits program	20%	11%	20%	17%	10%
Extended health care	63%	89%	71%	83%	43%
Dental care	64%	89%	73%	92%	44%
Short term disability / sick benefits	42%	67%	46%	71%	26%
Long term disability	52%	56%	56%	50%	24%
Maternity / parental leave (in excess of legislated requirements)	11%	22%	13%	25%	8%
Employee life insurance	56%	67%	61%	63%	37%
Dependent life insurance	39%	33%	40%	33%	23%
Registered pension plan	11%	33%	14%	33%	9%
Group RRSP (to which employer contributes)	11%	11%	14%	21%	10%
Profit sharing plan	10%	-	7%	-	3%

Note: Participants are counted for each response given.

Perquisite Programs

The following table summarizes the provision of perquisite.

Table IV-9: Prevalence of Perquisite Programs

Perquisite	(n=131)
Cellular phone with air time	56%
Company car / allowance	48%
Mileage reimbursement	60%
Computer loan	17%
Fitness club membership	11%
On-site fitness centre	14%
Employee assistance program	18%
Additional vacation / time off	40%
Social club membership	2%
Stress management program	7%
Tuition reimbursement	37%
Employee discounts (travel or services)	56%
Other	22%

Note: Participants are counted for each response given.

The following tables summarize the provision of perquisite programs by position levels.

Table IV-10: Prevalence of Perquisite Programs

Perquisite	Executive / Owner (n=124)	Supervisory / Management (Union) (n=9)	Supervisory / Management (Non-union) (n=111)	Front Line (Union) (n=24)	Front Line (Non-union) (n=115)
Cellular phone with air time	53%	33%	41%	8%	1%
Company car / allowance	47%	33%	21%	-	3%
Mileage reimbursement	44%	56%	55%	38%	22%
Computer loan	15%	11%	10%	-	-
Fitness club membership	10%	22%	11%	8%	5%
On-site fitness centre	13%	22%	13%	29%	8%
Employee assistance program	13%	44%	17%	50%	11%
Additional vacation / time off	31%	22%	39%	33%	18%
Social club membership	2%	11%	1%	-	-
Stress management program	5%	-	5%	8%	3%
Tuition reimbursement	31%	78%	40%	54%	26%
Employee discounts (travel or services)	49%	78%	57%	58%	53%
Other	16%	22%	23%	17%	17%

Note: Participants are counted for each response given.

Work Arrangements

The following table summarizes the prevalence of work arrangements.

Table IV-11: Prevalence of Work Arrangements

Arrangement	(n=131)
Flex time	41%
Job sharing	20%
Shift work	43%
Telecommuting	11%
Other	2%

Note: Participants are counted for each response given.

The following tables summarize the prevalence of work arrangements by position levels.

Table IV-12: Prevalence of Work Arrangements

Arrangement	Executive / Owner (n=124)	Supervisory / Management (Union) (n=9)	Supervisory / Management (Non-union) (n=111)	Front Line (Union) (n=24)	Front Line (Non-union) (n=115)
Flex time	20%	22%	32%	21%	23%
Job sharing	2%	11%	9%	17%	16%
Shift work	6%	56%	26%	54%	41%
Telecommuting	6%	-	7%	-	3%
Other	1%	-	1%	-	3%

Note: Participants are counted for each response given.

Attraction and Retention

Table IV-13: Prevalence of the Effectiveness of Attraction / Retention Practices

Practice	Not Effective	Somewhat Effective or Effective	Highly Effective	Not Applicable
Creating a clear link between performance and reward (n=107)	-	55%	24%	21%
Communicating company goals to all employees (n=109)	2%	56%	36%	6%
Advertising the company reputation (n=105)	3%	49%	31%	17%
Ensuring a competitive base salary (n=109)	2%	55%	30%	13%
Ensuring competitive benefits packages (n=107)	1%	39%	27%	33%
Ensuring roles/positions are seen as meaningful (n=108)	-	49%	44%	6%
Ensuring employees have the tools/training to "do the job" (n=109)	1%	41%	53%	5%
Ensuring there is equal opportunity/lack of discrimination (n=108)	1%	39%	48%	12%
Allowing flexible work arrangements (n=108)	1%	41%	39%	19%
Creating and communicating job security (n=105)	4%	50%	26%	20%
Encouraging employee participation in decision making (n=109)	1%	59%	34%	6%
Providing a safe working environment (n=108)	1%	49%	44%	6%
Providing career advancement / project opportunities (n=107)	1%	54%	22%	22%
Providing high quality leadership at all organization levels (n=107)	1%	53%	35%	11%
Sound performance feedback process (n=108)	2%	55%	33%	10%
Delegating responsibility and authority (n=109)	-	64%	31%	5%
Providing training for future opportunities (n=107)	3%	51%	34%	12%
Emphasizing various types of recognition programs (n=106)	2%	48%	23%	27%
Ensuring that workload is not excessive (n=108)	3%	62%	22%	13%

