

CONSTRUCTION SKILLS CHASM CAN BC BRIDGE THE GAP?

The 2017 VRCA and Hays Salary Guide



BRITISH COLUMBIA MARKET UPDATE

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ABOUT THE GUIDE

The VRCA Salary Guide provides a cross section of average salaries, with a minimum-typical-maximum range for construction management professionals as well as an overview of some of the trends from the industry. We have sourced the information in the guide from:

1. Hays current market knowledge of placements in British Columbia in 2016 and 2017.
2. Qualitative and quantitative data gathered in 2017 in a confidential survey sent to VRCA's member companies and Hays clients in the construction sector.

The salary ranges are exclusive of any additional bonuses, compensation, or benefits which are documented separately. Other factors such as personal work experience, individual performance and company discretion will obviously influence actual salaries. Figures on percentage changes in salary over the past year are based on self-reported data from the survey.

The construction industry is worth more than \$17.3 billion to British Columbia's GDP, and it employs almost 10 per cent of the population. That's showing no sign of slowing. In fact, a BuildForce Canada estimate shows the workforce will grow by a quarter in the next five years, requiring almost 17,000 more workers by 2022. Those market factors mean employers who are struggling to attract new candidates today won't find it easier in the near future and need to be planning ahead to make the most of growth potential.

Market trends

The residential sector in particular has been one of the hottest in the world, although the efforts to cool price increases by the introduction of the controversial 'foreign buyers' tax appear to be working. There continues to be considerable investment in the commercial sector and retail construction in particular has been exceedingly busy. Multifamily construction professionals of all levels have continued to be very in-demand, as developers rush to get as much product to market as quickly as possible to catch the buoyant market and high property prices. This includes both wood frame and concrete frame product.

Major projects

Vancouver has a number of large-scale projects in process or planning. The first phase of the Site C dam is now under construction which is a major infrastructure project in Northern BC, while the Ridley Export Terminal near Prince Rupert is expected to begin construction this year. New schools and improvements to existing schools are also driving activity. British Columbia finished 2016 with almost a billion dollars of school construction projects underway, including two new elementary schools in Vancouver. The BC government also just confirmed \$2.2 billion – matching federal funding – for transit expansion, including light rail to Surrey and extending the Millennium Line.

What it means for employers

The skills shortage is still impacting the industry, for roles from skilled trades through to senior project managers. We have seen some oil and gas professionals looking to move into construction, but as that industry begins to pick up again we may see that talent pool dry up. One of the biggest things that construction professionals are looking for is career progression and professional development. Make your case for why intermediate and mid-level candidates should work for you by showing clear opportunities for advancement and emphasizing how you support employee development. In a tight talent market, you need to show job-seekers and professionals what sets you apart – what's your value proposition? Make sure your website, job ads, and other media demonstrate your company culture and work environment.

What it means for construction professionals

It's great to be in a market where you're in demand, but that doesn't mean that you can sit back and wait for the opportunities to come to you. Make sure you know what your ideal career path looks like so you can be strategic about finding job opportunities that meet your unique needs. Know what your employers of choice are looking for so you can develop those specific skills or find that experience. Tailor your resume to the job you want so employers don't have to read between the lines to figure out if you're a good fit.

Thanks to everyone who completed the survey. Without your input we could not complete this report, which will help you and your peers make the best possible hiring and career decisions.



Russell Carnley
Senior Manager - Vancouver
Hays Construction and Property

LETTER FROM THE VRCA PRESIDENT

The importance of the construction industry to BC's economy cannot be overstated. The \$15 billion industry generates 8% of the province's wealth and employs more than 210,000 workers, making it the #1 employer in BC's goods sector.

The volume of major infrastructure projects including proposed pipeline, mining and LNG projects, to utility, highway and bridge work, means BC has the potential to lead all other provinces in construction job growth, and not just for one or two years, but for the next five or six. However, that comes at a price, with BuildForce Canada reporting that our construction workforce will need to grow by up to 17,000 (24%) by 2021¹.

Navigating an up-cycle of this magnitude means that, more than ever before, employers will need to plan carefully and tackle their recruitment and retention needs in a proactive way.

It's in this context that the Vancouver Regional Construction Association (VRCA) is delighted to present the 2017 Salary Guide as one of many tools to attract and retain the best in class. Other tools offered by VRCA and its industry partners include:

- Our Employee Benefit Program, developed specifically for the construction industry and that can be tailored to meet an employer's needs.
- Our Construction Job Centre², an industry-specific, customized database that allows employers from all corners of British Columbia to promote job opportunities in the construction industry to thousands of job seekers from entry level to experienced professionals. The Job Centre also provides job seekers with the opportunity to post their profiles and be matched to employers' job requirements.
- The BC Construction Association's Skilled Trades Employment Program (STEP) and Integrating Newcomers (BCCA-IN) programs that match employers and employees.
- Our Education Program that provides a broad range of classroom and online courses, many of which are Gold Seal and HPO CPD certified, and addresses the professional development needs of the industry.
- Our 2017 Construction Leadership Forum³ in Whistler, May 5-6, 2017, tailored specifically to meet the needs of the industry's middle managers – our future leaders - and that exposes them to inspiring speakers and thought-provoking discussions on industry issues, trends, best practices, so that they are equipped for the future.

If you'd like to learn more about the above resources, please reach out to me directly at president@vrca.bc.ca. In the meantime, we'd like to thank Hays Canada for their continued partnership and commitment to helping us develop the 2017 Salary Guide.

The data presented was gathered via a confidential survey issued to VRCA members and partner organizations and includes input from the Hays team. The content presented is for guideline purposes only and is not intended to raise, lower, stabilize or otherwise affect process, fees, terms or other aspects of compensation.

Thank you to all those who participated in the process!



Fiona Famulak
President
Vancouver Regional Construction Association

¹ BuildForce Canada, Construction & Maintenance Looking Forward British Columbia, 2017-2026

² Construction Job Centre, <http://www.constructionjobcentre.ca/#1>

³ 2017 Construction Leadership Forum, <http://vrcaevents.ca/clf2017/>

KEY FINDINGS

Economy is likely to increase business, which is driving ambitious hiring plans

Construction employers in British Columbia are very optimistic – understandably so, as the industry shows no sign of slowing. Two-thirds (67%) expect the economy to have a positive impact on business activity in the next 12 months, up from 56 per cent who say it had a positive impact in the last 12 months. This optimism is encouraging employers to hire, with 79 per cent saying they will hire in the next 12 months, and 62 per cent saying they will hire within six months. But will they find the candidates they need?

Hiring expectations are high, but employers struggle to find people and don't think it will get better

More than three-quarters of employers say they will hire this year, but a huge 95 per cent say they can't find quality candidates. Looking at the last 12 months, one-third (35%) say the skills shortage in their industry was significant to extreme, and 72 per cent say it was moderate or above. What's more, employers think it will get even worse next year. Forty per cent say they expect significant to extreme shortages, and 78 per cent predict it will be at least moderate.

