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***Salary And Benefits Survey - Tourism And
Hospitality Industry
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**1993 SALARY AND
BENEFITS SURVEY
TOURISM AND HOSPITALITY
INDUSTRY**

Survey Results

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CANADIAN TOURISM RESEARCH INSTITUTE

August 1993

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Preface

“Value for money” has become the rallying cry of **Canadian consumers**. **No longer willing** to put up with inferior products or services, consumers are insisting that businesses focus their attention on the improvement of their operations. Demand for quality products at a reasonable cost has forced many companies to look very closely at their productivity rates and cost structures. For the tourism and hospitality industry, a labour-intensive sector, the focus is on the development of sound human resource strategies and policies. As a result, human resource executives are being told to find ways to control costs without **sacrificing service**.

Compensation levels and benefit costs are being studied in order to ensure that the structures in place are beneficial to both the employer and employees. In the area of compensation, variable plans and bonus systems can be used effectively to reward and recognize employee achievements without creating an unmanageable system for the employer. Benefit cost containment strategies are also being used to identify and reduce areas of waste. Workers are becoming more aware of the programs and policies in place in the organization. As a result, employers are able to determine which benefits are highly valued by employees and which are of little or no interest.

In order to provide human resource professionals with benchmark information on salary levels and benefit policies, the Canadian Tourism Research Institute is pleased to publish the results of its annual Salary and Benefits Survey for the tourism and hospitality industry.

The information from this survey has been added to the Institute’s Databank of Human Resource Policies and Practices, a database of statistics specifically designed for the industry. For the first time, the Institute is able to provide respondents with a year-over-year comparison of salary and benefit policies for management employees from information found in this database.

We would like to thank those organizations that invested their time to complete the survey questionnaire. It is due to their commitment that we are able to provide the industry with much-needed data on salary levels, bonus systems and benefit practices.

David Redekop
Director

August 1993

Executive Summary

General managers in the accommodation sector top the list in terms of average salary ranges, according to the results of the 1993 Salary and Benefits Survey. Added to the average salary range of between \$58,209 and \$71,913 is an average bonus of \$4,921. Next on the list are executive chefs, whose average salary range is \$44,846 to \$53,706. Their average bonus rings in at \$1,794.

While the majority of management positions surveyed are eligible for bonuses, only a handful of companies have extended their incentive programs to trade- or service-level employees. Of those that do offer bonuses to non-management employees, the majority base the award on sales volumes. In no cases is it based on merit.

In terms of wage administration policies, most responding organizations do have a formal program in place for their employees. Annual salary increases are most often based on merit for management employees, while increases for trades and service employees are based on a combination of merit and general increases.

The following table provides information on salary ranges and bonuses for key positions surveyed.

Position	Respon- dents	No. of outlets	No. of employees	Minimum salary	Maximum salary	Number who gave bonus	Number receiving a bonus	Amount of bonus
	Sum	sum	Sum	Average	Average	sum	sum	Average
Restaurant Manager	17	2,464	1,021	28,467.85	40,642.94	10	787	1,033.81
Executive Chef	10	97	591	44,845.96	53,705.58	7	291	1,794.44
Waitstaff, FT	16	404	4,083	5.98	6.50	-1	-1	-1
Waitstaff, PT	15	3971	4,2211	6.00	6.411	-1	-1	-1
General Manager Accom.	10	2881	1651	58,209.85	71,913.88	7	1501	4,921.88
Front Desk FT	14	174	794	17,415.59	19,528.68	1	301	-1
Front Desk PT	7	150	394	9,122.07	10,313.66	1	2811	-1

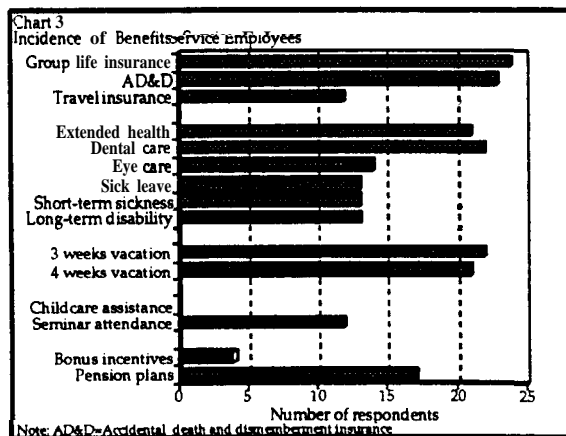
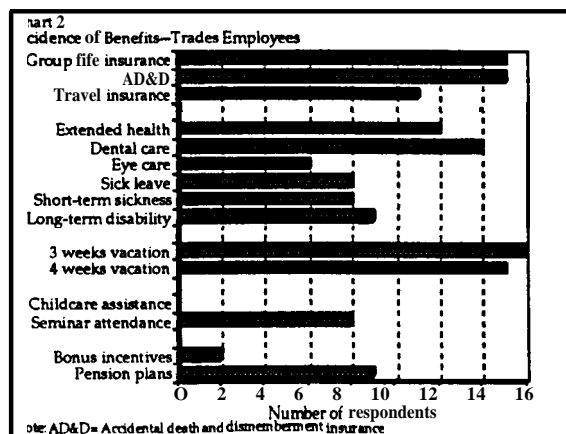
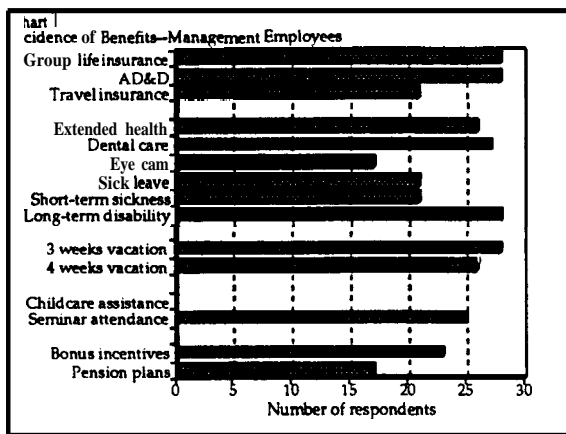
Note: FT=full time; PT=part time

Benefit Policies

Benefit cost containment has become a major issue for many organizations in the tourism and hospitality industry. Controlling rising health costs is critical, and many companies are looking at ways to trim costs without sacrificing basic coverage.

The most popular benefits are group life insurance, accidental death and dismemberment, extended health insurance and dental care plans. Also very popular for management employees are long-term disability plans.

A summary of the incidence of major benefits for management, trades and service employees can be found in charts 1 to 3.



Introduction

In May, the Canadian Tourism Research Institute distributed a questionnaire dealing with salary and benefit practices to a select group of organizations in the accommodation, foodservice and travel service sectors of the industry.

Respondents were asked to give actual salary ranges for 61 management, trades and service positions, as well as information on benefits and conditions of employment.

This report presents the results of the survey. It is divided into four main sections.

Respondent Profile

The first section provides a profile of respondents. Respondents are classified on the basis of sales volume, sector and organization size. Also included is the total number of employees in the surveyed organizations.

Salary/Wage Information

The second section provides information on salary ranges and bonuses for management, trades and service employees. Information is broken down by location, region and sector.

Policies and Benefits

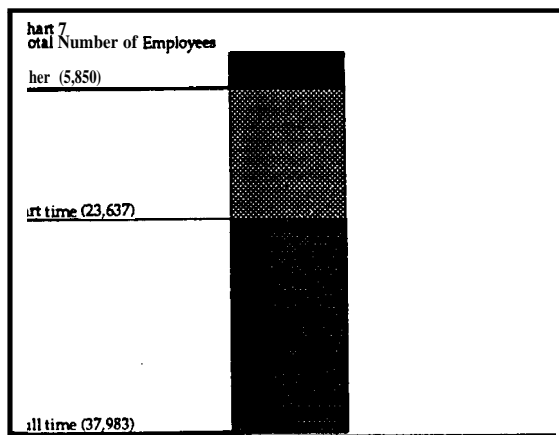
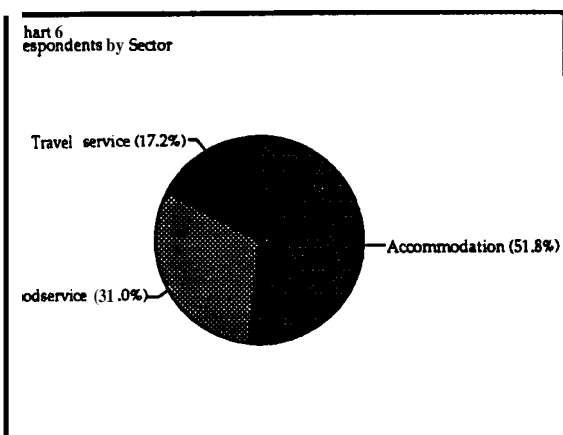
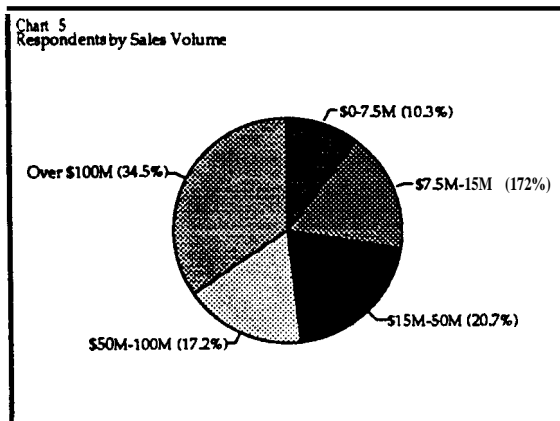
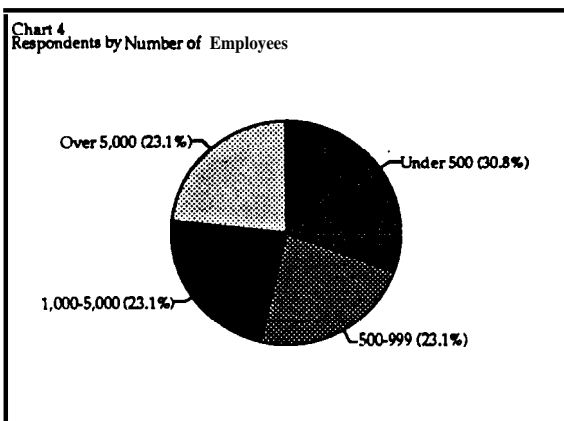
The third section of the report deals with benefit policies and practices. The incidence of benefits is given, as well as additional details of the policies.

Comparison of 1993 and 1992 Survey Results for Management Employees

Using a core group of respondents, a brief analysis of the major changes in salary and benefit policies over the past year is presented.

Information on the incidence of benefits as well as cash compensation packages for executives is provided in a separate report.

Respondent Profile



Salary/Wage Information

The following tables provide information on salaries and wages for management, trades and service employees. In order to supply statistics that are relevant to operators in the different sectors of the industry, the results of the survey have been broken down into a number of categories.

Explanations of Some of the Statistics Found in This Section

Full-time and part-time designation: Part-time employees work less than 25 hours/week.

Position: Positions have been divided into management, trades and service categories, as applicable.

Annual and hourly rates: Information on compensation levels is provided in annual rates for management as well as for most trades positions. Hourly rates of pay are provided for some trades and all service positions. All averages are weighted by the total number of employees in the position.

Part-time employees apparently earning more than full-time employees in the same job: While survey results on occasion may show lower rates for full-time employees than for their part-time fellow workers, in individual responding firms the reverse is the case. The mix of firms providing information for a certain job maybe different from that which applies for another job, causing an apparent, not a real, anomaly.

Confidentiality of salary information: In order to assure that the salaries and wages provided by individual organizations are not released in this report, guidelines were devised for the presentation of data. As a result of applying these guidelines, salary and wage information, in some cases, does not appear in the tables.