Note: Percentages may not total 100% due to rounding.

Appendix A

Survey Benchmark Job Descriptions

Survey Benchmark Job Description

Accommodations Service Manager/Front Office Manager/Director of Front Operations

The Accommodations Service Manager/Front Office Manager/Director of Front Operations participates in developing, implementing, and evaluating policies and procedures for the operation of the department or establishment. He/she prepares budgets and monitors revenues and expenses, participates in the development of pricing and promotional strategies, negotiates with suppliers for the provision of materials and supplies, and negotiates with clients for the use of facilities for conventions, banquets, receptions and other functions. The manager also recruits and supervises staff, oversees training and sets work schedules, and resolves customer complaints.

Banquet Server

The Banquet Server works banquets and functions to provide customer service, food and beverage service, table maintenance, and room setup/tear down.

Bartender

The Bartender prepares beverages using proper bartending techniques, practices responsible alcohol service, cleans and maintains the bar area and washes the glassware. He/she maintains/controls the inventory of bar stock and supplies. The Bartender may or may not actually collect payments from customers, and he/she may serve the drinks she makes, or may give them to a food and beverage server, who serves them to the customers.

Catering Manager

The Catering manager plans and co-ordinates catering functions. He/she administrates, supervises and maintains quality food and beverage service, provides long and short-term operational planning, applies human resource management skills, including recruiting, hiring, training, and scheduling. He/she also develops and administrates budgets control costs and assists with sales and marketing.

Concierge

The Concierge serves the needs of the guests including: obtaining theatre, concert and opera tickets, recommending restaurants and assisting with transportation schedules and tickets. He/she exchanges currency and provides many other services of a similar nature.

Survey Benchmark Job Description

Cook

The Cook prepares and cooks a wide variety of foods, including: complete meals or individual dishes and foods (sauces, soups and desserts) and special meals as instructed by the chef. He/she may specialize in preparing and cooking special dishes or ethnic cuisine and short-orders. The Cook supervises the kitchen helpers and instructs the kitchen staff in preparation, handling and cooking of the food. He/she may be directed to plan menus, order supplies, record food supplies, and estimate food portions and other requirements and costs.

Director of Sales and Marketing

The Director of Sales and Marketing provides leadership to others, manages staff, and has a positive attitude. He/she practices management in operations and finance, practices personal and professional development and has marketing skills and excellent communication skills.

Executive Chef/Chef/Kitchen Manager

The Chef is the manager of a kitchen in a commercial food establishment. He/she is responsible for ordering, receiving and properly storing the food, inventory control, portion control and waste calculations, food safety and the overall cleanliness of the kitchen. He/she estimates food requirements and calculates food and labour costs. He/she requisitions/orders food and kitchen supplies, supervises food storage, scheduling of their staff and maintains equipment and physical plant. He/she plans menus and ensures that the food meets quality standards. The Chef recruits and hires kitchen staff, supervises their activities and instructs cooks in preparation, cooking, garnishing and presentation of food. He/she may plan and direct food preparation and cooking activities of several restaurants in an establishment, restaurant chains or other establishments with food services and may prepare and cook food on a regular basis, or for special guests or functions.

Executive Housekeeper

The Executive Housekeeper establishes and/or implements operating procedures and standards, plans and co-ordinates the activities of housekeeping supervisors and their crews, and co-ordinates inspections or inspects assigned areas to ensure standards are met. He/she applies human resource management skills, such as hiring, training and evaluating performance and completes financial management tasks, such as setting and adhering to a budget and the also handle administrative tasks.