Retirement rates mean the skills gap will get worse in the next three years

Exacerbating the skills shortage, the retirement boom is looming and the industry does not have the junior and intermediate candidates needed to fill that gap. Two-thirds of managers are over 50, and 20 per cent of employers say they'll lose at least one in ten leaders to retirement in the next three years. With 10 per cent of their leadership to replace, and most management positions held by baby boomers, it's not surprising that 60 per cent of hiring managers say there are not enough new people coming into the industry.

HAYS RECOMMENDS

EMPLOYER INSIGHTS

Plan ahead for hiring

With 80 per cent of employers planning to hire in the next year, and not enough people entering the industry, everyone is competing for the same small pool – which could also mean competitive offers to your top talent. Don't leave it to the last minute to find the talent you need. Work with your recruiter to plan ahead, build your brand, and create a talent pipeline. If it will take you six months to hire then who will you need in six months?

Reduce the skills gap with training and knowledge transfer

If you need senior managers, consider hiring someone with management experience who can grow into the role instead of looking for someone from the smallest talent pool. Employers must actively address the skills gap and looming retirement boom by training junior and intermediate employees, and matching them with senior workers to ensure critical knowledge is passed on.

Prioritize attracting Millennials to bridge the knowledge gap

The lack of mid-level candidates means most companies do not have a leadership pipeline, so as senior leaders start to retire those firms will lose vital knowledge and have no one to replace them. Attract the intermediate, Gen Y candidates you need who will be your future leaders. Ensure your website and social media are promoting your great work culture and benefits, and talk to your recruiter about how to attract these candidates. Network through the association, and consider joining industry Meetups to tap into new talent pools.

JOB SEEKER INSIGHTS

Make sure employers can find you

You may not be actively looking, but your next career step could be waiting. Make sure you have the connections in place to hear about any hot opportunities. Stay in touch with your recruiter about what your ideal role would look like, and network through associations and industry groups so you're top of mind for your employer of choice.

Determine your career priorities to weigh competing job offers

If you've got the skills and experience employers want, then you might have multiple offers or options, but not all job offers are created equal. Which one is right for you? It's important to know what you want ahead of time so you can easily assess and weigh different offers, and find the role that meets your unique needs. Your recruiter can help you find the right fit for you, and give you tips on which benefits employers are most willing to negotiate.

Invest in yourself to make the most of career opportunities

Employers can't find the mid-level and senior managers they need. This is an opportunity for you to accelerate your career growth, but it will require proactive work from you. Invest in professional development, find a mentor, and seek stretch assignments to prove you've got what it takes to step into leadership. Not sure where to start? Talk to your association experts, or ask your recruiter what specific skills employers in your sector are looking for.

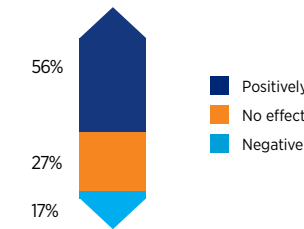
BC JOB MARKET

Busy market drives hiring plans – but construction employers can't find the skills they need.

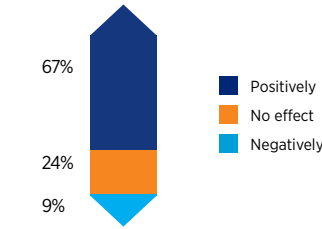
Two-thirds of employers say the economy will positively impact business in the next 12 months – a 10 percentage point increase over the proportion who say the economy had a positive impact in 2016.

This is translating to ambitious hiring plans, with 80 per cent of employers planning to hire this year. However, with one-third saying there is a significant or extreme skills shortage, and 95 per cent saying there is at least a moderate skills shortage, finding the skilled workers to fill those jobs could be a challenge.

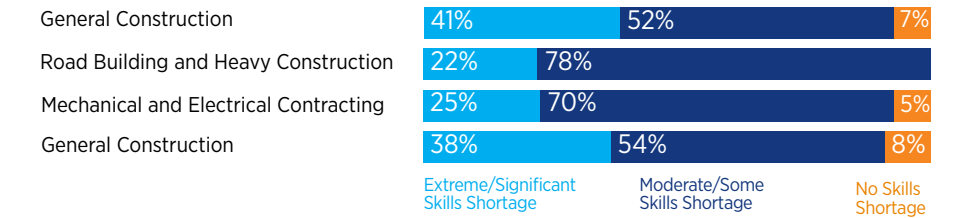
Over the last year, how has the overall economy affected business?



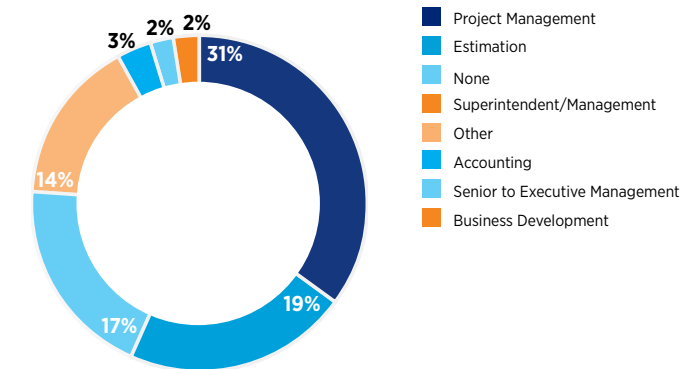
In the next 12 months, how do you expect the overall economy to affect business?



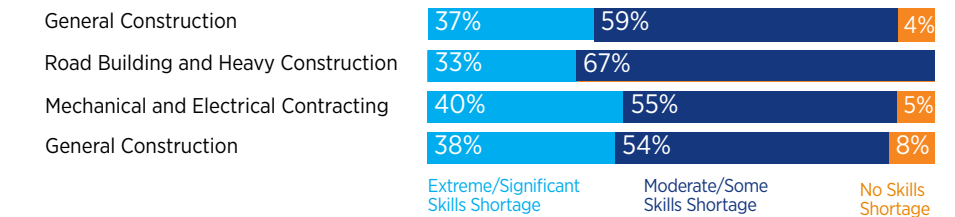
Based on the last 12 months, rank the level of skills shortage in your sector



Which is the main area you are currently recruiting in ?