Survey results, it must be emphasized, should be used with caution. Any sound salary/wage plan is based on a good balance of internal relationships among jobs and on-the application of survey results to adjust compensation levels.

Job Descriptions

The following job descriptions were provided to respondents in order to ensure that appropriate matches were made between the job title and duties. Please refer to them when analyzing the salary information provided in this section of the report.

Foodservices Occupations

1. *Restaurant Manager*: Directs the daily operations of a unit or location; supervises and organizes staff; hires and trains staff in some operations. Category includes owner-manager if on salary.
2. *Assistant Manager*: Usually reports to the manager. Assists the manager in planning, co-ordinating and supervising staff activities. Normally assumes overall responsibility for unit during manager's absence.
3. *Food and Beverage Manager*: Plans, organizes, directs and controls, through supervisory personnel, operations of food and beverage facilities of large hotels or restaurants to ensure efficient and profitable service. Applies specialized knowledge of food and beverage services. Directs departments engaged in preparing and serving food and beverages.
4. *Kitchen Manager*: Directs the activities of kitchen staff in accordance with policies and procedures. Plans and schedules daily food production in relation to anticipated demand. Assures food quality, portion control and production cost control. May hire and train kitchen staff. May be responsible for food inventory controls and maintenance of kitchen equipment.
5. *Dining Room Manager*: Plans, organizes, co-ordinates and supervises activities of workers in dining room. Ensures that dining room, kitchen and storage facilities are pleasing in appearance and meet health regulations.
6. *Banquet/Catering Manager*: Plans, organizes, co-ordinates and supervises banquet and catering staff. Plans and organizes banquets and other special functions.
7. *Bar Manager*: Plans, organizes, directs and controls the operation of a bar. Supervises and co-ordinates activities of workers engaged in mixing and serving alcoholic drinks. Responsible for stock control, inventory and scheduling of staff hours. May also perform bartending duties.
8. *Purchasing Manager*: Plans, organizes, directs and controls purchasing of materials, equipment, services and supplies. Negotiates with suppliers to resolve problems on prices, deliveries or specifications. Directs purchasing of material at lowest cost consistent with quality standards and delivery requirements.

9. *Executive Chef*: Responsible for meal planning and the supervision and co-ordination of chefs, cooks and other kitchen personnel to ensure that food preparation is economical and technically correct. Plans or participates in planning of menus and utilization of food surpluses. Estimates food consumption and purchases or requisitions supplies. Reviews menus; analyses recipes; determines food, labour and overhead costs; and assigns prices to menu items.

10. *Sous Chef*: Supervises and co-ordinates activities of cooks and other workers engaged in preparing and cooking food. Observes workers engaged in preparing, portioning and garnishing food to be sure that methods of cooking and garnishing and sizes of portions are as prescribed. Cooks and carves meats and prepares dishes. Assumes responsibility for the kitchen in the absence of the executive chef.

11. *Saucier*: Responsible for the preparation of all soup stocks, bouillons, sauces and gravies.

12. *Pastry Chef*: Prepares and bakes cakes, cookies, pies, puddings or other desserts, according to recipes. When employed in a large establishment, may specialize in preparing one or more types of pastry or dessert.

13. *Salad Chef*: Prepares salads, salad dressings, fruits, melons, gelatin desserts and relish plates.

14/15. *Short Order Cook*: Prepares and cooks quick lunches or meals. Receives order and cooks foodstuffs such as: sandwiches, hamburgers, frenchfries, bacon or eggs, often working on several orders at the same time.

16/17. *Fast Food Cook*: Prepares and cooks a very limited range of products, according to set procedures, in a fast food restaurant.

18/19. *Cook Helper*: Helps workers engaged in preparing food by performing a combination of duties including: washing, peeling and cutting vegetables and fruit; cutting and grinding meats, fish and poultry; breading food; stirring and straining soups and sauces; weighing and measuring ingredients; distributing supplies; keeping work area clean and tidy.

20/21 *Bartender*: *Mixes* and serves alcoholic and non-alcoholic drinks to patrons. Slices fruits to garnish drinks. Collects money for drinks served. Orders or requisitions liquor and supplies.

22/23 *Host/Hostess*: Welcomes patrons, seats them and ensures quality and speed of service. Schedules dining reservations. Arranges parties or special services for diners. Adjusts or assists in adjusting complaints. May present patrons with menu and assist in serving them. May help clean and reset tables.

24/25 *Waiter/Waitress*: Performs any combination of the following duties to serve food and beverages to patrons: presents menu, answers questions and makes suggestions regarding food and beverages; orders food from kitchen; serves food to patrons; presents bill for payment; may remove dishes and clean tables.

26/27 *Waiter/Waitress Assistant*: Sets tables with tablecloths, napkins, silverware, glasses and dishes and serves ice water, rolls and butter to patrons. Removes dishes and linens at the conclusion of the meal.

28/29 *Dishwasher*: Performs any combination of the following duties: sweeps and mops floors; washes walls and worktables; removes trash and places it in designated containers; washes dishes, pots and pans, either by hand or places them in dishwashing machine; transfers supplies and equipment between storage and work areas.

30/31 *Cafeteria Attendant*: Takes orders and serves food at counters in cafeterias, lunchrooms or coffee shops. May prepare some items and place orders in containers to be taken out. Cleans counters, writes up itemized checks and accepts payment.

32/33 *General Help (crew)*: Performs any combination of the following duties, usually in a fast food restaurant: takes orders from customers; gathers the ordered food from the stock waiting to be sold; accepts payment; may also cook frenchfries, make coffee, and fill beverage cups.

Accommodation Occupations

34. *General Manager*: Directs and co-ordinates services and activities necessary for successful operation of hotel or other accommodation establishment, such as lodging, food, beverages, human resources, sales, accounting, publicity, banquet and convention facilities; institutes and implements policies; develops programs for guests; negotiates provision of space and facilities in hotels for services; oversees purchasing of equipment and supplies.

35. *Assistant Manager*: Assists the general manager in planning, co-ordinating and supervising staff.

36. *Front Office Manager*: Supervises and co-ordinates activities of front desk reception agents. Responsible for the maintenance of standards of personnel performance and service to guests. Handles guest complaints and problems.

37/38. *Front Desk Agent*: Accommodates guests by registering and assigning rooms, issuing room keys, stamping and sorting incoming mail, transmitting and taking messages, answering inquiries, collecting payment and issuing statements to departing guests.

39. **Manager, Guest Services:** Supervises and co-ordinates the activities of doorpersons, guest valets and other workers engaged in escorting guests to rooms or carrying baggage.

40/41. **Porter, Bellhop:** Escorts incoming guests to rooms, carries guests' hand luggage and offers information pertaining to available services and facilities; pages guests, runs errands and delivers messages.

42. **Concierge:** Performs a number of special services requested by guests including: obtaining theatre or special event tickets; arranging city tours; making reservations; providing information; handling guest complaints.

43. **Executive Housekeeper (large hotels and resorts):** Supervises and co-ordinates activities of workers engaged in keeping the establishment in a clean and orderly condition; inspects and evaluates the physical condition of the establishment and submits recommendations for repairs and reallocation of space; inventories supplies and equipment.

44. **Supervisor, Housekeeping:** Supervises and co-ordinates activities of room attendants. Assigns workers their duties and inspects work for conformance to prescribed standards of cleanliness. Investigates complaints regarding housekeeping service and equipment and takes corrective action.

45/46. **Room Attendant:** Cleans rooms and halls in the establishment. Performs any combination of the following duties: sweeps and mops floors; vacuums carpets; dusts furniture; empties wastebaskets; replaces towels and sundry items; makes beds; changes linens.

47/48. **Houseperson:** Performs any combination of the following tasks to maintain the premises in a clean and orderly manner: moves and arranges furniture; prepares rooms for meetings; arranges decorations or furniture for banquets and social functions.

49. **Human Resource Manager:** Directs and oversees the human resource function for all employees within the establishment, including recruitment, selection, training and development, staff motivation and compensation. Works with property department heads to ensure proper staffing levels are maintained.

50. **Controller:** Supervises all accounting functions within the property, such as accounts payable and receivable, capital expenditures, purchasing, food and beverage control; generates statistical and financial reports.

51. **Director of Sales:** Supervises all sales functions within the property and actively solicits room business for the property through the corporate, tour, incentive, transient and convention markets.

Travel Service Occupations

52. *Manager, Retail Travel:* Plans, organizes and directs operations of a travel agency; oversees staff and informs them of current prices, fares, travel restrictions and other information; directs staff in the promotion of approved travel services. May also, in some cases, provide services similar to those of a travel agent/consultant.

53/54/55. *Agent/Consultant—Leisure Travel Services:* Main duties include: providing information, planning itineraries, arranging accommodation and transportation; also, works on commission selling services for transportation, accommodation or food and beverage companies; promotes and sells package tours, group travel and local tours; travels to resorts or other destinations to evaluate available services.

56/57/58. *Agent/Consultant--Corporate Travel Services:* Provides travel services to commercial clients including transportation, accommodation, car rentals and other related services. Books flights, secures reservations and plans itineraries for corporate clients.

Junior level agents usually have up to two years experience; intermediate agents usually have between two and five years experience; senior agents usually have over five years experience.

59. *Group Sales Specialist:* Specializes in the planning of travel itineraries for groups; makes presentations to groups; selects proper itineraries; negotiates discount travel and group rates; provides information and co-ordinates all details of a group trip to ensure its success.

60. *Inside Account Executive:* Working at an office location, the inside account executive promotes and sells travel packages to retail travel agencies; advises of any cancellations; forwards required information to agents; handles special bookings or itinerary problems.

61. *Outside Account Executive:* Working in the field, the outside account executive calls on retail travel agencies to inform them of any new tours or services offered by the wholesaler.

62. *Accounting Clerk:* Compiles, classifies and records financial data; records payments, receipts and other transactions relative to ticketing and reservations; posts entries in ledgers; balances books and compiles relevant financial reports.

Cash Compensation
Coverage: National

Foodservice Positions

Position	Respon-	No. of	No. of	Minimum	Maximum	Number	Number	Amount of
	dents	outlets	employees	salary	Salary	who gave	receiving	bonus
	Sum	Sum	Sum	Average	Average	Sum	Sum	Average
Restaurant Manager	17	2,464	1,021	28,467.85	40,642.94	10	787	1,033.81
Assistant Manager	16	945	1,866	121,826.94	132,368.96	5	660	650.00
IF&B Manager	9	108	107	136,905.34	147,086.88	6	20	1,219.13
Kitchen Manager	3	62	62	123,032.21	131,638.50	2	5	-
Dining Room Manager	8	102	78	125,205.96	134,517.73	4	52	2,275.00
Banquet Manager	9	71	62	128,369.59	136,867.28	7	13	3,790.00
Bar Manager	5	44	43	122,524.66	128,002.56	1	1	-
Purchasing Manager	10	53	37	128,864.99	134,306.81	2	3	-
Executive Chef	10	97	59	144,845.96	153,705.58	7	29	1,794.44
Sous Chef	12	97	128	128,761.36	135,476.47	2	9	-
Saucier	7	30	44	124,331.71	127,425.96	-	-	-
Salad Chef	9	39	32	127,452.15	133,926.61	-	-	-
Short Order Cook FT	12	134	54	8.67	10.48	-	-	-
Short Order Cook PT	7	67	21	7.94	10.04	-	-	-
Fast Food Cook FT	7	90	29	7.52	10.05	-	-	-
Fast Food Cook PT	4	81	39	7.02	9.81	-	-	-
Cook Helper, FT	11	110	41	7.96	9.41	-	-	-
Cook Helper, PT	8	43	62	7.56	9.21	-	-	-
Bartender, FT	15	217	53	7.25	8.43	1	6	-
Bartender, PT	11	164	34	7.19	8.23	-	-	-
Host/Hostess, FT	12	208	60	7.64	8.75	-	-	-
Host/Hostess, PT	9	157	55	7.56	8.50	-	-	-
Waitstaff, FT	16	404	4,083	5.98	6.50	-	-	-
Waitstaff, PT	15	397	4,221	6.00	6.41	-	-	-
Waiter Assistant FT	13	144	38	6.94	7.67	-	-	-
Waiter Assistant PT	10	134	49	6.81	7.46	-	-	-
Dishwasher FT	14	222	88	7.45	8.64	-	-	-
Dishwasher PT	12	195	56	7.33	8.30	-	-	-
ICaf Attendant FT	7	36	6	8.55	9.39	-	-	-
ICaf Attendant PT	4	17	17	8.71	9.32	-	-	-
General Help FT	11	780	4,807	6.32	8.91	-	-	-
General Help PT	9	767	5,605	6.11	8.56	-	-	-

