



**HUMAN RESOURCES
MANAGEMENT ASSOCIATION**

The Voice of the HR Profession



National Salary Survey: HRMA

November 2016



Overview

Together with the other HR associations across Canada (except Ontario and Quebec), HRMA was interested in conducting a survey among HR managers across the country.

The objectives of this study were to identify and measure:

- HR salaries, benefits and other compensation;
- Job responsibilities;
- Acquisition and benefit of the CPHR designation;
- Professional development activities.

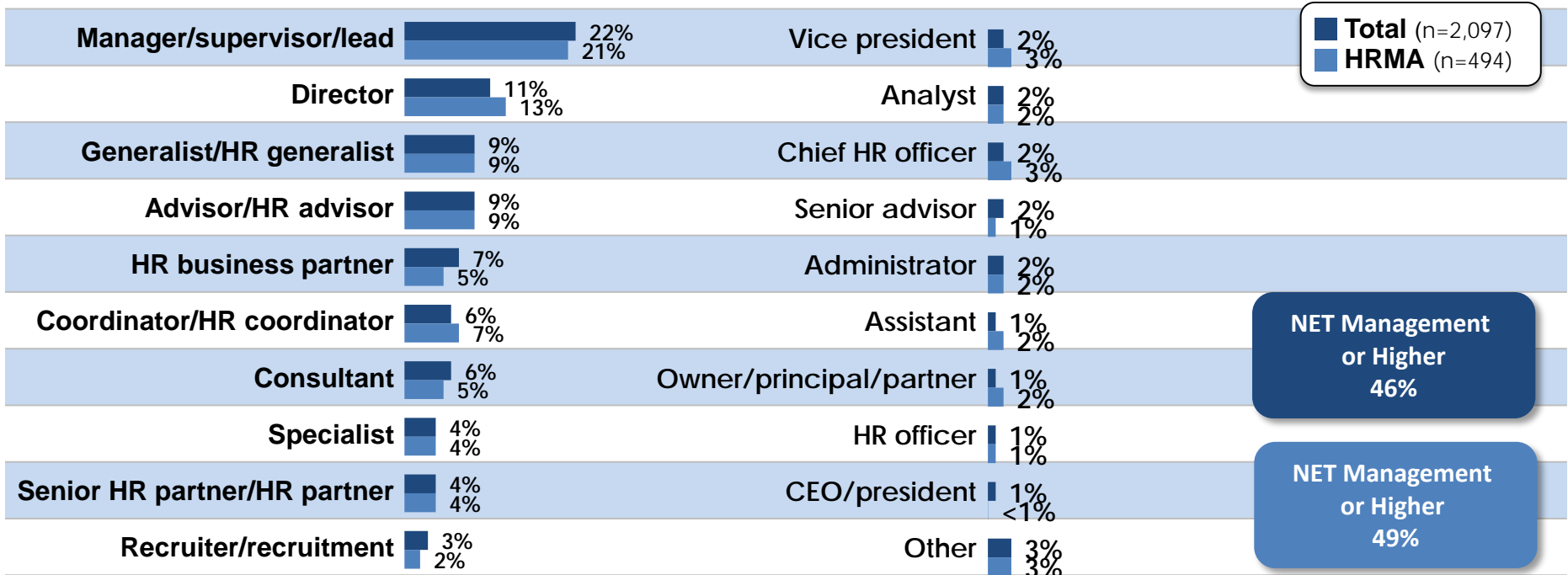
Overall, the survey had a response rate of 14.3%; the response rate among HRMA members was 10.7%.

Key Findings

- The typical HRMA member is a salaried full-time employee (84%), who has worked in the human resources field for 10 years or longer (average of 13.1 years).
- Three-quarters (74%) of HRMA members agree that they feel fairly compensated for their work including one-quarter (26%) who “strongly agree” with this sentiment.
- The average annual base salary for HRMA members before taxes is \$84,142.
- HRMA members working for larger organizations receive more benefits.



Just under half of HRMA members work in positions of management or higher.



Base: All respondents

W2. Which of the following best matches your current job title?

Less than 10% are in very senior roles (VP+)

The majority of HRMA members in executive suite positions and a good portion with senior advisor/partner/officer positions earn annual salaries of \$100K or more.