Survey Benchmark Job Description

Food and Beverage Manager

The Food and Beverage Manager sets departmental goals and objectives, and prepares budgets and forecasts. He/she studies possible improvements in the department to increase profits and makes presentations to General Manager. The Food & Beverage Manager develops & implements policies, and sets standards regarding the type of service to be offered as well as procedures for the operation. He/she conducts a regular daily inspection of all food and beverage outlets and inspects security, verifies competition to check merchandising techniques, resolves customer complaints about food or service, collaborates with chef to design menus and work out prices, and sets and monitors staff work schedules. He/she also recruits staff and oversees their training, controls inventory, monitors revenues and modifies procedures and prices. The Food & Beverage Manager negotiates purchasing arrangements with suppliers for the provision of food and other supplies and negotiates arrangements with clients for catering or use of facilities for banquets or receptions.

Food and Beverage Server

The Food and Beverage Server takes and relays food and beverage orders, serves food and beverages to guests, checks on guest satisfaction, and handles the payment and the complaints/ concerns of customers. He/she provides food and beverage product knowledge, uses proper serving techniques, and practices responsible alcohol service. He/she also cashes out and reconciles cash with total sales.

Food and Beverage Service Supervisor/Restaurant Supervisor/Maitre d'Hotel

The Food and Beverage Service Supervisor directs and schedules food and beverage service staff. He/she also ensures customer satisfaction, resolves complaints, conflicts & problems, orders and maintains inventory, and controls costs. He/she is also responsible for the cleanliness and general look of the dining room.

Food Service Counter Attendant

The Food Service Counter Attendant takes customers' orders, cleans, peels, slices and trims foodstuffs using manual and electric appliances, and prepares food such as sandwiches, hamburgers, salads, milkshakes and ice cream dishes. He/she portions and wraps food or places it directly on plates for service to patrons, and packages takeout food. The Food Service Counter Attendant serves customers at counters or buffet tables, stocks refrigerators and salad bars and keeps records of the quantities of food used. He/she may also receive payment for food items purchased.

Survey Benchmark Job Description

Front Desk Agent

The Front Desk Agent makes room reservations and receives payment for services such as accommodation, room service and restaurant meals, including: registering arriving guests and assigning rooms. He/she compiles and checks daily record sheets, guest accounts, and receipts and vouchers using computerized or manual systems. The Front Desk Agent responds to guest complaints, presents statements of charges to departing guests and receives payments. He/she also answers inquiries regarding hotel services and registration of guests by letter, telephone or in person.

General Manager

The General Manager is the most senior executive at a location (hotel, attraction or other facility), although he/she might report to the owner/operator or a senior executive in a headquarters location. He/she is responsible for setting long and short term operational, marketing, financial, human resources and other business plans, goals and objectives and monitoring results against plan. The General Manager is responsible for preparing and monitoring budgets and scheduling and supervising staff (either directly or through subordinate managers). He/she is also responsible for the overall level of service within the establishment and for ensuring that customer expectations are met and/or exceeded. The General Manager is often responsible for conducting department head meetings, maintenance of the establishment, promotion, upgrading/renovations and supplier relations. They may be responsible for insurance requirements, labour laws, liquor licenses, workers compensation, other licensing and registrations.

Guest Service Attendant

The Guest Service Attendant provides service to guests at the main door and in the lobby, assists guest's arrivals and departures, handles and stores luggage, and provides valet parking, and assists other departments such as housekeeping, front desk, food and beverage, and security.

Head of Visitor Services

The Head of Visitor Services presents information to visitors to the attraction and ensures they feel welcome, safe and comfortable. He/she trains, organizes, schedules and supervises interpreters. He/she organizes displays and exhibits that facilitate interpretation of the attraction, and maintains audio-visual materials, and ensures all visitor areas are clean and have adequate directional signage. He/she also prepares and implements budgets and may initiate advertising programs on the facilities.

Heritage Interpreter

The Heritage Interpreter develops and delivers educational or cultural programs, adapts to different learning styles and participant needs, operates presentation equipment (e.g., audiovisual, overheads, slide shows). He/she also makes sure to protect resources and respects the environment.