Cash Compensation
Coverage: by Location

Foodservice Positions

Position	Location	Respon-	No. of	No. of	minimum	Maximum	Number	Amount	
		dents	outlets	employees	salary	salary	who gavel	of bonus	
		Sum	Sum	Sum	Average	Average	Sum	Average	
Restaurant Manager	Vancouver	6	1,072		54129,150.45	140,384.67	2	-	
	Other BC	5	2001		19127,804.00	141,818.40	3	968.00	
	Calgary/Edmonton	8	346	103	128,763.31	139,718.50	3	1,443.00	
	Saskatchewan	5	21		12127,740.00	142,260.00	3	1,936.00	
	Manitoba	7	57		53126,272.86	138,378.00		512,369.50	
	Toronto	13	252		260130,004.23	140,785.46	8	693.25	
	Central Ont.	7	124	125	128,907.86	144,001.43	5	1,076.50	
	SW Ont.	6	95		95128,492.50	144,088.00		411,493.50	
	East Ont.	5	70		69130,489.00	139,835.00	4	950.00	
	Montreal	10	141		143128,396.40	141,450.90	6	493.33	
	Other Quebec	5	28		26134,890.00	144,830.00	2	-	
	INS	5	13		13125,860.00	135,860.00	1	-	
	NB	3	5		3125,832.33	133,248.33	2	-	
	Assistant Manager	Vancouver	5	51		57123,404.17	113,694.17		
		Other BC	5	20		40122,016.00	132,320.00	2	-
Calgary/Edmonton		8	102		184122,728.84	130,969.34	2	-	
Saskatchewan		4	10		19120,850.00	135,000.00	3	844.00	
Manitoba		6	56		76120,260.00	129,975.33	4	844.00	
Toronto		11	227		453121,898.18	131,349.18	4	607.50	
Central Ont.		5	108		233121,272.00	135,496.00	3	765.00	
SW Ont.		5	92		206120,912.00	134,356.00	3	885.00	
East Ont.		3	66		142122,426.67	131,466.67	1	-	
Montreal		6	137		282121,431.33	134,585.33	3	0.00	
Other Quebec		5	28		64124,780.00	133,798.00	2	-	
Dining Room Manager		Calgary/Edmonton	3	4		4139,040.67	150,727.33	2	-
		Toronto	5	31		27146,914.80	153,614.40	2	-
		SW Ont.	3	9		8123,460.67	129,511.33	1	-
		Montreal	4	6		7136,638.25	149,082.25	1	-
	INS	3	5		6129,900.00	142,733.33	1	-	
	Dining Room Manager	Toronto	4	11		12131,050.00	130,850.00	3	2,275.00
Central Ont.		3	10		9120,986.67	126,240.00	1	-	
Montreal		3	5		7127,336.33	137,288.00	1	-	

Cash Compensation
Coverage: by Location

Foodservice Positions

Position	Location	Respon-	No. of	No. of	Minimum	Maximum	Number	Amount
		dents	outlets	employees	salary	salary	who gave	of bonus
		Sum	Sum	sum	Average	Average	sum	Average
Banquet Manager	Calgary/Edmonton	3	5	5	130,398.97	141,466.31	2	-
	Toronto	7	11	16	130,607.14	138,837.43	2	-
	Montreal	5	8	11	131,584.40	139,016.40	2	-
Bar Manager	Calgary/Edmonton	3	10	11	120,936.00	126,437.33	-1	-1
Purchasing Manager	Calgary/Edmonton	3	5	4	127,046.33	134,598.00	-1	-
	Toronto	6	6	6	135,267.83	137,601.17	-1	-
	Montreal	3	4	4	134,833.33	142,166.67	-1	-
	Other Quebec	3	5	3	130,046.67	131,480.00	-1	-1
Executive Chef	Calgary/Edmonton	3	8	5	143,143.91	155,663.91	2	-
	Toronto	6	28	16	153,501.50	164,454.50	1	412,900.00
	Montreal	4	5	5	149,184.50	158,902.00	2	-
	Other Quebec	5	7	6	145,184.80	145,945.00	1	-1
Sous chef	Calgary/Edmonton	3	8	10	130,509.39	137,098.05	-1	-1
	Toronto	7	28	23	133,746.43	139,678.29	1	-1
	Montreal	5	7	12	131,216.20	138,724.20	1	-
	Other Quebec	4	6	12	128,134.18	129,873.32	-1	-1
Saucier	Toronto	3	5	17	125,369.20	128,426.60	-1	-1
	Other Quebec	3	3	4	124,488.47	126,561.53	-1	-
Salad Chef	Toronto	6	6	6	130,576.43	133,758.30	-1	-
	Montreal	4	5	5	133,473.00	141,834.25	-1	-
Short Order Cook, FT	Vancouver	3	14	5	9.96	12.42	-1	-
	Calgary/Edmonton	3	10	39	7.98	10.31	-1	-
	Manitoba	3	8	15	7.28	8.91	-1	-
	Toronto	5	36	177	9.89	11.52	-1	-1
	Central Ont.	3	18	88	8.55	9.96	-1	-1
	SW Ont.	3	5	23	7.40	9.79	-1	-1
	East Ont.	3	4	19	10.07	10.60	-1	-1
	Montreal	3	5	26	10.92	12.19	-1	-1
	Other Quebec	4	8	23	8.40	9.57	-1	-1
Short Order Cook, PT	Manitoba	3	8	27	7.28	8.91	-1	-
Fast Food Cook, IFT	Other Quebec	3	17	56	7.54	9.24	-1	-

Cash Compensation
Coverage: by Location

Foodservice Positions

Position	Location	Respon-	No. of	No. of	Minimum	Maximum	Number	Amount
		dents	outlets	employees	salary	salary	who gave	of bonus
		Sum	Sum	Sum	Average	Average	Sum	Average
Fast Food Cook, PT	Toronto	3	10	42	8.22	10.65	-	-1
Cook Helper, FT	Vancouver	3	18	321	9.351	10.461	-1	-
	Calgary/Edmonton	4	15	52	7.40	10.24	-	-
	Toronto	7	19	88	8.55	9.25	-1	-1
	Other Quebec	4	6	22	9.08	9.69	-	-
Cook Helper, PT	Vancouver	3	14	12	8.90	10.85	-	-
	Calgary/Edmonton	3	10	10	6.98	8.94	-1	-1
Bartender, FT	Vancouver	3	13	32	9.151	10.601	-1	-1
	Other BC	3	77	119	7.10	99.62	--	--
	Calgary/Edmonton	5	23	28	8.121	8.98	-	-1
	Manitoba	3	7	7	6.75	7.91	-1	-
	Toronto	9	40	120	7.60	9.24	-	-
	Central Ont.	5	27	91	6.00	6.84	-	-
	SW Ont.	4	16	28	6.16	7.52	-1	-
	East Ont.	4	114	24	7.61	8.21	--	--
	Montreal	6	13	44	8.46	9.85	-	-
	Other Quebec	6	23	46	6.77	7.35	1	-
	Bartender, PT	Vancouver	3	12	26	9.48	10.87	-1
Calgary/Edmonton		4	18	68	6.44	7.48	-	-1
Saskatchewan		3	16	17	6.47	7.16	-1	-1
Manitoba		4	10	29	6.31	7.44	-	-1
Toronto		8	26	47	7.87	9.02	-	-
Central Ont.		4	13	27	6.00	6.75	-	-
SW Ont.		3	13	27	6.38	7.91	-	-
East Ont.		3	12	25	7.81	8.14	-	-
Montreal		4	7	10	8.64	9.69	-1	-
Other Quebec		3	18	34	7.26	7.59	-1	-
Host/Hostess, FT	Vancouver	4	50	268	8.44	10.64	-1	-1
	Other BC	3	6	10	7.65	9.19	-	-
	Calgary/Edmonton	5	20	58	6.58	7.93	-	-
	Manitoba	3	7	14	6.58	7.49	-	-1

Cash Compensation
Coverage: by Location

Foodservice Positions

Position	Location	Respon-	No. of	No. of	Minimum	Maximum	Number	Amount
		dents	outlets	employees	salary	salary	who gave	of bonus
		Sum	Sum	sum	Average	Average	sum	Average
Host/Hostess, FT	Toronto	6	231	41	8.471	9.151	-1	-1
	Central Ont.	3	251	56	7.201	8.751	-1	-1
	SW Ont.	3	14	30	6.871	7.681	-1	-1
	East Ont.	3	13	25	7.421	8.181	-1	-1
	Montreal	3	5	9	9.561	10.211	-1	-1
	Other Quebec	4	19	37	8.391	9.171	-1	-1
Host/Hostess, PT	Vancouver	3	14	54	9.701	11.281	-1	-1
	Saskatchewan	3	9	23	5.701	6.721	-1	-1
	Manitoba	3	7	22	6.581	7.491	-1	-1
	Toronto	7	25	103	9.221	10.121	-1	-1
	Central Ont.	3	24	76	7.031	7.751	-1	-1
	SW Ont.	3	14	52	6.871	7.601	-1	-1
	Montreal	3	5	16	8.761	9.741	-1	-1
	Waitstaff, FT	Vancouver	4	54	825	7.071	8.331	-1
	Other BC	3	8	70	6.211	8.111	-1	-1
	Calgary/Edmonton	6	50	402	5.861	6.251	-1	-1
	Saskatchewan	3	16	46	5.761	5.841	-1	-1
	Manitoba	4	10	60	5.481	6.171	-1	-1
	Toronto	10	80	72	6.061	6.411	-1	-1
	Central Ont.	6	49	424	5.671	6.001	-1	-1
	SW Ont.	3	32	272	5.531	5.791	-1	-1
	Montreal	6	21	225	7.061	7.651	-1	-1
	Other Quebec	6	30	282	5.591	6.091	-1	-1
	INS	3	12	79	5.971	6.201	-1	-1
Waitstaff, PT	Vancouver	4	54	564	7.041	8.291	-1	-1
	Calgary/Edmonton	6	50	597	5.811	6.191	-1	-1
	Saskatchewan	3	16	115	5.781	5.841	-1	-1
	Manitoba	4	10	189	5.481	6.171	-1	-1
	Toronto	10	79	75	6.061	6.341	-1	-1
	Central Ont.	6	49	458	5.641	5.881	-1	-1
	SW Ont.	4	35	359	5.531	5.721	-1	-1
	East Ont.	3	16	216	6.081	6.081	-1	-1