In the upcoming year, rank the expected skills shortage in your sector




RECRUITMENT AND RETENTION INSIGHTS

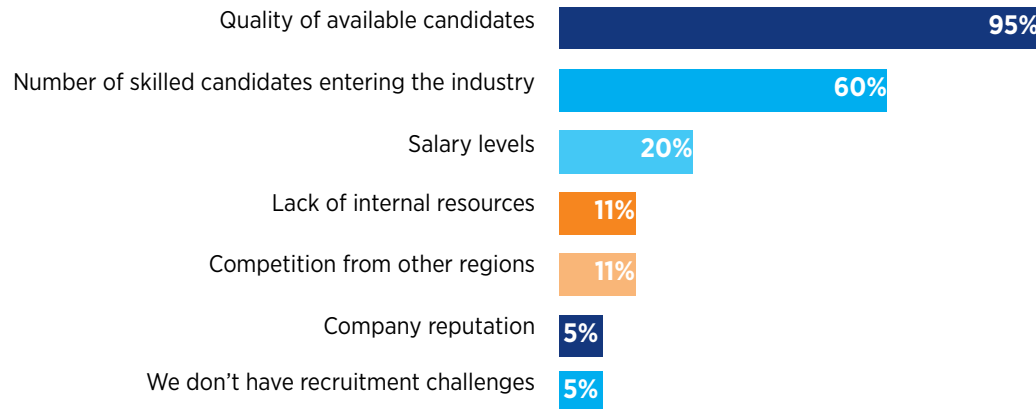
Attracting great candidates and hanging on to top talent goes hand in hand.

Career progression remains the biggest retention challenge, so why aren't employers pushing training and development to attract top candidates?

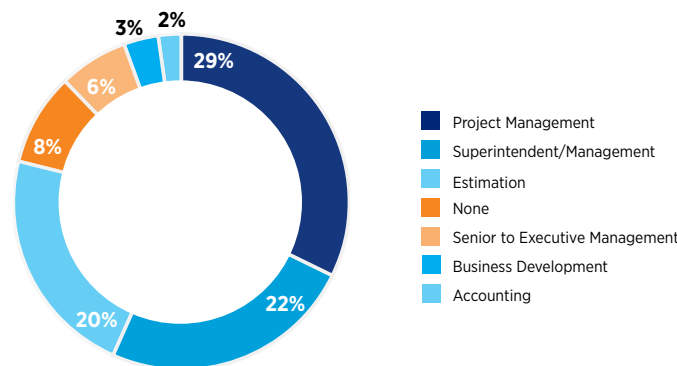
Almost all employers (95%) say they struggle to find quality candidates, and two-thirds (60%) say there are a lack of candidates entering the market. This means a tough battle to hang on to your own workers – and tempt top talent away from your competitors. A clue to the best approach is in the retention responses. More than a third (39%) of employers say career progression is their biggest retention challenge. Employers who can offer the professional development candidates crave, will find themselves ahead in the talent war.

 **95%** of employers say they cannot find quality candidates

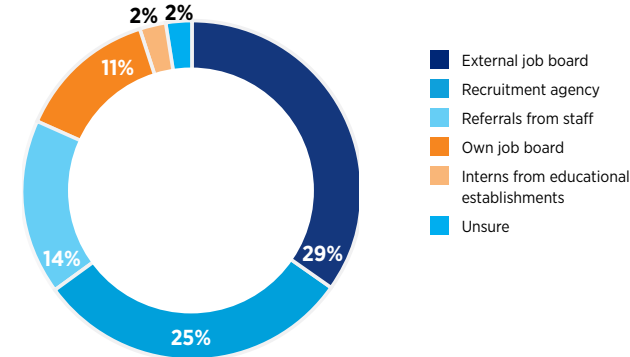
What are the main recruitment challenges currently faced by the company?



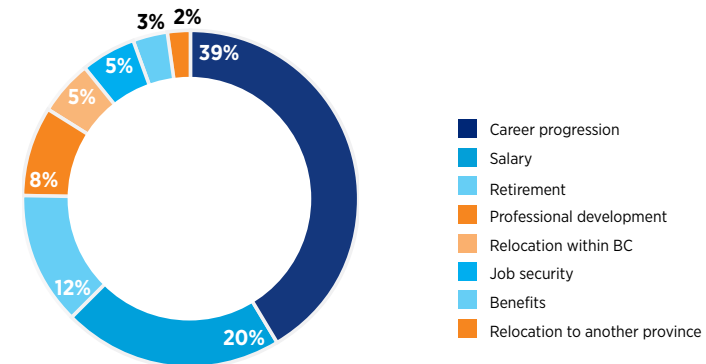
What is the most challenging position to recruit for?



How does your company recruit?



What do you think is the main motivator for people leaving the company?



FIND THE RIGHT FIT FOR YOUR TEAM WHO ARE YOU MISSING?



Find out what more than 3000 Canadians have to say about fit, including:

- The importance of team, manager, and organizational fit
- The critical fit assessments hiring managers are missing
- How you can assess your best fit for better hiring and career decisions

Visit hays.ca/fit to request the report or watch our introductory webinar.

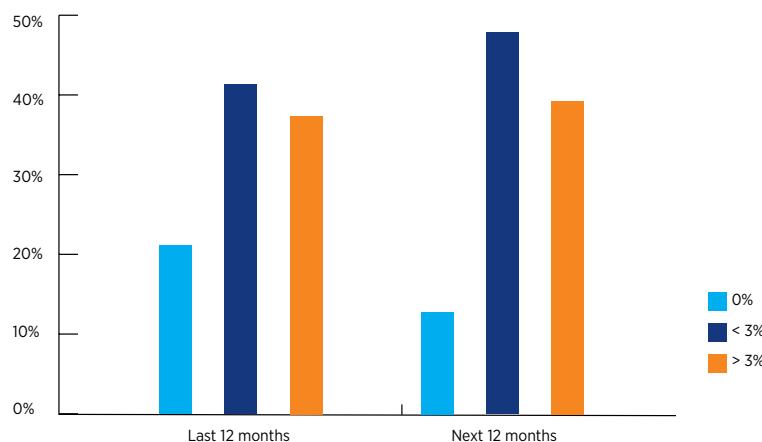


COMPENSATION INSIGHTS

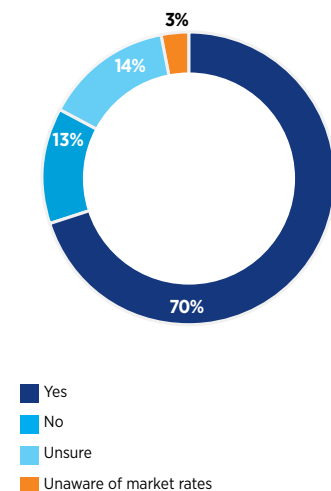
Employers willing to alter salaries, if candidates have the exact skills and experience needed.

Most employers increased salaries last year, with 38 per cent saying they increased salaries by more than three per cent. Next year, that increases to 39 per cent expecting increases above three per cent. And employers are not above further increases to find the best people – one-third say they have altered compensation plans to attract top talent, and 45 per cent say they would consider it. Overall, two-thirds say they will adjust their total compensation package, including benefits and bonus, to attract mid to senior managers.