	TOTAL (n=449)	Executive Suite (n=79*)	Senior Advisor/ Partner/ Officer (n=41**)	Manager/ Supervisor/ Lead (n=100)	Consultant/ Advisor/ Analyst (n=68*)	HR Business Partner (n=21**)	Recruiter/ Specialist (n=27**)	Admin Assistant/ Coordinator (n=53*)
Mean	\$84,142	\$113,295 ▲	\$102,233 ▲	\$88,137 ▲	\$73,484	\$74,506	\$75,295	\$50,592
\$120K or more	15%	47% ▲	32% ▲	11%	4%	0% ▼	4%	0% ▼
\$100K to less than \$120K	10%	20% ▲	10%	14%	3% ▼	5% ▼	11%	4% ▼
\$80K to less than \$100K	24%	23%	32%	42% ▲	18%	33%	15%	2% ▼
\$60K to less than \$80K	30%	6% ▼	22%	25%	57% ▲	48% ▲	41% ▲	19%
\$40K to less than \$60K	17%	1% ▼	5%	8%	13%	14%	30% ▲	57% ▲
Less than \$40K	4%	3%	0%	0%	4%	0%	0%	19% ▲
NET: \$100K or more	25%	67% ▲	41% ▲	25%	7%	5%	15%	4%

Base: All respondents, excluding prefer not to answer (n=449)
C1a/C1. What is your current annual base salary before taxes?

*Small base size, interpret with caution.

**Very small base size, interpret with extreme caution.

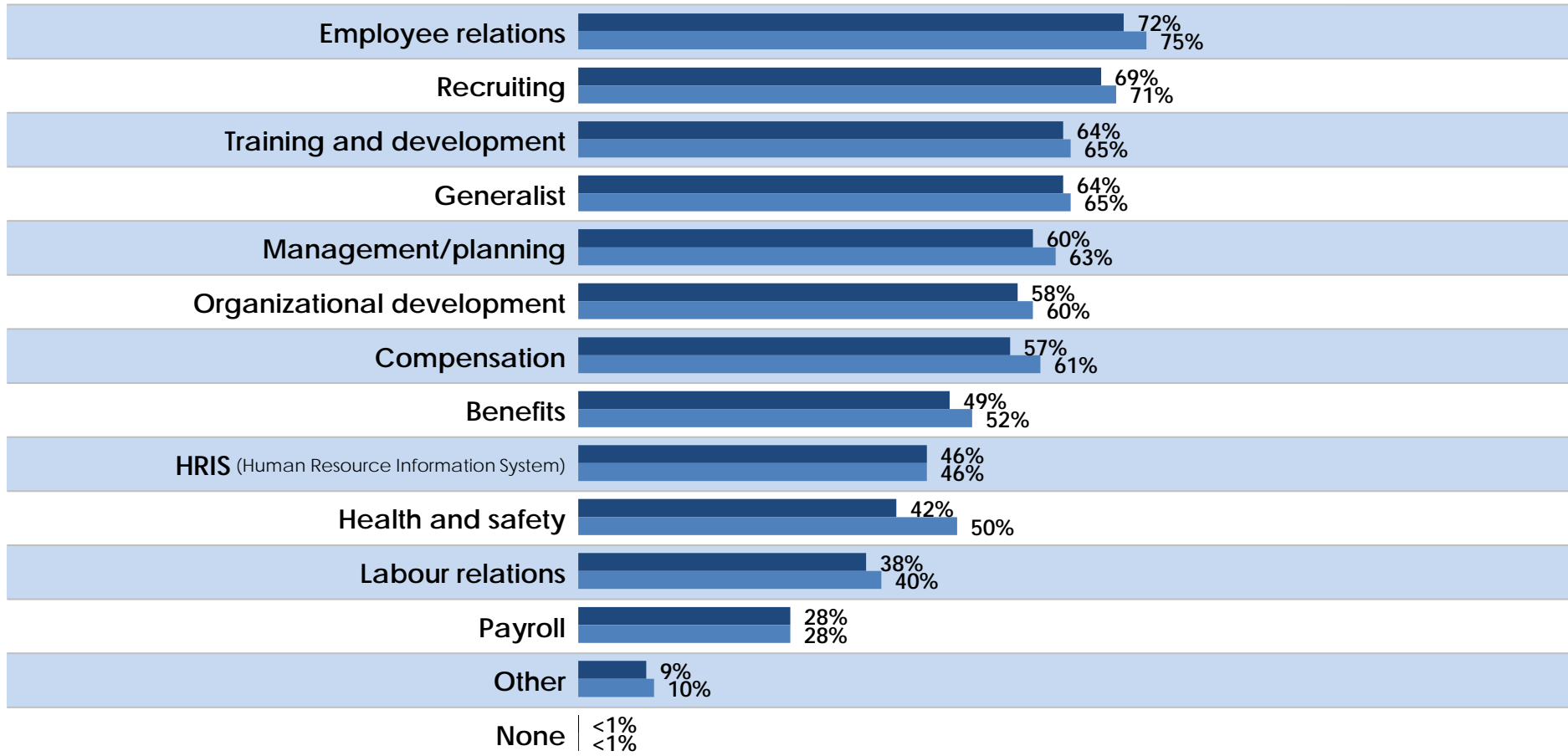
▲ Significantly higher than comparison groups.
▼ Significantly lower than comparison groups.