Cash Compensation
Coverage: by Location

Foodservice Positions

Position	Location	Respon-	No. of	No. of	Minimum	Maximum	Number	Amount
		dents	outlets	or	salary	salary	who gave	of bonus
		Sum	Sum	Sum	Average	Average	sum	Average
Waitstaff, PT	Montreal	6	21	126	7.06	7.65	-1	-1
	Other Quebec	4	26	339	5.83	6.33	-1	-1
	INS	3	12	74	5.67	5.75	-1	-1
Waiter Assistant, FT	Vancouver	4	50	38	7.42	8.58	-1	-1
	Calgary/Edmonton	4	15	16	6.24	7.15	-1	-1
	Toronto	6	26	44	6.93	7.79	-1	-1
	Montreal	3	8	sol	9.20	9.51	-1	-1
	Other Quebec	4	7	43	7.65	7.98	-1	-1
Waiter Assistant, PT	Vancouver	4	49	160	7.47	8.63	-1	-1
	Calgary/Edmonton	3	14	45	5.70	6.80	-1	-1
	Toronto	6	26	100	6.93	7.58	-1	-1
	Montreal	3	4	51	9.20	9.51	-1	-1
Dishwasher, FT	Vancouver	3	16	44	9.13	10.52	-1	-1
	other BC	3	6	22	7.71	9.43	-1	-1
	Calgary/Edmonton	5	23	69	6.68	8.02	-1	-1
	Saskatchewan	3	16	17	5.96	6.79	-1	-1
	Manitoba	3	10	19	6.50	7.92	-1	-1
	Toronto	9	57	159	7.90	9.02	-1	-1
	Central Ont.	4	25	51	6.55	8.63	-1	-1
	SW Ont.	3	14	33	6.47	7.45	-1	-1
	East Ont.	4	14	65	7.90	8.65	-1	-1
	Montreal	6	11	120	9.82	10.98	-1	-1
Other Quebec	5	8	72	7.54	8.20	-1	-1	
Dishwasher, PT	Vancouver	3	15	52	8.99	10.75	-1	-1
	Calgary/Edmonton	5	19	63	6.36	7.45	-1	-1
	Saskatchewan	3	9	17	5.55	6.30	-1	-1
	Manitoba	4	13	36	6.13	7.09	-1	-1
	Toronto	8	54	117	7.81	8.51	-1	-1
	Central Ont.	4	25	81	6.43	7.50	-1	-1
	East Ont.	4	14	33	7.90	8.43	-1	-1
	Montreal	6	10	45	9.82	10.66	-1	-1

Cash Compensation
Coverage: by Location

Foodservice Positions

Position	Location	Respon-	No. of	No. of	Minimum	Maximum	Number	Amount
		dents	outlets	employees	salary	salary	who gave	of bonus
		Sum	Sum	Sum	Average	Average	sum	Average
Caf Attendant, FT	Toronto	4	4	9	8.82	9.48	-	-
	Montreal	4	5	12	11.43	11.74	-1	-
General Help, FT	Calgary/Edmonton	44	990	660	5.25	8.40	-1	-1
	Saskatchewan	3	11	49	6.72	8.57	-1	-
	Manitoba	3	38	305	5.08	7.62	-1	-
	Toronto	7	193	965	7.14	9.32	-1	-
	Central Ont.	4	102	772	6.39	9.31	-1	-1
	SW Ont.	5	88	625	6.34	9.08	-1	-
	East Ont.	3	64	253	7.82	9.28	-	-
	Montreal	4	120	614	5.74	9.43	-	-1
	Other Quebec	4	11	83	6.10	8.79	-1	-
General Help, PT	Calgary/Edmonton	4	90	675	4.88	7.34	-1	-
	Manitoba	3	38	445	5.08	7.25	-1	-
	Toronto	7	193	1211	7.01	9.73	-	-1
	Central Ont.	4	102	837	6.16	8.83	-1	-
	ISW Ont.	5	88	681	6.16	8.69	-1	-1
	East Ont.	3	64	359	7.67	9.28	-1	-
	Montreal	5	121	803	6.86	9.40	-1	-

Cash Compensation
Coverage: Region

Foodservice Positions

Position	Region	Respon-	No. Of	No. Of	Minimum	Maximum	Number	Amount of
		dents	outlets	employees	salary	salary	who gave	bonus
		Sum	Sum	Sum	Average	Average	sum	Average
Restaurant Manager	West	12	17011	250127,752.97	140,447.21	6	1,492.56	
	Ontario	13	5731	582129,277.71	41,792.17	91	978.45	
	Quebec	11	1691	169130,560.93	142,577.27	6	370.00	
	East	6	21	20125,181.45	134,935.73	3	601.50	
Assistant Manager	West	11	2441	388121,826.22	131,856.35	4	844.00	
	Ontario	11	5251	1110121,635.71	132,727.18	4	703.75	
	Quebec	8	165	346122,953.45	134,227.45	3	0.00	
	East	3	11	22120,073.25	128,723.25	1	-	
IF&B Manager	West	3	31	17141,233.67	155,128.33	3	500.00	
	Ontario	5	58	70136,268.73	142,509.64	2	-	
	Quebec	6	10	9137,758.83	146,054.83	1	-	
	East	4	9	11130,726.50	144,448.33	2	-	
Kitchen Manager	Ontario	3	35	35123,908.50	133,323.17	2	-	
Dining Room Manager	West	3	28	20124,432.11	135,236.89	2	-	
	Ontario	6	51	35124,887.27	133,029.09	3	2,275.00	
	Quebec	4	21	21127,841.80	136,652.80	1	-	
Banquet Manager	West	4	31	21127,581.14	138,488.63	3	0.00	
	Ontario	7	23	20131,006.36	137,971.09	2	-	
	Quebec	6	10	13129,677.43	134,986.00	3	-	
	East	3	7	8123,455.17	134,066.00	1	-	
Bar Manager	West	4	36	35122,253.10	128,489.70	-	-	
Purchasing Manager	West	4	29	15125,783.52	133,395.64	-	-	
	Ontario	6	9	9133,067.44	135,511.89	1	-	
	Quebec	5	9	7132,440.00	136,823.33	-	-	
	East	3	6	6123,789.80	131,122.40	2	-	
Executive Chef	West	4	37	20143,676.31	155,684.07	3	0.00	
	Ontario	7	36	21149,673.55	157,329.73	4	2,900.00	
	Quebec	7	12	11146,962.44	151,703.67	3	3,050.00	
Sous Chef	West	4	40	58127,167.27	134,831.42	-	-	
	Ontario	8	36	33131,993.75	138,229.00	1	-	
	Quebec	7	13	24129,846.41	134,790.48	1	-	
	East	3	8	13123,591.50	132,183.00	1	-	

Cash Compensation
Coverage: by Region

Foodservice Positions

Position	Region	Respon-	No. of	No. of	Minimum	Maximum	Number	Amount of	
		dents	outlets	employees	salary	salary	who gave	bonus	
		Sum	Sum	sum	Average	Average	Sum	Average	
Saucier	Ontario	4	7		20124,893.52	27,164.76	-1		
	Quebec	4	4		5126,366.35	28,241.15	-1		
	East	3	61		6120,312.75	24,284.50	-1		
Salad Chef	West	3	14		10125,468.86	134,010.57	-1	-1	
	Ontario	7	13		10129,7613.76	132,706.68	-1	-1	
	Quebec	5	6		6131,512.48	139,445.32	-1	-1	
	East	3	6		6121,535.20	130,730.20	-1	-1	
Short Order Cook, FT	West	5	54		1791	7.98	10.32	-1	-1
	Ontario	7	63		307	9.11	10.62	-1	-1
	Quebec	6	13		49	9.48	10.69	-1	-1
	East	3	4		8	7.89	10.10	-1	-1
Short Order Cook, PT	West	3	41		145	6.82	9.57	-1	-1
Fast Food Cook, FT	West	4	17		63	7.51	9.77	-1	-1
	Ontario	4	52		154	7.73	10.50	-1	-1
	Quebec	3	19		62	7.05	9.30	-1	-1
Fast Food Cook, PT	West	3	15		70	6.60	8.70	-1	-1
	Ontario	3	49		234	7.60	10.51	-1	-1
Cook Helper, FT	West	5	55		197	7.77	9.84	-1	-1
	Ontario	8	41		166	7.67	8.88	-1	-1
	Quebec	5	8		29	9.74	10.35	-1	-1
	East	3	6		23	6.85	8.06	-1	-1
Cook Helper, PT	West	5	32		42	7.56	9.84	-1	-1
	Ontario	4	4		9	7.27	8.18	-1	-1
	East	3	6		10	6.85	8.06	-1	-1
Bartender, FT	West	6	67		147	7.65	8.97	-1	-1
	Ontario	11	107		273	6.93	8.14	-1	-1
	Quebec	9	36		90	7.62	8.60	1	-1
	East	3	7		23	6.63	7.70	-1	-1
Bartender, PT	West	5	62		147	7.06	8.33	-1	-1
	Ontario	10	74		146	7.13	8.12	-1	-1
	Quebec	5	25		44	8.05	8.79	-1	-1

Cash Compensation
Coverage: by Region

Foodservice Positions

Position	Region	Respon-	No. of	No. of	Minimum	Maximum	Number	Amount of
		dents	outlets	employees	salary	salary	who gave	bonus
		sum	Sum	Sum	Average	Average	sum	Average
Host/Hostess, FT	West	7	93	3801	7.16	8.78	-1	-1
	Ontario	7	85	1721	7.58	8.48	-1	-1
	Québec	5	241	46	8.89	9.62	-1	-1
Host/Hostess, PT	West	5	45	154	7.27	8.55	-1	-1
	Ontario	7	85	319	7.79	8.59	-1	-1
	Quebec	4	21	77	8.25	9.13	-1	-1
	East	3	6	8	6.87	7.47	-1	-1
Waitstaff, FT	West	8	1421	1,676	6.02	6.81	-1	-1
	Ontario	121	1931	1,702	5.87	6.15	-1	-1
	Québec	8	51	507	6.32	6.87	-1	-1
	East	4	18	198	5.67	6.17	-1	-1
Waitstaff, PT	West	8	1371	1,594	6.04	6.70	-1	-1
	Ontario	12	1971	2,010	5.83	6.04	-1	-1
	Quebec	7	47	465	6.57	7.12	-1	-1
	East	4	16	152	5.63	5.95	-1	-1
Waiter Assistant, FT	West	6	75	198	6.56	7.59	-1	-1
	Ontario	7	48	87	6.68	7.44	-1	-1
	Quebec	6	15	93	8.32	8.64	-1	-1
Waiter Assistant, PT	West	5	75	258	6.35	7.35	-1	-1
	Ontario	6	47	173	6.70	7.16	-1	-1
	Quebec	4	7	54	9.20	9.43	-1	-1
Dishwasher, FT	West	6	75	319	7.08	8.41	-1	-1
	Ontario	10	120	328	7.37	8.63	-1	-1
	Quebec	9	19	192	8.78	9.72	-1	-1
	East	3	8	49	6.40	7.38	-1	-1
Dishwasher, PT	West	6	61	191	6.74	7.96	-1	-1
	Ontario	9	116	300	7.32	8.17	-1	-1
	Quebec	6	11	55	9.83	10.56	-1	-1
	East	3	7	22	5.85	6.80	-1	-1
Caf Attendant, FT	West	3	16	21	8.16	9.44	-1	-1
	Ontario	4	7	12	8.80	9.31	-1	-1
	Quebec	5	7	19	10.36	10.92	-1	-1

Cash Compensation
Coverage: by Region

Foodservice Positions

Position	Region	Respon-	No. of	No. of	Minimum	Maximum	Number	Amount of
		dents	outlets	employees	salary	salary	who gave	bonus
		Sum	Sum	Sum	Average	Average	Sum	Average
Caf Attendant PT	East	3	3	5	6.65	7.22	-	-
General Help, FT	West	7	1581	1,2181	5.94	8.49	-	-
	Ontario	8	480	2,7791	6.79	9.16	-	-
	Quebec	6	1311	6971	5.92	9.11	-	-
	East	3	11	1131	5.87	8.57	-	-
General Help, FT	West	5	1471	1,3651	5.28	7.42	-	-
	Ontario	8	4801	3,2741	6.62	9.12	-	-
	Quebec	5	1301	8661	6.53	9.20	-	-