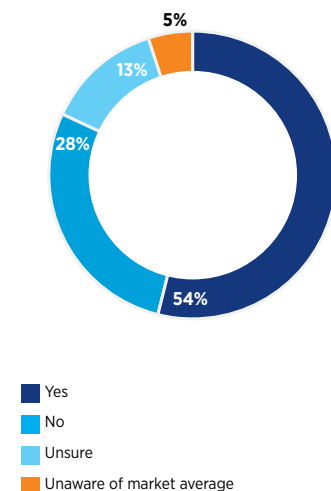
Expectation to raise salaries



Do you think your company offers competitive salaries with the market rate?



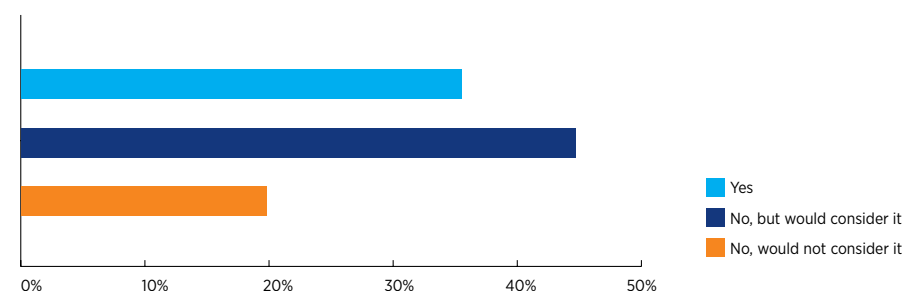
Do you think your own personal salary is competitive with the market average?



55% of construction professionals are very or extremely satisfied with their benefits package.

67% plan to adjust total compensation package for mid to senior management

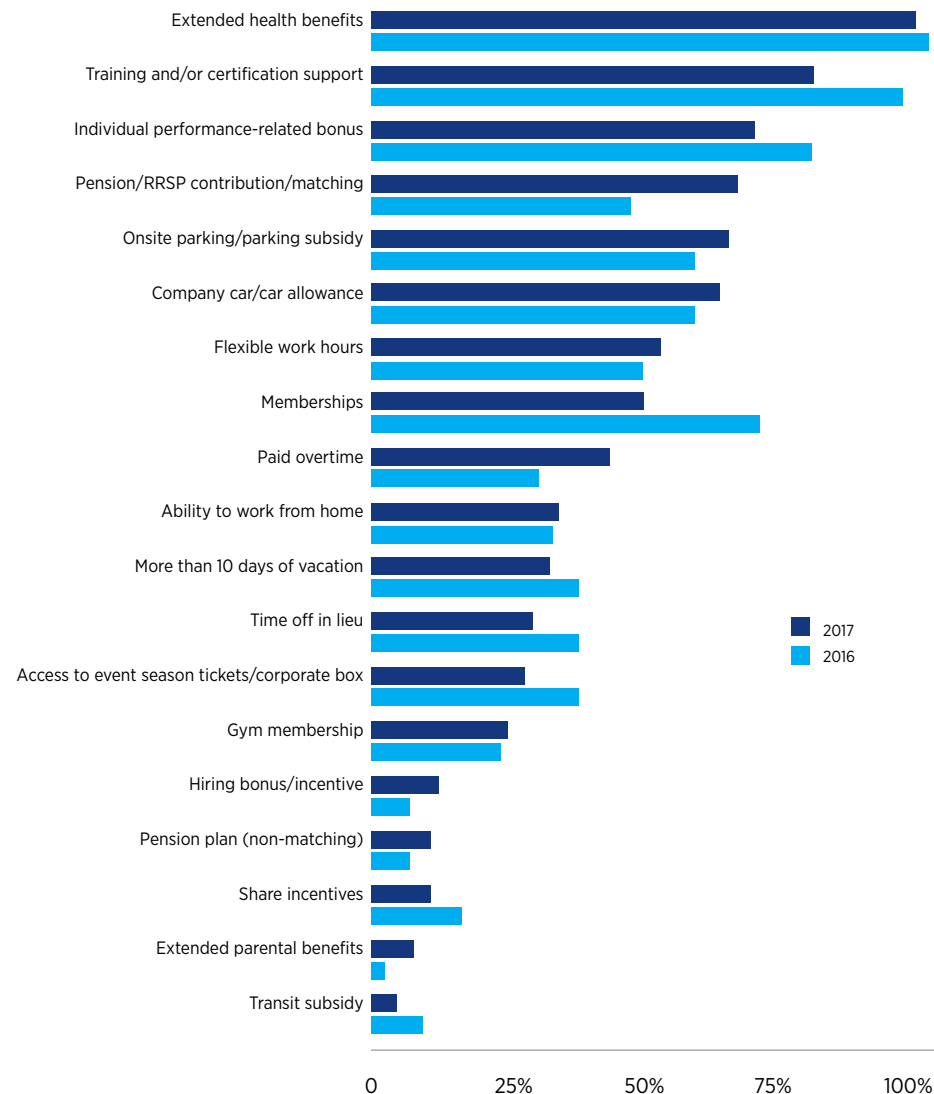
Have you altered your compensation plans to attract top talent?



BENEFITS A KEY DIFFERENTIATOR IN TOUGH TALENT MARKET

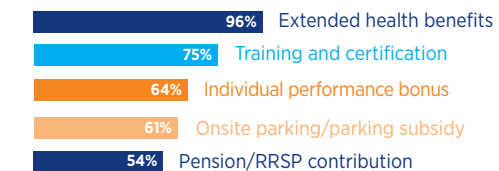
Only half of construction professionals are satisfied with their benefits package.

Most employers are offering training or certification support, indicating their support of employee professional development. Promoting this in recruitment material could help attract ambitious construction professionals. Looking across sectors, the top five are similar, although only specialty trades include paid overtime and flexible work hours, which could help them stand out to younger candidates who are less likely to prioritize car ownership.

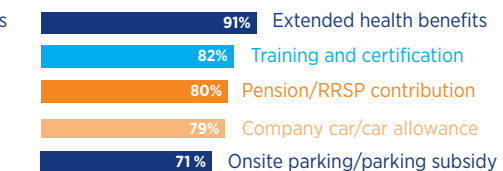


Top benefits by company type

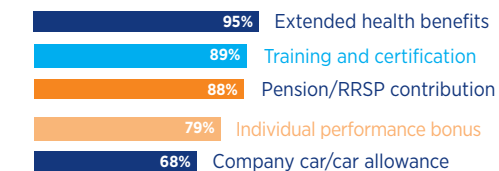
General Construction



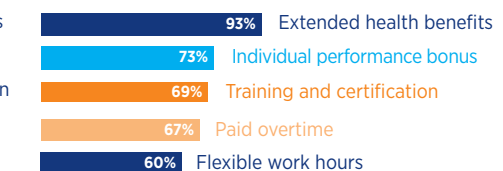
Roadbuilding & Heavy Construction



Mechanical & Electrical Contracting



Other Specialty Trades



Tangible benefits to attract and retain

If you're focused on attracting Millennials you may need to move beyond traditional perks like a company car. According to the Hays Salary Guide survey, Millennials are more likely to value vacation over a car or car allowance. Make sure your benefits align with your target candidates.