Survey Benchmark Job Description

Host/Hostess

The Host/Hostess greets and escorts patrons to tables or other seating areas, ensures they are comfortable, hands them menus and makes sure they are served promptly. He/she should schedule dining room reservations, arrange for parties and special dinners and inspect the dining room service stations for cleanliness and general appearance. The Host/Hostess also supervises and coordinates the activities of the Food & Beverage Servers and other servers. Besides handling complaints, he/she may assist with serving if dining room is busy, and may also be required to accept payment from patrons.

Housekeeping Room Attendant

The Housekeeping Room Attendant stocks and sorts supplies in linen closets and on housekeeper's carts, vacuums, cleans, dusts and polishes guests' rooms, make beds, change sheets, and remove and replace used towels and toiletries. He/she also delivers and retrieves items on loan to guests, e.g., irons and ironing boards, ensures the security of guest rooms and the privacy of guests and performs rotation cleaning duties (e.g., steam clean carpets) as required.

Outdoor Adventure Guide (Hunting, Fishing, Rafting, etc.)

The Outdoor Adventure Guide assembles the necessary equipment and supplies, leads or escorts individuals or groups and advises on use of equipment, techniques, safety and emergency measures. He/she advises on specific regulations (i.e. hunting and fishing laws and boating regulations), and gives first aid in emergency situations. His/her job may include duties and activities specifically relating to mountain, whitewater rafting or hunting and fishing guide. He/she may organize trips or expeditions for sports enthusiasts, adventurers, tourists or resort guests, plan itineraries for the trips or expeditions and arrange for transportation or transport individuals or groups to site.

Restaurant Manager, Owner, Operator

The Restaurant Manager directs and controls all aspects of food and beverage operation. As a manager he/she sets goals and objectives, prepares budgets and forecasts, and studies possible improvements to increase profits. He/she sets standards regarding the type of service to be offered and procedures for the operation. The Restaurant Manager conducts a regular daily inspection of all food and beverage outlets and inspects security, researches competition to check merchandising techniques, resolves customer complaints about food or service, and collaborates with chef to design menus and work out prices. He/she sets and monitors staff work schedules, recruits staff and oversees their training. He/she also controls inventory, monitors revenues, modifies procedures and prices when appropriate, and negotiates purchasing arrangements with suppliers for the provision of food and other supplies.

Retail Sales Clerk

The Retail Sales Clerk greets customers and offers assistance. He/she follows established cash-handling procedures, provides information on products and services, maintains records, handles customer comments, complaints and requests, and prepares merchandise for display.

Survey Benchmark Job Description

Sales Representative

The Sales Representative promotes products or services, and identifies and solicits new clients or target groups. He/she prepares sales reports and track activities, estimates or quotes prices, credit terms, warranties and delivery dates, prepares sales contracts, processes orders and makes delivery arrangements. He/she may also help to organize and conduct sales campaigns, set direction or guidelines, assigns or reviews the work of others, and participates in trade shows or other promotions.

Small Business Owner/Operator

The Small Business Owner/Operator completes financial management tasks, responds to inquiries and solves problems, maintains facility, equipment and supplies. As owner/operator, he/she must continuously review and update business plans, check budget figures, monitor accounting cash control procedures and ensure the overall operation of the establishment is in line with expectations. He/she has to meet and exceed customers' expectations, offer tourism information and promote local area and tourism. He/she uses business management, marketing, sales, human resources and administrative skills. The duties listed under small business operator are interchangeable between the General Manager and the Small Business Owner/Operator.

Sous Chef

The Sous Chef supervises activities of the specialist chefs, chefs, cooks and other kitchen workers. He/she demonstrates new cooking techniques and new equipment to cooking staff. He/she may plan menus, requisition food and kitchen supplies, and prepare and cook meals or specialty foods. The Sous Chef is often the second in command in the kitchen and assumes the role of the Executive Chef in his or her absence.

Tour Guide

The Tour Guide leads participants (individuals or groups) on tours, ensures itineraries are met, provides commentary in an informative and entertaining manner, and creates positive experiences for participants within the time frame of a day. He/she is also responsible for keeping the group together and for the safety of the group.