Cash compensation
Coverage: by Sector

Foodservice Positions

Position	Organization Type	Respon-	No. of	No. of	Minimum	Maximum	Number	Amount of
		dents	outlets	employees	salary	Salary	who gave	bonus
		Sum	Sum	sum	Average	Average	Sum	Average
Restaurant Manager	Accommodation	7	1181	561	26,957.61	133,199.50	3	275.00
	Fast Food Service	4	1,666	644	25,518.33	41,595.03	4	1,171.77
	Other Foodservice	4	3811	1981	32,816.67	147,600.00	3	-
Assistant Manager	Accommodation	6	34	45	22,601.98	27,327.10	2	-
	Fast Food Service	4	629	1,243	19,482.00	32,475.07	2	-
	Other Foodservice	4	1571	331	123,300.00	135,176.47	1	-
IF&B Manager	Accommodation	7	73	381	40,332.13	151,449.17	6	1,219.13
Dining Room Manager	Accommodation	4	22	26	27,873.46	34,266.23	2	-
Banquet Manager	Accommodation	8	70	61	28,527.52	37,069.26	7	3,790.00
Bar Manager	Accommodation	4	21	201	21,944.96	127,094.64	1	-
Purchasing Manager	Accommodation	7	48	34	28,274.10	33,859.68	2	-
Executive Chef	Accommodation	6	88	491	45,986.48	155,366.02	6	1,543.75
Sous Chef	Accommodation	8	87	112	29,198.97	136,212.72	2	-
Saucier	Accommodation	6	29	43	24,373.04	27,271.99	1	-
Salad Chef	Accommodation	6	36	29	127,604.40	134,504.03	1	-
Short Order Cook IFT	Accommodation	10	60	200	9.57	10.89	-	-
Short Order Cook PT	Accommodation	5	23	22	9.53	10.58	-	-
Fast Food Cook FT	Accommodation	4	12	46	9.54	11.02	-	-
Cook Helper, FT	Accommodation	8	54	230	8.63	9.63	-	-
Cook Helper, PT	Accommodation	6	21	28	8.15	9.40	-	-
Bartender, FT	Accommodation	11	80	260	7.95	9.02	1	-
	Other Foodservice	3	136	27	5.76	7.23	-	-
Bartender, PT	Accommodation	6	48	92	8.14	9.00	-	-
	Other Foodservice	3	112	248	5.74	7.16	-	-
Host/Hostess, FT	Accommodation	6	41	86	8.95	9.78	-	-
	Other Foodservice	4	164	516	5.88	7.28	-	-
Host/Hostess, PT	Accommodation	6	33	56	8.99	9.67	-	-
	Other Foodservice	3	124	502	5.89	7.14	-	-
Waitstaff, FT	Accommodation	10	98	1,225	6.49	7.21	-	-
	Other Foodservice	4	183	1,878	5.37	5.65	-	-

Cash Compensation
Coverage: by Sector

Foodservice Positions

Position	Organization Type	Respon-	No. of	No. of	Minimum	Maximum	Number	Amount of
		dents	outlets	employees	salary	salary	who gave	bonus
		Sum	Sum	SUM	Average	Average	Sum	Average
Waitstaff, PT	Accommodation	7	82	636	6.75	7.33		-1
	Other Foodservice	4	1881	2,710	5.39	5.59	-1	-1
Waiter Assistant FT	Accommodation	8	48	276	7.40	7.99	-1	-1
	Other Foodservice	3	94	85	6.03	6.88	-1	-1
Waiter Assistant PT	Accommodation	7	341	120	7.39	8.09	-1	-1
	Other Foodservice	3	100	379	5.87	6.45	-1	-1
Dishwasher FT	Accommodation	8	84	563	8.29	9.17	-1	-1
	Other Foodservice	3	133	278	6.04	7.81	-1	-1
Dishwasher PT	Accommodation	8	58	149	8.27	9.05	-1	-1
	Other Foodservice	3	136	418	5.99	7.30	-1	-1
Caf Attendant FT	Accommodation	6	35	56	8.64	9.44	-1	-1
Caf Attendant PT	Accommodation	4	17	17	8.71	9.32	-1	-1
General Help FT	Accommodation	4	25	24	8.29	8.86	-1	-1
	Fast Food Service	3	560	3,551	5.98	9.04	-1	-1
General Help PT	Accommodation	3	13	10	9.27	9.88	-1	-1
	Fast Food Service	3	560	4,494	5.56	7.88	-1	-1

Cash Compensation
Coverage: National

Accommodation Positions

Position	Respon-	NO. Of i	NO. of	Minimum	Maximum	Number	Number	Amount of
	dents	outlets	employees	salary	salary	who gave	receiving	bonus
	Sum	Sum	Sum	Average	Average	Sum	Sum	Average
General Manager	10	2881	165	158,209.85	171,913.88	7	150	4,921.88
Assistant Manager, Accom.	8	1251	105	132,138.50	137,649.25	5	96	977.26
Front Office Manager	13	57	58	129,900.80	135,762.04	7	31	1,344.56
Front Desk, FT	14	1741	794	117,415.59	119,528.68	1	30	
Front Desk, PT	7	1501	394	9,122.07	110,313.66	1	28	
Manager, Guest Services	10	28	35	124,773.92	112,831.69	3	4	305.00
Porter, FT	9	46	31	6.99	7.69	-	-	
Porter, PT	6	38	96	7.12	7.84	-	-	
Concierge	5	17	35	121,296.46	123,828.14	-	-	
Executive Housekeeper	10	93	68	130,372.50	135,548.46	7	27	513.46
Superv. Housekeeping	13	66	180	119,849.03	122,734.31	2	32	
Room Attendant, FT	14	1711	2,463	7.77	8.63	2	81	
Room Attendant, PT	12	159	1,044	7.81	8.54	2	55	
Houseperson, FT	13	92	388	8.26	9.14	1	21	
Houseperson, PT	7	62	85	8.45	9.14	1	8	
HHR Manager	8	44	44	138,498.95	147,256.97	7	33	1,829.06
Controllerr	9	51	50	143,925.28	152,603.61	6	35	2,757.11
Director, Sales	10	50	48	144,502.68	152,981.51	6	34	2,289.06

Cash Compensation
Coverage: by Location

Accommodation Positions

Position	Location	Respon-	No. Of	No. of	Minimum	Maximum	Number	Amount of	
		dents	outlets	employees	salary	salary	bores	bonus	
		I sum	Sum	Sum	Average	Average	Sum	Average	
General Manager	Other BC	3	1261		3167,816.00	188,057.33	1	7,517.50	
	Calgary/Edmonton	4	6		6164,396.75	181,970.00	3	5,044.67	
	Manitoba	3	5		5159,133.33	165,633.33	1	-	
	Toronto	6	17		17168,514.33	179,903.33	5	7,908.33	
	Central Ont.	3	24		24151,000.00	161,000.00	1	-	
	East Ont.	3	14		14139,666.67	149,000.00	1	-	
	Montreal	4	14		14164,603.25	102,967.50	4	5,106.00	
	Other Quebec	4	22		22166,431.25	177,146.75	2	-	
	INS	3	10		10154,833.33	164,833.33	3	1,666.67	
	NB	3	11		11153,666.67	160,500.00	3	4,203.33	
	Assistant Manager Accom.	Calgary/Edmonton	3	3		3139,910.00	148,032.00	2	-
		Toronto	5	10		9140,303.60	141,503.60	3	2,334.67
Central Ont.		3	24		24130,333.33	136,466.67	2	-	
Front Office Manager	Calgary/Edmonton	3	5		5130,168.87	39,481.53	2	-	
	Toronto	7	13		14132,204.86	134,894.57	4	1,541.33	
	East Ont.	3	4		3127,100.00	30,333.33	-	-	
	Montreal	4	6		6130,673.75	141,822.75	3	1,511.33	
	Other Quebec	5	5		5128,076.00	128,180.00	-	-	
Front Desk FT	Other BC	3	3		320117,576.00	121,098.13	1	-	
	Calgary/Edmonton	4	6		47118,139.33	119,482.67	1	-	
	Manitoba	3	5		516114,040.00	117,361.07	1	-	
	Toronto	7	18		18119,727.51	121,296.16	1	-	
	Central Ont.	4	25		2579116,250.00	118,392.40	1	-	
	SW Ont.	3	12		123815,190.93	16,556.80	1	-	
	East Ont.	4	15		157118,509.70	121,761.90	1	-	
	Montreal	6	16		1687122,381.10	124,584.27	1	-	
	Other Quebec	6	24		2475116,903.92	119,290.93	-	-	
	INS	3	10		1030115,981.27	116,556.87	1	-	
	NB	3	11		1129114,740.27	116,376.53	1	-	

Cash Compensation
coverage: by Location

Accommodation Positions

Position	Location	Respon-	No. of	No. of	Minimum	Maximum	Number	Amount of
		dents	outlets	employees	salary	salary	who gave	bonus
		Sum	Sum	Sum	Average	Average	Sum	Average
Front Desk PT	Calgary/Edmonton	3	5	10	8,179.95	8,663.55	1	-
	Manitoba	3	5	15	5,806.67	7,214.48	1	-
	Toronto	6	13	29	110,503.51	10,572.71	1	-
	SW Ont.	3	12	23	8,424.52	9,128.43	1	-
	Montreal	4	14	51	13,898.37	15,580.19	1	-
	Other Quebec	4	22	50	10,519.12	11,931.44	1	-
	NB	3	11	27	7,765.33	8,377.20	1	-
Manager Guest Services	Toronto	5	6	6	25,300.00	27,400.00	2	-
Porter FT	Calgary/Edmonton	3	5	32	6.93	7.61	-	-
	Toronto	6	7	50	7.11	7.82	-	-
	Montreal	4	5	50	8.53	8.79	-	-
Porter PT	Toronto	5	8	18	7.15	8.06	-	-
	Montreal	4	5	11	8.49	8.76	-	-
Concierge	Toronto	3	4	6	23,148.80	25,175.47	-	-
	Montreal	3	3	6	22,940.00	24,633.33	-	-
Executive Housekeeper	Calgary/Edmonton	3	5	5	32,912.75	42,608.41	1	-
	Toronto	7	12	12	36,559.43	39,607.43	4	800.00
	SW Ont.	3	12	3	26,495.67	30,232.67	2	-
	East Ont.	4	6	6	28,425.00	32,750.00	2	-
	Montreal	5	7	8	30,439.00	38,158.20	2	-
	Other Quebec	5	5	5	27,583.40	27,583.40	2	-
Superv. Housekeeping	Calgary/Edmonton	3	5	18	20,002.00	23,300.00	-	-
	Toronto	5	15	38	21,586.89	24,449.67	2	-
	Central Ont.	3	4	5	20,293.33	22,250.00	-	-
	SW Ont.	3	3	3	18,165.33	20,308.00	2	-
	East Ont.	3	5	5	20,896.00	21,889.60	1	-
	Montreal	5	8	28	23,368.80	26,460.00	2	-
	Other Quebec	4	4	7	18,820.75	20,525.05	-	-