62% of employers offer a company car or car allowance



31% of employers offer more than 10 days vacation to new hires

COMPENSATION



Salary ranges shown are exclusive of any additional bonuses, compensation or benefits which are discussed separately. Salaries are in Canadian dollars (thousands, annual gross). Other factors such as personal work experience and individual performance influence actual salaries.

The data presented is for informational purposes only and is not intended to raise, lower, stabilize or otherwise affect prices, fees, terms or other aspects of compensation.

GENERAL CONSTRUCTION

	Minimum	Typical	Maximum	% change of salary levels 2017 vs 2016 (average)
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VICE PRESIDENT, OPERATIONS MANAGER

Department head. Has Senior Project Manager(s) reporting to this position. Responsible for a number of projects concurrently. Responsible for all aspects of Project Management including internal allocation of staff/projects and Financial Reporting. Accountable for the profitability of the department.

Large Sized General Contractor	\$140,000 - \$149,999	\$180,000 - \$189,999	Greater than \$250,000	↑ 1.5%
Medium Sized General Contractor	\$110,000 - \$119,999	\$180,000 - \$189,999	Greater than \$250,000	
Small Sized General Contractor	\$110,000 - \$119,999	\$170,000 - \$179,999	Greater than \$250,000	

PROJECT MANAGER

Overall responsibility for assigned projects including programming and contract management. Can be based on site or in the office. Superintendent and/or Project Coordinators may report to the Project Manager.

Projects \$40m+	\$90,000 - \$99,999	\$120,000 - \$129,999	\$150,000 - \$159,999	↑ 1.5%
Projects \$10m - \$40m	\$90,000 - \$99,999	\$110,000 - \$119,999	\$130,000 - \$139,999	
Projects under \$10m	\$90,000 - \$99,999	\$110,000 - \$119,999	\$130,000 - \$139,999	

PROJECT COORDINATOR

Usually assigned to a specific project. Responsible for contract administration, RFIs and change-order management. Reports to a Senior Project Manager.

Projects \$40m+	\$50,000 - \$54,999	\$75,000 - \$79,999	\$80,000 - \$84,999	↑ 1.4%
Projects \$10m - \$40m	\$50,000 - \$54,999	\$65,000 - \$69,999	\$80,000 - \$84,999	
Projects under \$10m	\$50,000 - \$54,999	\$65,000 - \$69,999	\$75,000 - \$79,999	

CHIEF ESTIMATOR

Responsible for managing a team of Estimators/Estimating department. Reports to VP and/or other Executive team.

Projects \$40m+	\$120,000 - \$129,999	\$130,000 - \$139,999	\$160,000 - \$169,999	↑ 0.8%
Projects \$10 - \$40m	\$100,000 - \$109,999	\$130,000 - \$139,999	\$150,000 - \$159,999	
Projects under \$10m	\$100,000 - \$109,999	\$120,000 - \$129,999	\$140,000 - \$149,999	

GENERAL CONSTRUCTION

	Minimum	Typical	Maximum	% change of salary levels 2017 vs 2016 (average)
ESTIMATOR				
Responsible for pricing of prospective projects.				
Projects \$40m+	\$60,000 - \$69,999	\$90,000 - \$99,999	\$100,000 - \$109,999	↑ 0.9%
Projects \$10m - \$40m	\$60,000 - \$69,999	\$80,000 - \$89,999	\$100,000 - \$109,999	
Projects under \$10m	\$50,000 - \$59,999	\$80,000 - \$89,999	\$100,000 - \$109,999	

SUPERINTENDENT

Primary contact for site supervision/management on a daily basis. Based on site full time and Assistant Superintendent/Foreman may report to the Superintendent.

Projects over \$40m+	\$90,000 - \$99,999	\$110,000 - \$119,999	\$140,000 - \$149,999	↑ 1.0%
Projects \$10m - \$40m	\$90,000 - \$99,999	\$100,000 - \$109,999	\$130,000 - \$139,999	
Projects under \$10m	\$80,000 - \$89,999	\$90,000 - \$99,999	\$120,000 - \$129,999	

ASSISTANT SUPERINTENDENT/FOREMAN

Supporting role to Superintendent. Based on site full time and ensures standards maintained on site. Works closely with trade contractors. May be required to work on the tools as well as supervise workers.

Projects over \$40m+	\$60,000 - \$69,999	\$80,000 - \$89,999	\$90,000 - \$99,999	↑ 0.7%
Projects \$10m - \$40m	\$60,000 - \$69,999	\$70,000 - \$79,999	\$80,000 - \$89,999	
Projects under \$10m	\$60,000 - \$69,999	\$70,000 - \$79,999	\$80,000 - \$89,999	

ROAD BUILDING & HEAVY CONSTRUCTION

	Minimum	Typical	Maximum	% change of salary levels 2017 vs 2016 (average)
VICE PRESIDENT, OPERATIONS MANAGER				
Department head. Has senior Project Manager(s) reporting to this position. Responsible for a number of projects concurrently. Responsible for all aspects of Project Management including internal allocation of staff/projects and Financial Reporting. Accountable for the profitability of the department.				
Large Sized General Contractor	\$105,000 - \$114,999	\$150,000 - \$179,999	\$200,000 - \$209,999	↑ 1.3%
Medium Sized General Contractor	\$100,000 - \$109,999	\$140,000 - \$159,999	\$190,000 - \$199,999	
Small Sized General Contractor	\$90,000 - \$99,999	\$150,000 - \$159,999	\$170,000 - \$179,999	

PROJECT MANAGER

Overall responsibility for assigned projects including programming and contract management. Can be based on site or in the office. Superintendent and/or Project Coordinators may report to the Project Manager.

Projects \$40m+	\$100,000 - \$109,999	\$120,000 - \$129,999	\$150,000 - \$159,999	↑ 1.4%
Projects \$10m - \$40m	\$90,000 - \$99,999	\$120,000 - \$129,999	\$140,000 - \$149,999	
Projects under \$10m	\$90,000 - \$99,999	\$100,000 - \$109,999	\$120,000 - \$129,999	

PROJECT COORDINATOR

Usually assigned to a specific project. Responsible for contract administration, RFIs and change-order management. Reports to a Senior Project Manager.

Projects \$40m+	\$70,000 - \$74,999	\$80,000 - \$84,999	\$95,000 - \$99,999	↑ 1.2%
Projects \$10m - \$40m	\$60,000 - \$64,999	\$65,000 - \$69,999	\$85,000 - \$89,999	
Projects under \$10m	\$50,000 - \$54,999	\$65,000 - \$69,999	\$75,000 - \$79,999	

CHIEF ESTIMATOR

Responsible for managing a team of Estimators/Estimating department. Reports to VP and/or other Executive team.