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HRMA members are most commonly involved in employee relations and recruiting as part of their current position.

■ Total (n=2,097)
■ HRMA (n=494)



Base: All respondents

W3. Which of the following aspects of human resources are included as part of your current position?

Compared to other HR professionals, HRMA members work for smaller organizations where they receive a similar salary, but fewer other benefits.

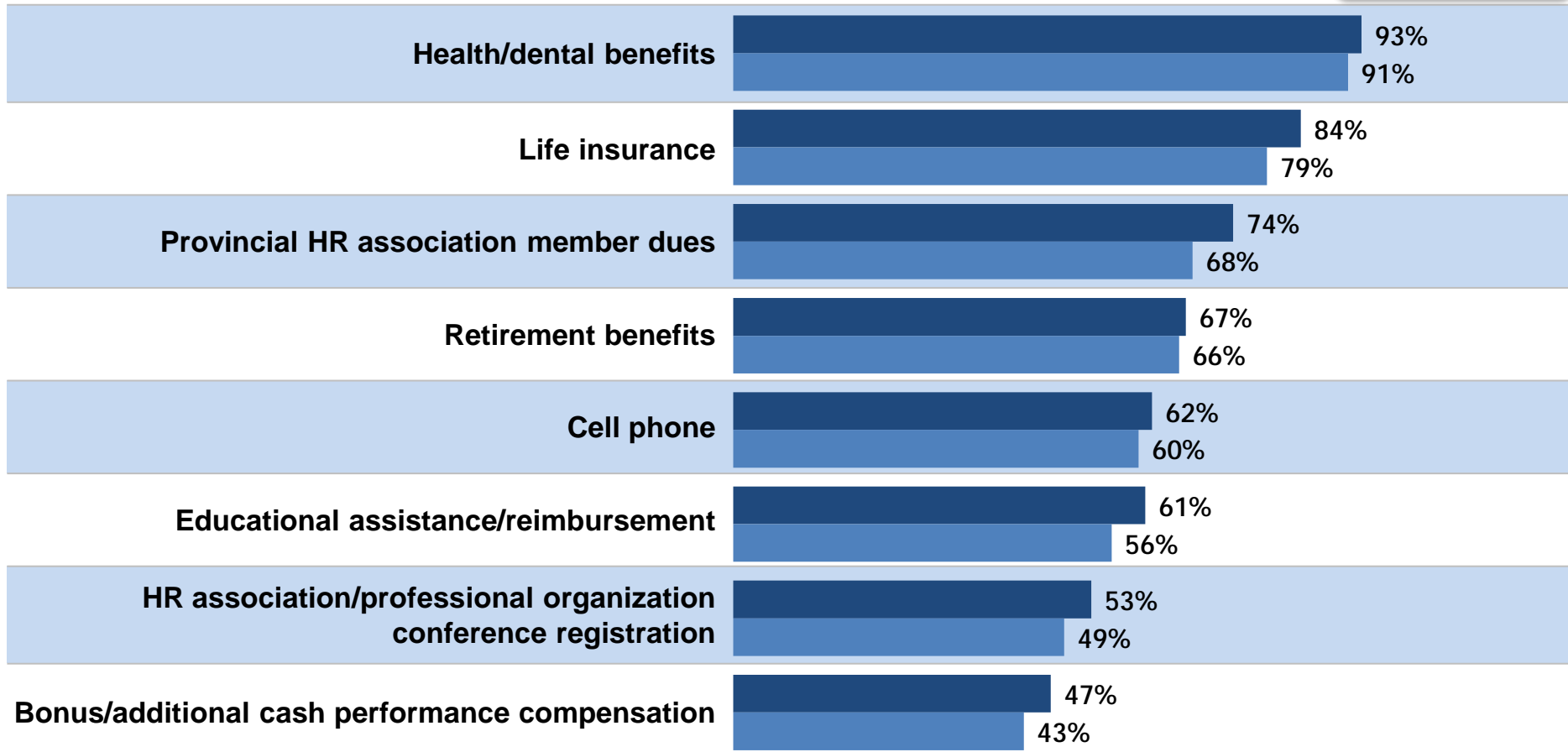
- HRMA members differ from other HR professionals across the country in a few key areas:
 - **Employment characteristics:** they are *more likely* to have worked in HR for twenty years or longer and to be involved in a number of specific HR aspects, but *less likely* to currently be salaried full-time employees.
 - **Education and professional development:** they are *more likely* to hold a CPHR designation, but (or as a result) spent *less time* on professional development in the past year.
 - **Salary:** their salaries are in line with the national average for HR professionals, although they are *more likely* to have seen a decrease in their annual salary over the past five years.
 - **Other benefits:** they are *less likely* to receive a number of other types of compensation or perks and received *lower value* in health and other benefits. However, they are *more likely* to receive RRSP contributions (matched or unmatched).
 - **Firm-ographics:** they are *less likely* to work for large organizations with 1,000 or more employees in Canada and five or more employees in the HR department. Those who work for revenue earning organizations are also *less likely* to work for organizations with very high revenues of \$50 million or more.