Cash Compensation
Coverage: by Location

Accommodation Positions

Position	Location	Respon-	No. of	No. of	Minimum	Maximum	Number	Amount of	
		dents	outlets	employees	salary	salary	who gave	bonus	
		sum	Sum	Sum	Average	Average	S U M	Average	
Room Attendant IFT	Other BC	3	3	75	7.63	9.31	1		
	Calgary/Edmonton I	4	6	146	7.40	8.11	-		
	Manitoba	3	5	321	6.29	7.83	1		
	Toronto	6	16	420	8.82	9.57	1		
	Central Ont.	4	26	218	7.18	8.14	1		
	ISW Ont.	3	12	89	6.57	7.99	1		
	East Ont.	4	15	151	8.64	9.13	1	-1	
	Montreal	6	16	370	10.28	11.09	1	-1	
	Other Quebec	6	24	263	7.64	8.41	1	-1	
	INS	3	9	59	7.01	7.66	2	-1	
	INB	3	11	84	6.00	7.05	1	-1	
	Room Attendant PT	Calgary/Edmonton I	4	6	75	7.40	8.09	-	-1
		Manitoba	3	5	38	6.29	7.52	1	-1
Toronto		5	14	58	8.65	9.47	1	-1	
Central Ont.		4	26	123	6.78	7.66	1	-1	
ISW Ont.		3	12	66	6.55	7.91	1	-1	
East Ont.		4	15	96	8.55	8.95	1	-1	
Montreal		6	16	181	10.24	11.03	1	-1	
Other Quebec		3	21	125	8.73	8.85	1	-1	
INS		3	9	42	6.57	6.71	2	-1	
INB		3	11	46	5.88	6.67	1	-1	
Houseperson FT		Calgary/Edmonton I	3	5	29	7.77	8.84	-	-1
		Toronto	6	13	67	8.80	9.51	1	-1
		Central Ont.	4	26	15	7.14	8.18	1	-1
	SW Ont.	3	3	5	6.70	7.94	1	-1	
	East Ont.	4	7	16	8.82	9.28	1	-1	
	Montreal	6	9	66	10.36	11.23	1	-1	
	Other Quebec	5	6	29	8.64	9.31	1	-1	
	Houseperson PT	Toronto	5	9	18	8.66	9.27	1	-1
Montreal		5	6	19	10.98	11.26	1	-1	
Other Quebec		3	3	9	8.96	8.96	-	-1	

Cash Compensation
Coverage: by Location

Accommodation Positions

Position	Location	Respon-	No. of	No. of	Minimum	Maximum	Number	Amount of
		dents	outlets	employees	salary	salary	who gavel	bonus
		Sum	Sum	Sum	Average	Average	Sum	Average
HR Manager	Calgary/Edmonton	3	4	4	42,707.33	54,394.00	2	-
	Toronto	4	7	7	139,835.25	146,236.75	2	-
	Montreal	4	5	5	141,434.50	155,652.00	3	1,976.50
	Other Quebec	3	3	3	136,200.00	136,200.00	1	-
Controller	Calgary/Edmonton	3	5	5	143,082.33	155,602.33	2	-
	Toronto	4	9	9	146,300.25	154,380.00	2	-
	Montreal	4	5	5	151,388.25	166,832.25	3	2,682.50
	Other Quebec	5	5	5	148,974.20	148,974.20	1	-
Director Sales	Calgary/Edmonton	3	5	5	145,707.33	156,644.00	2	-
	Toronto	5	9	9	150,370.00	157,311.60	2	-
	East Ont.	3	4	4	141,500.00	146,666.67	1	-
	Montreal	3	5	5	145,910.00	160,660.00	3	3,407.50
	Other Quebec	3	3	3	148,633.67	148,633.67	1	-

Cash Compensation
Coverage: by Region

Accommodation Positions

Position	Region	Respon-	No. Of	No. of	Minimum	Maximum	Number	Amount of
		dents	outlets	employees	salary	salary	who gave	bonus
		Sum	Sum	sum	Average	Average	Sum	Average
General Manager	West	5	1521		29165,943.27	183,165.93	4	7244.301
	Ontario	8	75		75152,486.63	161,463.75	5	4647.891
	Quebec	6	36		36165,517.25	190,057.13	5	3987.33
	East	4	25		25149,000.00	155,611.11	4	3238.441
Assistant [Manager Accom.	West	3	18		18139,545.51	148,219.90	3	1886.501
	Ontario	6	57		47130,226.50	133,451.50	3	1173.111
	East	4	21		14127,994.14	133,337.00	4	66.67
Front Office Manager	West	4	19		19132,632.75	142,397.78	3	1736.40
	Ontario	9	20		20129,634.46	132,560.15	4	1443.251
	Quebec	8	11		11129,230.56	134,243.44	3	1511.331
	East	3	7		7126,474.67	132,811.831	3	631.00
Front Desk FT	West	5	29		29117,199.34	19,793.77	1	
	Ontario	10	79		79117,578.73	119,532.20	1	
	Quebec	9	40		40119,642.51	121,937.60	1	
	East	4	26		26114,741.40	116,233.34	1	
Front Desk PT	West	4	21		2118,601.39	9,982.821	1	
	Ontario	7	69		6918,942.49	9,531.54	1	
	Quebec	6	36		36112,208.75	113,755.82	1	
	East	3	24		2417,294.08	8,874.951	1	
Manager Guest Services	Ontario	7	10		101126,437.50	128,325.00	2	
	Quebec	3	3		3128,733.33	29,066.67	1	-1
Porter FT	West	4	20		201641	6.71	7.65	-1
	Ontario	6	11		1163	7.121	7.73	-1
	Quebec	5	7		763	8.05	8.47	-1
	East	3	8		8291	6.20	6.91	-1
Porter PT	West	3	13		1339	7.01	8.131	-1
	Ontario	5	12		1231	7.151	7.85	-1
	Quebec	4	6		613	8.461	8.67	-1
	East	3	7		713	6.091	6.771	-1
Concierge	Ontario	3	4		46	23148.80	25175.47	-1
	Quebec	3	3		361	22940.00	24633.331	-1

Cash Compensation
Coverage: by Region

Accommodation Positions

Position	Region	Respon-	No. of	No. of	Minimum	Maximum	Number	Amount of
		dents	outlets	employees	salary	salary	who gavel	bonus
		Sum	Sum	Sum	Average	Average	Sum	Average
Executive Housekeeper	West	4	19	19	31961.54	41735.02	1	-
	Ontario	8	53	26	31856.44	35221.88	4	516.67
	Quebec	7	12	13	29011.20	32870.80	4	1158.33
	East	4	9	10	26428.29	30398.43	3	33.33
Superv. Housekeeping	West	4	18	78	21022.35	25334.07	-1	
	Ontario	9	27	51	20428.46	22543.60	2	
	Quebec	8	12	35	21347.44	23822.24	2	
	East	4	9	16	15087.44	18003.00	1	
Room Attendant FT	West	5	28	679	7.53	8.59	1	
	Ontario	10	78	937	7.87	8.69	1	
	Quebec	9	40	633	8.96	9.75	1	
	East	4	25	214	6.50	7.23	2	
Room Attendant IPT	West	5	22	232	7.72	8.70	1	
	Ontario	9	76	374	7.65	8.41	1	
	Quebec	7	37	306	9.74	10.31	1	
	East	4	24	132	6.34	6.81	2	
Houseperson FT	West	4	19	152	8.17	9.34	-1	
	Ontario	10	49	103	8.04	8.87	1	
	Quebec	8	15	95	9.58	10.36	1	
	East	4	9	38	6.86	7.57	-1	
Houseperson PT	West	4	9	21	8.66	9.95	-1	
	Ontario	5	36	27	7.96	8.66	1	
	Quebec	6	9	28	10.22	10.40	1	
	East	3	8	9	6.66	7.31	1	
IHR Manager	West	4	17	17	39145.73	51832.27	3	2001.00
	Ontario	6	13	13	39438.90	44504.30	3	2241.20
	Quebec	5	8	8	39191.14	47315.43	4	1584.33
	East	3	6	6	34227.10	42614.80	3	985.67
Controller	West	4	19	19	42614.00	55107.27	3	3147.00
	Ontario	6	15	15	41856.10	48087.90	3	3397.60
	Quebec	7	10	9	50047.11	56911.11	4	2188.33
	East	3	7	7	40595.17	49078.50	3	1348.67

Cash Compensation
Coverage: by Region

Accommodation Positions

Position	Region	Respon-	No. of	No. of	Minimum	Maximum	Number	Amount of
		dents	outlets	employees	salary	salary	who gave	I bonus
		Sum	Sum	sum	Average	Average	I Sum	I Average
Director Sales	West	4	19	19	44590.18	57135.27	3	2512.43
	Ontario	8	17	16	46911.50	52345.25	3	2066.00
	Quebec	5	8	7	47271.83	54646.83	4	2605.00
	East	3	6	6	35206.00	43371.90	3	1749.33

Cash Compensation
Coverage: National

Travel Service Positions

Position	Respon-		No. of	Minimum	Maximum	Commissions		
	dents	outlets				employees	salary	salary
	Sum	Sum	Sum	I Average	I Average	I Sum	Sum	I Average
Travel Manager	5	532	202	26719.85	40120.62	4	193	2593.92
Jr Leisure Agent	4	2261	3201	15450.561	19816.151	4	320	1763.841
Int Leisure Agent	5	243	388	17732.46	23351.07	4	386	3431.63
Sr Leisure Agent	5	194	1791	20694.851	26982.111	4	1581	4798.471
Int Corp Agent	4	25	81	19589.94	24918.55	4	81	2661.00
Sr Corp Agent	3	21	691	23148.191	30149.841	3	691	3411.501

Cash Compensation
Coverage: by Location

Travel Service Positions

Position	Location	Commissions						
		Respon- dents	No. of outlets	No. Of employees	Minimum salary	Maximum salary	Respon- dents	Amount awarded
		Sum	Sum	Sum	Average	Average	Sum	Average
Travel Manager	Vancouver	3	333	30	25734.00	42804.00	3	2850.67
	Calgary/Edmonton	3	35	30	25896.67	42687.00	3	2751.67
	Saskatchewan	3	8	7	23665.33	36537.33	3	2193.00
	Manitoba	3	111	9	26561.331	40740.671	3	2513.00
	Toronto	3	31	29	28358.00	45455.67	3	3521.67
	Central Ont.	4	30	28	27996.501	42906.251	3	2798.67
	East Ont.	3	10	9	27204.001	42358.331	3	2975.00
	Montreal	4	43	31	28673.001	40610.501	4	3040.00
Jr Leisure Agent	Vancouver	3	34	42	14421.331	19197.331	3	1619.00
	Calgary/Edmonton	3	39	57	14646.331	18828.331	3	1935.331
	Manitoba	3	11	10	14359.671	18769.331	3	2021.67
	Toronto	3	25	46	16070.001	19803.671	3	1724.00
	Central Ont.	3	25	42	15377.331	19292.001	3	1847.33
	East Ont.	3	12	16	15124.001	18614.331	3	1867.001
	Montreal	4	38	48	15928.101	19984.701	4	1845.75
	Jr Leisure Agent	Vancouver	3	35	53	16934.001	23199.001	3
Calgary/Edmonton		3	38	49	17576.001	23352.331	3	3748.67
Saskatchewan		3	8	10	16504.331	21594.671	3	4622.331
Manitoba		3	11	18	17394.001	23118.331	3	4548.67
Toronto		3	29	70	18530.331	25371.671	3	3355.001
Central Ont.		4	36	59	19061.001	26196.751	3	3592.00
East Ont.		3	12	21	17859.001	23625.331	3	3655.67
Montreal		4	35	53	18238.001	23324.851	4	2990.251
Sr Leisure Agent	Vancouver	3	33	32	19993.001	27751.001	3	5483.331
	Calgary/Edmonton	3	38	23	21322.331	27209.671	3	5891.331
	Manitoba	3	11	11	20763.331	26949.671	3	5648.671
	Toronto	3	27	21	23029.331	30671.001	3	5829.001
	Central Ont.	3	21	25	21765.001	30463.671	2	-1
	East Ont.	3	10	6	21082.331	26707.331	3	5462.331
	Montreal	3	22	24	20604.001	27007.531	3	3974.671
	Jr Corp Agent	Toronto	3	7	28	21427.671	27064.001	3
Montreal		3	3	13	19248.671	24141.131	3	2197.331

Cash Compensation
Coverage: by Region

Travel Service Positions

Position	Region	Respon- dents	No. of outlets	No. of employees	Minimum salary	Maximum salary	Commissions	
							Respon- dents	Amount awarded
		Sum	Sum	Sum	Average	Average	Sum	Average
Travel Manager	West	3	393	81	24966.87	38366.53	3	2427.00
	Ontario	4	82	77	26653.93	41042.20	3	2823.93
	Quebec	4	52	40	29031.50	38166.50	4	2367.33
Jr Leisure Agent	West	3	98	128	14292.14	18285.93	3	1758.21
	Ontario	3	74	120	16483.57	21405.57	3	1876.29
	Quebec	4	49	63	16057.80	20133.27	4	1609.83
Int Leisure Agent	West	3	99	138	17115.13	22565.73	3	3758.80
	Ontario	4	93	175	18186.00	24246.13	3	3364.07
	Quebec	4	45	63	18224.33	23142.63	4	2647.17
Sr Leisure Agent	West	3	92	73	20265.23	26446.08	3	5166.62
	Ontario	4	70	61	21345.15	27774.38	3	4864.73
	Quebec	3	28	40	20498.20	26406.72	3	2963.80
Int Corp Agent	Ontario	3	10	33	19880.50	25365.33	3	2459.17
	Quebec	3	3	13	19248.67	24141.13	3	2197.33
Sr Corp Agent	Quebec	3	3	7	22024.87	28032.60	3	2289.33

Policies and Benefits

The following section deals with the policies and benefits in place in responding organizations as of April 1993. The information applies to full-time employees in management, trades and service occupations. Note that percentages may not add to 100 due to rounding.