Projects \$40m+	\$100,000 - \$109,999	\$130,000 - \$139,999	\$180,000 - \$189,999	↑ 1.5%
Projects \$10 - \$40m	\$100,000 - \$109,999	\$130,000 - \$139,999	\$160,000 - \$169,999	
Projects under \$10m	\$90,000 - \$99,999	\$120,000 - \$129,999	\$140,000 - \$149,999	

ROAD BUILDING & HEAVY CONSTRUCTION

	Minimum	Typical	Maximum	% change of salary levels 2017 vs 2016 (average)
ESTIMATOR Responsible for pricing of prospective projects.				
Projects \$40m+	\$90,000 - \$99,999	\$100,000 - \$109,999	\$110,000 - \$119,999	↑ 1.3%
Projects \$10m - \$40m	\$70,000 - \$79,999	\$90,000 - \$99,999	\$100,000 - \$109,999	
Projects under \$10m	\$70,000 - \$79,999	\$90,000 - \$99,999	\$100,000 - \$109,999	

SUPERINTENDENT

Primary contact for site supervision/management on a daily basis. Based on site full time and Assistant Superintendent/Foreman may report to the Superintendent.

Projects over \$40m+	\$90,000 - \$99,999	\$120,000 - \$129,999	\$140,000 - \$149,999	↑ 1.5%
Projects \$10m - \$40m	\$90,000 - \$99,999	\$110,000 - \$119,999	\$130,000 - \$139,999	
Projects under \$10m	\$80,000 - \$89,999	\$90,000 - \$99,999	\$120,000 - \$129,999	

ASSISTANT SUPERINTENDENT/FOREMAN

Supporting role to Superintendent. Based on site full time and ensures standards maintained on site. Works closely with trade contractors. May be required to work on the tools as well as supervise workers.

Projects over \$40m+	\$70,000 - \$79,999	\$80,000 - \$89,999	\$90,000 - \$99,999	↑ 1.1%
Projects \$10m - \$40m	\$60,000 - \$69,999	\$70,000 - \$79,999	\$80,000 - \$89,999	
Projects under \$10m	\$60,000 - \$69,999	\$70,000 - \$79,999	\$80,000 - \$89,999	

MECHANICAL & ELECTRICAL CONTRACTING

	Minimum	Typical	Maximum	% change of salary levels 2017 vs 2016 (average)
VICE PRESIDENT, OPERATIONS MANAGER Department head. Has senior Project Manager(s) reporting to this position. Responsible for a number of projects concurrently. Responsible for all aspects of Project Management including internal allocation of staff/projects and Financial Reporting. Accountable for the profitability of the department.				
Large Sized Company	\$120,000 - \$129,999	\$150,000 - \$159,999	\$180,000 - \$189,999	↑ 2.2%
Medium Sized Company	\$100,000 - \$109,999	\$130,000 - \$139,999	\$160,000 - \$169,999	
Small Sized Company	\$100,000 - \$109,999	\$110,000 - \$129,999	\$150,000 - \$159,999	

PROJECT MANAGER

Overall responsibility for assigned projects including programming and contract management. Can be based on site or in the office. Superintendent and/or Project Coordinators may report to the Project Manager.

Projects \$40m+	Less than \$90,000	\$90,000 - \$99,999	\$120,000 - \$129,999	↑ 2.0%
Projects \$10m - \$40m	Less than \$90,000	\$90,000 - \$99,999	\$110,000 - \$119,999	
Projects under \$10m	Less than \$90,000	Less than \$90,000	\$100,000 - \$109,999	

PROJECT COORDINATOR

Usually assigned to a specific project. Responsible for contract administration, RFIs and change-order management. Reports to a Senior Project Manager.

Projects \$40m+	\$55,000 - \$59,999	\$65,000 - \$69,999	\$85,000 - \$89,999	↑ 1.9%
Projects \$10m - \$40m	\$55,000 - \$59,999	\$60,000 - \$64,999	\$75,000 - \$79,999	
Projects under \$10m	\$45,000 - \$49,999	\$60,000 - \$64,999	\$75,000 - \$79,999	

CHIEF ESTIMATOR

Responsible for managing a team of Estimators/Estimating department. Reports to VP and/or other Executive team.

Projects \$40m+	\$100,000 - \$109,999	\$120,000 - \$129,999	\$140,000 - \$149,999	↑ 2.1%
Projects \$10 - \$40m	\$100,000 - \$109,999	\$90,000 - \$99,999	\$130,000 - \$139,999	
Projects under \$10m	Less than \$90,000	\$90,000 - \$99,999	\$120,000 - \$129,999	

MECHANICAL & ELECTRICAL CONTRACTING

	Minimum	Typical	Maximum	% change of salary levels 2017 vs 2016 (average)
ESTIMATOR				
Responsible for pricing of prospective projects.				
Projects \$40m+	\$70,000 - \$99,999	\$90,000 - \$99,999	\$90,000 - \$99,999	↑ 2.2%
Projects \$10m - \$40m	\$60,000 - \$69,999	\$80,000 - \$89,999	\$90,000 - \$99,999	
Projects under \$10m	\$60,000 - \$69,999	\$70,000 - \$79,999	\$90,000 - \$99,999	

SUPERINTENDENT				
Primary contact for site supervision/management on a daily basis. Based on site full time and Assistant Superintendent/Foreman may report to the Superintendent.				
Projects over \$40m+	\$90,000 - \$99,999	\$100,000 - \$109,999	\$130,000 - \$139,999	↑ 2.0%
Projects \$10m - \$40m	\$90,000 - \$99,999	\$100,000 - \$109,999	\$130,000 - \$139,999	
Projects under \$10m	\$80,000 - \$89,999	\$80,000 - \$89,999	\$100,000 - \$109,999	

ASSISTANT SUPERINTENDENT/FOREMAN				
Supporting role to Superintendent. Based on site full time and ensures standards maintained on site. Works closely with trade contractors. May be required to work on the tools as well as supervise workers.				
Projects over \$40m+	\$60,000 - \$69,999	\$70,000 - \$79,999	\$90,000 - \$99,999	↑ 2.1%
Projects \$10m - \$40m	\$60,000 - \$69,999	\$70,000 - \$79,999	\$90,000 - \$99,999	
Projects under \$10m	\$60,000 - \$69,999	\$70,000 - \$79,999	\$80,000 - \$89,999	