Nearly all HRMA members receive health/dental benefits and a strong majority receive life insurance. Two-thirds or more also receive HRMA member dues and retirement benefits.

Most Common Types of Other Compensation

■ **Total** (n=2,097)
 ■ **HRMA** (n=494)



Base: All respondents

C3. Which of the following other types of compensation does your organization offer?



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Professional Development

Nearly all HRMA members (95%) have spent time on personal professional development in the past year, and a strong majority (83%) have spent (or their organization has spent) money on their development.

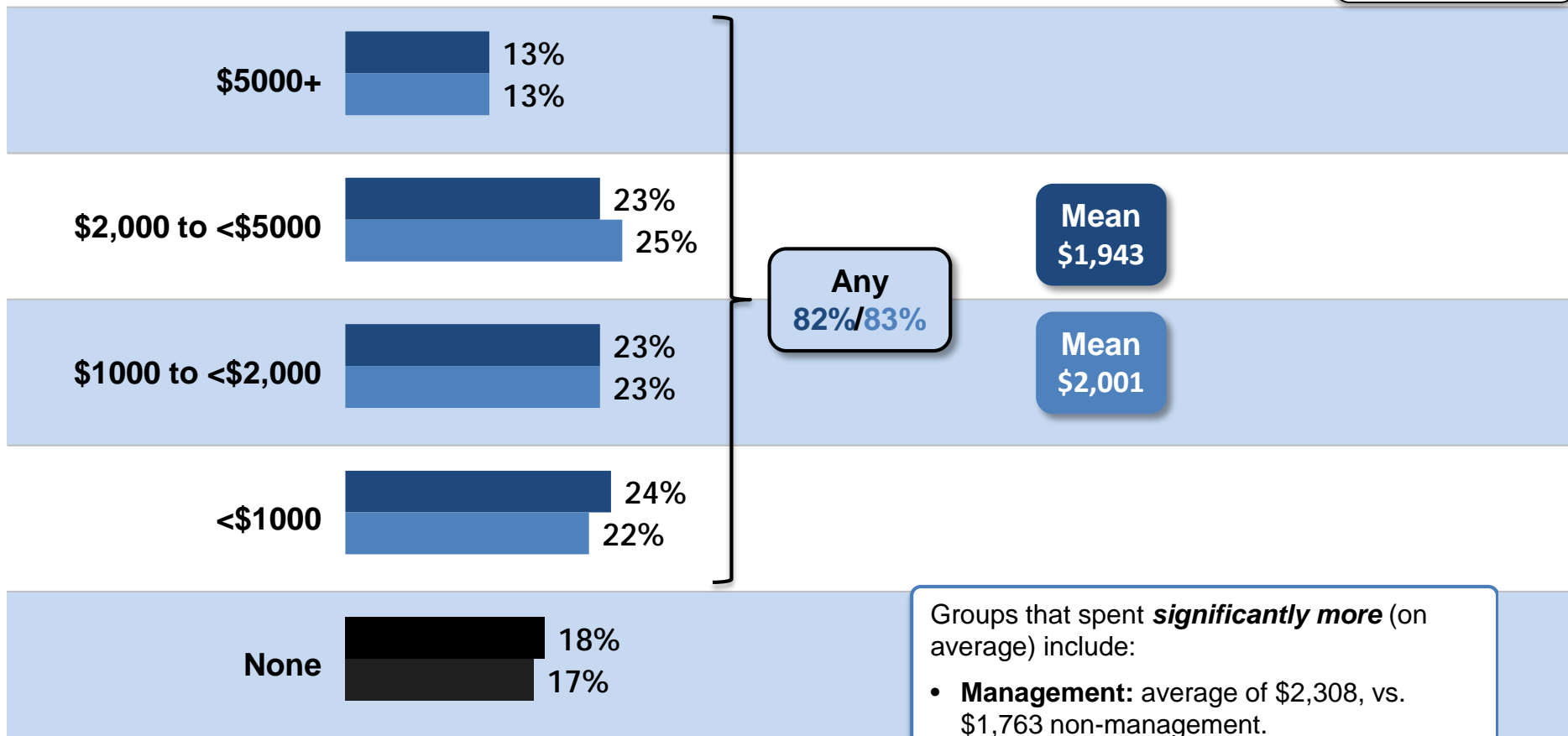
- The average amount spent on professional development was \$2,001
- Just under half (45%) spent under \$2,000, while over two-in-five (38%) spent \$2,000 or more.