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Group Life Insurance						
	Management		Trades		services	
Are employees covered by a group life insurance plan?	100% 0% (N=28)	yes no	94% 6% (N=16)	yes no	96% 4% (N=25)	yes no
Check whether all or some of your positions/occupations are covered by the plan.	93% 7% (N=28)	all some	93% 7% (N=15)	all some	70% 30% (N=23)	all some
When do employees become eligible for this plan?	3 mos. (median) (N=28)		3 mos. (median) (N=14)		3 mos. (median) (N=24)	
What percentage of the premiums are paid by the employer?	100% (N=28)		100% (N=15)		100% (N=24)	
Are spouses covered by this benefit?	52% 48% (N=27)	yes no	47% 53% (N=15)	yes no	39% 61% (N=23)	yes no
If yes, what percentage of the premium is paid by the employer?	40% 33%	100% paid 0% paid (N=15)	43% 43%	50% paid 0% paid (N=7)	33% 33% 33%	0% paid 50% paid 100% paid (N=10)

Accidental Death & Dismemberment Insurance (AD&D)						
	Management		Trades		Services	
Are employees covered by an AD&D plan?	100% 0% (N=28)	yes no	94% 6% (N=16)	yes no	92% 8% (N=25)	yes no
Check whether all or some of your positions/occupations are covered by the plan.	93% 7% (N=27)	all some	87% 13% (N=15)	all some	65% 35% (N=23)	all some
When do employees become eligible for this plan?	3 mos. (N=27)		3 mos. (N=15)		3 mos. (N=23)	
What percentage of the premiums are paid by the employer?	100% (N=28)		100% (N=15)		100% (N=23)	

Note: Unless otherwise stated, the mode (most popular response) is used for premiums and eligibility statistics.

Business Travel Accident Insurance						
	Management		Trades		Services	
Are employees covered by a travel accident insurance plan?	78% 22% (N=27)	yes no	69% 31% (N=16)	yes no	48% 52% (N=25)	yes no
Check whether all or some of your positions/occupations are covered by the plan.	86% 14% (N=21)	all some	82% 18% (N=11)	all some	92% 8% (N=12)	all some
When do employees become eligible for this plan?	upon hiring (N=21)		upon hiring (N=11)		upon hiring (N=12)	
What percentage of the premiums are paid by the employer?	100% (N=15)		100% (N=11)		100% (N=12)	

Provincial Health Care Plans (Alberta & British Columbia only)						
	Management		Trades		Services	
Are all or only some of your positions/occupations covered by this plan?	93% 7% (N=14)	all some	100% 0% (N=4)	all some	100% 0% (N=9)	all some
After how many months do employees become eligible for this benefit?	upon hiring (N=13)		-		upon hiring or 12 mos. (N=8)	
What percentage of the premiums are paid by the employer?	100% (N=13)		-		100% (N=8)	

Supplementary/Extended Health Insurance						
	Management		Trades		Services	
Are employees covered by a supplementary/extended health plan?	93% 7% (N=28)	yes no	75% 25% (N=16)	yes no	84% 16% (N=25)	yes no
Check whether all or some of your positions/occupations are covered by the plan.	88% 12% (N=25)	all some	83% 17% (N=12)	all some	75% 25% (N=20)	all some
When do employees become eligible for this plan?	3 mos. (N=26)		3 mos. (N=12)		3 mos. (N=21)	
What percentage of the premiums are paid by the employer?	100% (N=26)		100% (N=12)		100% (N=21)	

Eye Care Plans						
	Management		Trades		Services	
Are employees covered by an eye care plan?	61% 39% (N=28)	yes no	40% 60% (N=15)	yes no	56% 44% (N=25)	yes no
What is the maximum amount allowed for new glasses and what is the benefit period?	\$100 (N=16)		- (N=5)		\$100 (N=13)	
	24 mos. (N=16)		24 mos. (N=5)		24 mos. (N=13)	
What percentage of the premium is paid by the employer?	100% (N=15)		- (N=6)		100% (N=12)	

Dental Care Plans						
	Management		Trades		Services	
Are employees covered by a dental care plan?	96% 4% (N=28)	yes no	88% 12% (N=16)	yes no	88% 12% (N=25)	yes no
Check whether all or some of your positions/occupations are covered by the plan.	96% 4% (N=27)	all some	93% 7% (N=14)	all some	82% 18% (N=22)	all some
When do employees become eligible for this plan?	3 mos. (N=27)		3 mos. (N=14)		3 mos. (N=22)	
Please indicate the single and family deductibles for this plan. (If there is no deductible, please indicate \$0).	single \$0.00 (N=24)		single \$25.00 (N=13)		single \$0.00 or \$25.00 (N=18)	
	family \$0.00 (N=25)		family \$0.00 (N=14)		family \$0.00 (N=19)	
What percentage of premiums are paid by employer for:	preventative	100% (N=24)	100% (N=13)		100% (N=20)	
	restorative	100% (N=24)	100% (N=14)		100% (N=20)	
	orthodontic	0% (N=18)	100% (N=11)		0% or 50% (N=15)	

Employer-Paid Sick Leave						
	Management		Trades		Services	
Are employees covered by this type of plan?	75% 25% (N=28)	yes no	50% 50% (N=16)	yes no	52% 48% (N=25)	yes “
Check whether all or some of your positions/occupations are covered by the plan.	95% 5% (N=21)	all some	88% 12% (N=8)	all some	77% 23% (N=13)	all some
When do employees become eligible for this plan?	3 mos. (N=21)		3 or 12 mos. (N=7)		3 or 12 mos. (N=12)	

Short-term Sickness Insurance						
	Management		Trades		Services	
Are employees covered by this type of insurance plan?	59% 41% (N=27)	yes no	44% 56% (N=16)	yes no	61% 39% (N=23)	yes “
Check whether all or some of your positions/occupations are covered by the plan.	94% 6%	all some (N=16)	100% 0%	all some (N=7)	79% 21% (N=14)	all some
When do employees become eligible for this plan?	3 mos. (N=15)		3 mos. (N=7)		3 mos. (N=14)	
What percentage of the employee's salary does the benefit provide?	100% (N=15)		60% or 67% (N=7)		70% (N=14)	
What percentage of the premiums are paid by the employer?	100% (N=13)		100% (N=7)		100% (N=13)	

Long-term Disability Insurance						
	Management		Trades		Services	
Are employees covered by this type of insurance plan?	100% 0% (N=28)	yes no	60% 40% (N=15)	yes “	54% 46% (N=24)	yes “
Check whether all or some of your positions/occupations are covered by the plan.	85% 15% (N=27)	all some	78% 22% (N=9)	all some	62% 38% (N=13)	all some
When do employees become eligible for this plan?	3 mos. (N=24)		3 mos. (N=9)		3 mos. (N=11)	
What percentage of the employee's salary does the benefit provide?	67% (N=26)		70% (N=8)		67% (N=11)	
What percentage of the premiums are paid by the employer?	100% (N=27)		0% (N=9)		0% (N=12)	

Paid Vacations (annual)			
	Management	Trades	Services
How many completed years of service are required before employees are granted paid vacations? (If granted upon hiring, please indicate 0 years.)			
3 weeks paid vacation	5 yrs. (N=28)	5 yrs. (N=16)	5 yrs. (N=22)
4 weeks paid vacation	10 yrs. (N=26)	10 yrs. (N=15)	10 yrs. (N=21)
5 weeks paid vacation	20 yrs. (N=21)	20 yrs. (N=11)	20 yrs. (N=17)
6 weeks paid vacation	30 yrs. (N=3)	30 yrs. (N=2)	30 yrs. (N=3)

Statutory Holidays	
How many paid statutory holidays are granted to employees per year?	
9 days	32%
10 days	25%
11 days	21%
12 days	7%
13 days	7%
other	7% (N=28)

Leaves of Absence						
	Management		Trades		Services	
Of the types of leaves listed below, please put a check beside those which are provided to employees.						
Extended maternity leave	4% 96% (N=25)	paid unpaid	0% 100% (N=15)	paid unpaid	0% 100% (N=22)	paid unpaid
Paternity leave	8% 92% (N=24)	paid unpaid	7% 93% (N=14)	paid unpaid	5% 95% (N=21)	paid unpaid
Adoption leave	8% 92% (N=24)	paid unpaid	7% 93% (N=14)	paid unpaid	5% 95% (N=21)	paid unpaid
Bereavement leave	27 respondents		16 respondents		23 respondents	
Educational leave	0% 100% (N=16)	paid unpaid	0% 100% (N=9)	paid unpaid	0% 100% (N=13)	paid unpaid
Sabbatical leave	4 respondents		3 respondent		3 respondents	

Childcare Assistance						
	Management		Trades		Services	
Are employees provided with some form of childcare assistance?	0% 100% (N=27)	yes no	0% 100% (N=18)	yes no	0% 100% (N=24)	yes no

Employee Assistance Programs			
	Management	Trades	services
Of the programs listed below, please indicate those available to employees.	No. of respondents	No. of respondents	No. of respondents
Alcoholism and drug abuse	10	4	9
Retirement counseling	7	2	4
Job separation or outplacement	13	2	5
Career counseling	5	1	4
Financial counseling	6	2	5
Legal counseling	5	2	5
Stress management	7	2	6

Perquisites			
	Management	Trades	Services
Please indicate the perquisites that are provided to employees.	No. of respondents	No. of respondents	No. of respondents
Payment of professional dues	21	1	2
Payment of club memberships	4	0	0
Payment of educational fees	22	10	18
Paid attendance at conferences/seminars	25	8	12
Flexible work schedules	10	4	5
Company furnished meals for employee	17	8	11
for guests/family	5	0	0

Company Car Provisions	
Are certain employees provided with a company car? (Please exclude executive employees)	50% yes 50% no (N=26)
If yes, please list the positions.	Managers (various) 21 responses Other 7
What is the normal term of lease on the vehicles?	3 years
Are any of the following covered under the company car policy?	Maintenance and repair 10 respondents Licence plates 10 Insurance 10 Gas for business use 11
Are certain employees provided with a car allowance?	80% yes 20% no (N=20)
If yes, please list the positions.	Managers (various) 17 responses Sales positions 4 Other 4
Please indicate whether employees are given a monthly allowance or an amount per kilometre.	monthly amount 10 respondents \$388 (median)
	per km amount 17 respondents \$0.27 (median)