SPECIALTY TRADE CONTRACTING

	Minimum	Typical	Maximum	% change of salary levels 2017 vs 2016 (average)
VICE PRESIDENT, OPERATIONS MANAGER				
Department head. Has senior Project Manager(s) reporting to this position. Responsible for a number of projects concurrently. Responsible for all aspects of Project Management including internal allocation of staff/projects and Financial Reporting. Accountable for the profitability of the department.				
Large Sized Company	\$130,000 - \$139,999	\$150,000 - \$159,999	\$160,000 - \$169,999	↑ 0.8%
Medium Sized Company	\$100,000 - \$109,999	\$150,000 - \$159,999	\$240,000 - \$249,999	
Small Sized Company	Less than \$90,000	Less than \$90,000	\$200,000 - \$209,999	

PROJECT MANAGER				
Overall responsibility for assigned projects including programming and contract management. Can be based on site or in the office. Superintendent and/or Project Coordinators may report to the Project Manager.				
Projects \$40m+	\$90,000 - \$99,999	\$90,000 - \$99,999	\$150,000 - \$159,999	↑ 1.0%
Projects \$10m - \$40m	Less than \$90,000	\$90,000 - \$99,999	\$130,000 - \$139,999	
Projects under \$10m	Less than \$90,000	Less than \$90,000	\$120,000 - \$129,999	

PROJECT COORDINATOR				
Usually assigned to a specific project. Responsible for contract administration, RFIs and change-order management. Reports to a Senior Project Manager.				
Projects \$40m+	\$55,000 - \$59,999	\$70,000 - \$74,999	\$75,000 - \$79,999	↑ 0.9%
Projects \$10m - \$40m	\$55,000 - \$59,999	\$65,000 - \$69,999	\$75,000 - \$79,999	
Projects under \$10m	\$40,000 - \$44,999	\$60,000 - \$64,999	\$75,000 - \$79,999	

CHIEF ESTIMATOR				
Responsible for managing a team of Estimators/Estimating department. Reports to VP and/or other Executive team.				
Projects \$40m+	\$100,000 - \$109,999	\$110,000 - \$119,999	\$140,000 - \$149,999	↑ 0.8%
Projects \$10 - \$40m	Less than \$90,000	\$90,000 - \$99,999	\$110,000 - \$119,999	
Projects under \$10m	Less than \$90,000	Less than \$90,000	\$120,000 - \$129,999	

SPECIALTY TRADE CONTRACTING

	Minimum	Typical	Maximum	% change of salary levels 2017 vs 2016 (average)
ESTIMATOR Responsible for pricing of prospective projects.				
Projects \$40m+	\$50,000 - \$59,999	\$60,000 - \$69,999	\$100,000 - \$109,999	↑ 1.1%
Projects \$10m - \$40m	\$50,000 - \$59,999	\$60,000 - \$69,999	\$90,000 - \$99,999	
Projects under \$10m	Less than \$50,000	\$60,000 - \$69,999	\$70,000 - \$79,999	

	Minimum	Typical	Maximum	% change of salary levels 2017 vs 2016 (average)
SUPERINTENDENT Primary contact for site supervision/management on a daily basis. Based on site full time and Assistant Superintendent/Foreman may report to the Superintendent.				
Projects over \$40m+	\$80,000 - \$89,999	\$110,000 - \$119,999	Greater than \$140,000	↑ 1.3%
Projects \$10m - \$40m	\$70,000 - \$79,999	\$90,000 - \$99,999	Greater than \$140,000	
Projects under \$10m	Less than \$70,000	\$70,000 - \$79,999	Greater than \$140,000	

	Minimum	Typical	Maximum	% change of salary levels 2017 vs 2016 (average)
ASSISTANT SUPERINTENDENT/FOREMAN Supporting role to Superintendent. Based on site full time and ensures standards maintained on site. Works closely with trade contractors. May be required to work on the tools as well as supervise workers.				
Projects over \$40m+	\$60,000 - \$69,999	\$70,000 - \$79,999	\$90,000 - \$99,999	↑ 2.0%
Projects \$10m - \$40m	\$60,000 - \$69,999	\$60,000 - \$69,999	\$80,000 - \$89,999	
Projects under \$10m	Less than \$50,000	\$60,000 - \$69,999	\$80,000 - \$89,999	

BUSINESS DEVELOPMENT

	Minimum	Typical	Maximum	% change of salary levels 2017 vs 2016 (average)
BUSINESS DEVELOPMENT MANAGER Develops and maintains links with prospective business partners/clients. Ensures company is well-positioned in terms of future opportunities.				
0 - 4 years experience	Less than \$40,000	\$60,000 - \$69,999	Greater than \$130,000	NA
5 - 9 years experience	Less than \$40,000	\$100,000 - \$109,999	Greater than \$130,000	
10+ years experience	Less than \$40,000	Greater than \$130,000	Greater than \$130,000	

ACCOUNTING

	Minimum	Typical	Maximum	% change of salary levels 2017 vs 2016 (average)
CONTROLLER Oversees the financial operations and assets of the company. Prepares trading accounts, profit and loss accounts, and balance sheets. Manages the accounting function. Holds a professional accounting designation.				
0 - 5 years experience	Less than \$90,000	\$90,000 - \$99,999	\$110,000 - \$119,999	↑ 1.2%
6 - 10 years experience	Less than \$90,000	\$90,000 - \$99,999	\$120,000 - \$129,999	
11 - 15 years experience	\$95,000 - \$99,999	\$100,000 - \$109,999	\$120,000 - \$129,999	
16+ years experience	\$95,000 - \$99,999	\$120,000 - \$129,999	Greater than \$130,000	

	Minimum	Typical	Maximum	% change of salary levels 2017 vs 2016 (average)
ACCOUNTING MANAGER Manages the company's day to day accounts and bookkeeping. Responsible for the accounting team. Reports to the Controller or CFO.				
0 - 5 years experience	Less than \$65,000	\$60,000 - \$64,999	\$80,000 - \$89,999	↑ 1.0%
6 - 10 years experience	Less than \$65,000	\$60,000 - \$64,999	\$80,000 - \$89,999	
11 - 15 years experience	Less than \$65,000	\$65,000 - \$74,999	\$80,000 - \$89,999	
16+ years experience	\$60,000 - \$64,999	\$80,000 - \$89,999	Greater than \$90,000	

	Minimum	Typical	Maximum	% change of salary levels 2017 vs 2016 (average)
SENIOR ACCOUNTANT Responsible for a large portfolio and/or manages and supervises one or more property accountants. Has, or is studying towards a professional accounting designation. Reports to the Accounting Manager, Controller or CFO.				
1 - 2 years experience	Less than \$55,000	\$55,000 - \$69,999	\$60,000 - \$69,999	↑ 1.1%
3 - 5 years experience	Less than \$55,000	\$60,000 - \$64,999	\$70,000 - \$74,999	
5 - 10 years experience	Less than \$55,000	\$70,000 - \$74,999	Greater than \$75,000	
11+ years experience	\$55,000 - \$69,999	Greater than \$75,000	Greater than \$75,000	

	Minimum	Typical	Maximum	% change of salary levels 2017 vs 2016 (average)
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PROJECT ACCOUNTANT

Responsible for all project accounting records, reports and budgets for a large project or multiple smaller projects. Reports to Senior Accountant or similar management position.

1 - 2 years experience	Less than \$50,000	\$50,000 - \$54,999	\$55,000 - \$59,999
3 - 5 years experience	Less than \$50,000	\$55,000 - \$65,999	Greater than \$60,000
6 - 8 years experience	Less than \$55,000	Greater than \$60,000	Greater than \$65,000
9 - 10 years experience	\$60,000 - \$64,999	Greater than \$70,000	Greater than \$70,000
11+ years experience	\$75,000 - \$79,999	Greater than \$70,000	Greater than \$70,000

↑ 0.8%

ACCOUNTING ASSISTANT

Performs AP and/or AR functions and provides information to the accounting team or site personnel.

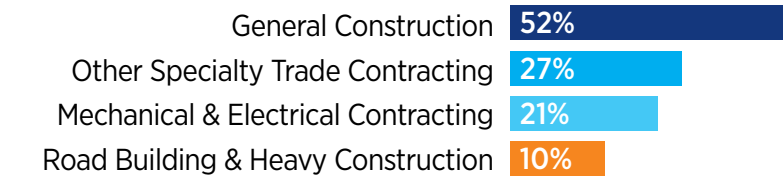
0 - 2 years experience	Less than \$30,000	\$35,000 - \$39,999	\$40,000 - \$44,999
3 - 4 years experience	Less than \$35,000	\$40,000 - \$44,999	\$45,000 - \$49,999
5 - 8 years experience	\$40,000 - \$44,999	\$40,000 - \$49,999	Greater than \$55,000
9 - 10 years experience	\$40,000 - \$44,999	\$45,000 - \$49,999	Greater than \$55,000
11+ years experience	\$45,000 - \$49,999	Greater than \$55,000	Greater than \$55,000

↑ 1.1%

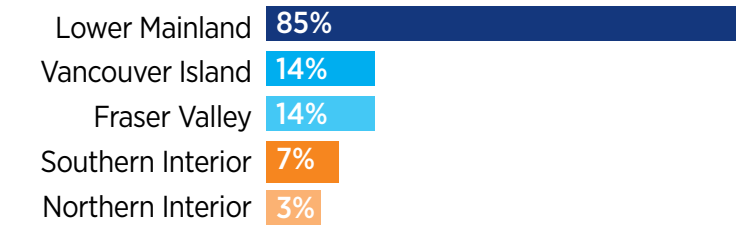
ABOUT THE RESPONDENTS

Hays and the VRCA would like to thank all those who took the time to participate in our survey. We believe the growing number of participants is a strong indication of the value and quality of our document.

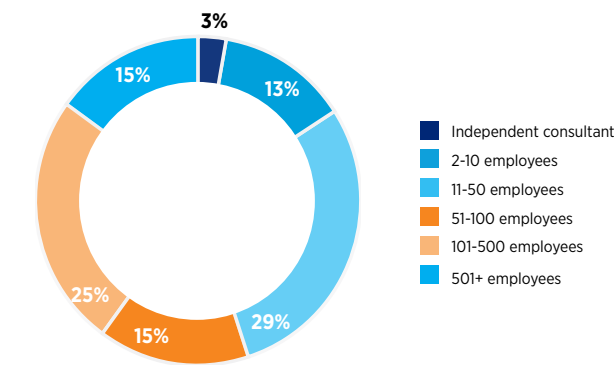
What is the company's primary business?



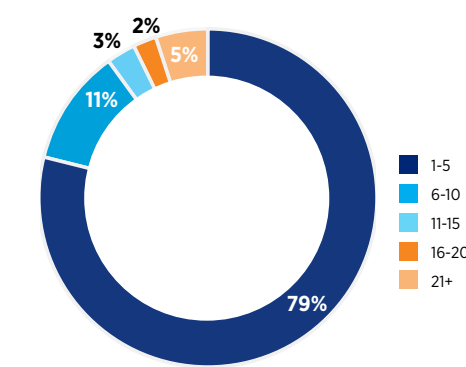
Where in British Columbia is the company located?



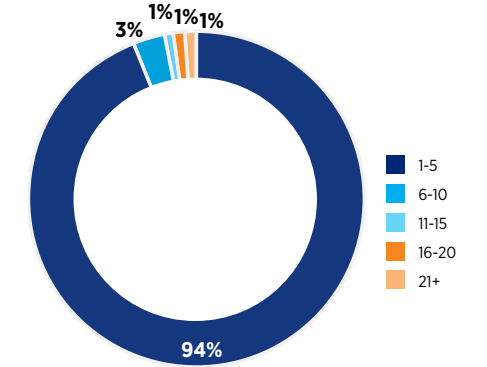
How many employees are in the company?



How many offices does the company have in Canada?



How many offices does the company have in BC?



ABOUT THE VRCA

With close to 700 members, VRCA is BC's largest and most inclusive regional construction association, representing union and non-union, general and trade contractors, manufacturers, suppliers and professionals who service the construction industry throughout the Lower Mainland from Hope to Whistler.

Why Join the VRCA?

VRCA is passionate about helping its members succeed in today's increasingly challenging and competitive market. Our role is to provide our members with the resources they need to be productive, competitive and, most importantly, profitable over the long-term.

- Arm your team members with the professional development they need to boost their knowledge, enhance technical skills, and develop their career path in the construction industry.
- Make meaningful industry contacts through a broad range of networking opportunities.
- Via BidCentral, our online Planroom, get access to pre-bid data and project opportunities, including project descriptions, planholder lists, and listings of specifications, addenda, and blueprints.
- Be assured that VRCA, working with its members, identifies issues affecting the construction industry and represents members' interests at the local, provincial, and national levels of government.

For more information, please contact Fiona Famulak at president@vrca.bc.ca.

ABOUT HAYS

Hays Construction & Property places permanent, contract, and temporary candidates in positions in Construction & Development, Architecture & Interior Design, Civil, Structural & Environmental Engineering, Mechanical & Electrical, and Property & Facilities Management.

Our consultants manage a sophisticated network of contacts and develop and maintain an in-depth knowledge of their disciplines. This helps us quickly and effectively identify and evaluate candidates, many of whom are referred to us by trusted sources.

Hays Construction & Property is a division of Hays. Our team also services the recruitment needs for industry sectors including: Accounting & Finance, Financial Services, Human Resources, Information Technology, Manufacturing & Logistics, Legal, Life Sciences, Office Support, Oil & Gas, Procurement, Resources & Mining and Sales & Marketing.

You can be confident that we can source the niche skills required to fill a role in every professional discipline - cost effectively and efficiently.

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