Travel & Entertainment Policy	
Travel	
Do you authorize: Business class travel	58% yes 42% no (N=26)
First class travel	0% yes 100% no (N=21)
Accommodation	
Is there a maximum room rate allowed for business travel? (If yes, please indicate the amount.)	15% yes 85% no (N=26) \$100 (median)
Does the maximum room rate vary by geographic or metropolitan city areas?	28% yes 72% no (N=18)
Meal allowance	
Do you have a meal allowance policy?	44% yes 56% no (N=27)
If so, what form does this policy take? Flat per diem amount	7 respondents
Itemized amount	6 respondents
What is the maximum amount allowed for: Breakfast	(medians) \$7.00 (N=4)
Lunch	\$8.50 (N=4)
Dinner	\$19.00 (N=4)
Total	\$39.00 (N=8)
Are receipts required in order to receive an allowance?	100% yes 0% no (N=21)

Familiarization Tours (to be filled out by Travel Service Organizations only)			
	Junior travel agents	Intermediate travel agents	Senior travel agents
Do you have a policy on familiarization trips for your employees?	100% yes	100% yes	100% yes
How many familiarization trips are employees permitted to take during the course of a year?	1 (mode)	1 (mode)	1 (mode)
How many days are employees permitted to spend on familiarization trips per year?	5 (mode)	5 (mode)	5 (mode)

Profit-Sharing Plans						
	Management		Trades		Services	
Does your company have a profit-sharing plan in place?	7% 93% (N=28)	yes no	6% 94% (N=17)	yes no	4% 96% (N=23)	yes no

Pension Plans (other than CPP or QPP)						
	Management		Trades		Services	
Are employees provided with a private pension plan?	61% 39% (N=28)	yes no	56% 44% (N=16)	yes no	68% 32% (N=25)	yes no
When do employees become eligible for this plan?	12 mos. (N=18)		12 mos. (N=11)		12 mos. (N=18)	
What percentage of payroll is contributed by the employer?	5% (N=14)		3% or 5% (N=8)		5% (N=13)	
What percentage of pay is contributed by the employee?	5% (N=14)		5% (N=10)		5% (N=14)	
Of the plans listed below, please check those that apply to your organization.	No. of respondents		No. of respondents		No. of respondents	
1. Defined benefit plan—flat dollar	1		2		1	
2. Defined benefit plan-career average earnings	0		0		0	
3. Defined benefit plan—final average earnings	3		1		3	
4. Defined contribution plan	9		3		7	
5. Deferred profit-sharing plan	1		1		1	
6. Stock purchase investment plan	1		0		0	
7. RRSP (Registered Retirement Savings Plan)	10		4		10	
8. Individual pension plans	1		1		1	

Bonus Incentive Plans						
	Management		Trades		Services	
[s there a bonus incentive plan in place in your organization?	82% 18% (N=28)	yes no	13% 87% (N=16)	yes no	16% 84% (N=25)	yes no
Please check all the applicable factors on which the plan is based.	No. of respondents		No. of respondents		No. of respondents	
Profitability	21		0		1	
Sales volume	14		1		4	
Merit	12		0		0	
Please check all the applicable forms that the incentive plan takes.	No. of respondents		No. of respondents		No. of respondents	
Cash	22		2		4	
Extra vacations, time off	1		0		0	
Company stock	0		0		0	
Paid trips	2		0		0	
Prizes	0		0		0	
What are the minimum and maximum annual amounts of cash bonuses paid last year?	Min. \$0 (median) Max. \$2,000 (median)		Min. \$-- Max. \$--		Min. \$23 (median) Max. \$5,161 (median)	
If cash bonuses paid last year were a percentage of payroll, please indicate percentage.	—		.		—	
When do employees become eligible for this plan?	0 mos. (N=17)		-		—	
Does the bonus incentive paid to employees increase with length of service?	5% 95% (N=22)	yes no	—		20% 80% (N=5)	yes no

Wage Administration Policies			
	Management	Trades	Service
Is a formal employee performance review plan in place?	85% yes 15% no (N=27)	67% yes 33% no (N=15)	83% yes 17% no (N=24)
If yes, how often are employees reviewed? (Please exclude all probationary employees.)	12 mos. (N=23)	12 mos. (N=10)	12 mos. (N=20)
Of those listed below, what is the principal method used to assess performance?	No. of respondents	No. of respondents	No. of respondents
Management by objectives (comparison of results to previously established objectives)	15	4	7
Rating scale (comparison of performance against expectations)	10	10	14
Ranking	0	0	0
Description of critical incidents	2	2	3
Narrative description of overall performance	6	3	4
Other	0	0	0
How often is employees' pay reviewed/increased?	12 mos. (N=24)	12 mos. (N=11)	12 mos. (N=18)
What is the principal method used to distribute pay increases?	No. of respondents	No. of respondents	No. of respondents
Merit only (forced distribution)	2	1	2
Merit only (no forced distribution)	10	3	6
General increase + merit	8	4	5
General increase only	4	4	6
Other	1	1	0

The following table presents the incidence of benefits provided to part-time employees. Part-time employees work 25 hours or less per week. Permanent part-time employees have permanent shifts and usually work the same number of hours each week.

Part-time & Casual Employee Benefits						
Benefit	Permanent part-time employees			Other part-time employees or casual employees		
	Same policy as full time	Different policy	No coverage	Same policy as full time	Different policy	No coverage
Life insurance	27%	8%	65%	9%	0%	91%
Health care						
prov. health care	26%	0%	74%	5%	0%	95%
extended ins.	24%	4%	72%	0%	0%	100%
dental care	24%	0%	76%	0%	0%	100%
eye care	20%	0%	80%	0%	0%	100%
Wage/salary maintenance						
sick leave	20%	4%	76%	0%	0%	100%
short-term sickness insurance	20%	4%	76%	0%	0%	100%
long-term disability	16%	4%	80%	0%	0%	100%
Vacation	42% (prorated)	4%	54% (legal coverage only)	17% (prorated)	0%	83% (legal coverage only)
Pension plan (other than CPP or QPP)	40%	4%	56%	5%	0%	95%
Meals	76%	8%	16%	65%	5%	30%

Comparison of 1993 and 1992 Survey Results for Management Employees

Over the past two years, the Institute has tracked the salary and benefits policies of a number of major organizations in the tourism and hospitality industry. Using a core group of survey respondents, an analysis was made of the policy changes that have occurred over the past year.

The analysis concentrates on changes made to salary and benefit policies as they pertain to management employees. Additional analyses of trades and service positions are available as a special service through the Institute.

Cash Compensation

Cash compensation has been targeted for cost cutting by many organizations. This fact is evident in the two-year analysis of management salaries of a core group of survey respondents. Decreases have been recorded in both salary range minimums and maximums, as well as in bonus payments.

Foodservice Managers

Foodservice managers in all positions have seen their bonuses decline over the past year. As well, managers responsible for food and beverage, kitchen or bar have seen their salary ranges shrink. Dining room managers and executive chefs have fared slightly better; while their salary range minimum declined, the maximum increased. Existing employees will feel the effects of the decreases in bonuses awarded. The changes to salary range maximums will also affect managers who are approaching this end of the range.

Accommodation Managers

Managers in the accommodation sector have fared better than their counterparts in foodservice. Bonus awards increased in 1993 over 1992 for all management positions. Average range maximums also increased. The only decreases were in the average range minimums for a number of positions.

Travel Service Managers

The average salary range minimum for travel service managers, as for many managers in the other two sectors surveyed, decreased in 1993 over 1992, while the average range maximum increased. Commissions decreased as well.

The following tables provide a summary of the changes in salaries and bonuses for management employees over the past two years.

Foodservice Position	1992			1993		
	Range minimum	Range maximum	Bonus awarded	Range minimum	Range maximum	Bonus awarded
Restaurant Manager	28,273.60	38,126.99	2,245.69	28,806.21	40,469.30	770.20
Assistant Manager	21,905.01	29,072.95	889.44	22,394.90	32,293.38	450.00
F&B Manager	45,197.79	48,777.66	2,697.10	36,285.21	46,330.34	1,625.50
Kitchen Manager	32,708.75	37,133.75	1,100.00	22,803.92	30,995.31	—
Dining Room Manager	24,964.47	31,616.32	821.42	24,848.13	34,227.54	0.00
Banquet Manager	27,235.65	29,380.00	—	28,197.78	35,819.14	—
Bar Manager	28,114.99	28,698.32	—	22,513.89	28,631.50	—
Purchasing Manager	29,182.71	31,621.99	—	29,072.59	34,312.44	—
Executive Chef	47,123.56	51,184.16	6,510.50	44,546.81	53,178.36	2,058.33

Accommodation Position	1992			1993		
	Range minimum	Range maximum	Bonus awarded	Range minimum	Range maximum	Bonus awarded
General Manager	74,427.18	78,902.18	7,447.71	75,245.12	92,052.54	9,224.27
Assistant Manager	48,484.51	51,578.27	1,908.14	45,808.80	52,358.40	2,996.71
Front Office Manager	31,876.99	34,334.24	1,550.38	30,341.60	35,697.49	1,784.42
Manager, Guest Services	24,418.47	26,967.07	5,330.00	24,801.30	28,297.70	—
Human Resource Manager	36,838.77	39,344.18	1,837.43	38,384.48	45,617.14	2,057.69
Controller	47,131.93	50,224.71	2,336.13	44,039.67	51,507.00	3,101.75
Director of Sales	43,993.58	47,033.58	2,148.89	44,588.96	52,509.70	2,594.27

Position	1992			1993		
	Range minimum	Range maximum	Commission earned	Range minimum	Range maximum	Commission earned
Travel Manager	27,257.61	37,357.40	2,770.66	25,964.94	39,981.19	2,596.11

Note: All statistics in these table are averages.

Of all the changes made in cash compensation levels, the most significant is the decrease in range minimums. The present business environment has made hiring a much less strenuous exercise. Recruits with minimal experience, that is, those who would start at the bottom of the range upon hiring, are no longer difficult to attract to an organization. This fact, coupled with the need to cut costs in order to remain competitive, make slight decreases in salary range minimums a viable option.

Benefits for Management Employees

Benefit policies have also been the target of cost-cutting exercises. While the changes are by no means drastic, they will have an impact on budgets.

Health benefits remain a core component of respondents' packages. While these are still available, waiting periods to gain eligibility have been extended in some cases.

Private pension plans have been studied by a number of organizations. As a result, waiting periods have been extended and payroll contributions have declined in some cases. Changes have also been made in the type of plan available. There has been a decrease in the use of defined contribution plans and an increase in the use of deferred profit-sharing plans and RRSPs.

Wage Administration Policies

As organizations put more emphasis on productivity, wage administration policies are being revamped in order to align them with corporate objectives. Survey respondents are not immune to this trend. The use of pay-for-performance systems has prompted an increase in the use of rating scales to evaluate employee performance and forced-distribution merit scales to distribute increases to management employees.

This emphasis on rewarding and recognizing achievements through merit increases and bonus systems will continue as employers focus their attention on employee productivity.

Appendix A

Customized Tabulations/Trend Information

The Canadian Tourism Research Institute is dedicated to providing human resource professionals with accurate information to assist them in their review of salary and benefit practices. Through the maintenance of our databank, we are able to provide detailed breakdowns of salary information.

Through our customized reports, you can obtain statistics from a subset of the database (minimum of four companies) at a minimal cost. By eliminating those organizations that are not relevant to your sector, you will be able to obtain a better overview of salary levels.

Our customized reports include:

- number of employees reported in the position
- average salary range minimum and maximum for the position
- average bonus awarded to employees in the position (if applicable)
- average hours worked per week

Also available are two-year comparisons for your sector of the industry. Find out how other organizations are dealing with cost containment through the realignment of their compensation and benefit policies.

In keeping with our guidelines, customized reports will be made available only if minimum reporting standards are maintained and confidentiality is ensured.

Avoid the high costs and time commitments necessary to obtain this type of data on your own!

To obtain additional information on our customized reports, please contact Kimberley Bachmann at (613) 526-3280.