A strong majority of HRMA members (or their employers) spent money on their own personal professional development over the past year – spending an average of \$2,001.

Past Year Professional Development Spending

■ Total (n=2,097)
■ HRMA (n=494)



Base: All respondents

T3. How much **money** have you, or your employer, spent on your personal professional development as it relates to human resources in the past 12 months?

HRMA Members with a CPHR

Of HRMA members 70% strongly and somewhat agree that the CPHR designation has benefited their human resources career compared to the rest of Canada which feels 66%.

Just under half of HRMA members (49%) work in positions of management or higher and include:

- Earn \$100K or more: 84%
- 35 years and older: 56%
- Hold CPHR designation: 54%
- Have worked in HR for 10 years or more: 63%

HRMA Members Benefit from Obtaining a CPHR Designation

Seven-in-ten (71%) HRMA members who participated in the survey currently hold a CPHR designation.

The three-in-ten who do not hold a CPHR designation are split between those who:

- Are currently a candidate or are in the process: 13%
- Plan to obtain their CPHR in the future: 10%; and
- Do not have plans to obtain the designation: 6%.

The majority (70%) of those with a CPHR agree that the designation has benefited their career, and the study confirms that those with a CPHR receive a number of advantages, including being significantly more likely to:

- Work in management positions;
- Receive higher annual income; and
- Receive bonuses or other cash incentives.

Likelihood of holding the CPHR designation significantly increases with seniority.

	TOTAL (n=2,097)	Executive Suite (n=126)	Senior Advisor/ Partner/Of ficer (n=56*)	Manager/ Supervisor/ Lead (n=142)	Consultant/ Advisor/ Analyst (n=169)	HR Business Partner (n=31**)	Recruiter/ Specialist (n=37**)	Admin Assistant/ Coordinator (n=74*)
Currently hold a CPHR designation	71%	87% ▲	74%	73%	69%	91% ▲	57%	45% ▼
Plan to pursue the CPHR designation in the future	10%	4%	10%	10%	5%	4%	18%	18%
Currently a CPHR candidate	7%	0% ▼	5%	8%	10%	0% ▼	11%	11%
Not planning to obtain the CPHR designation	6%	6%	10%	7%	9%	0% ▼	11%	2%
Currently in the process of obtaining my CPHR designation	6%	2%	2%	3%	7%	4%	4%	24% ▲
Current candidate/ in process	13%	2%	7%	10%	17%	4%	14%	35% ▲

Base: All respondents *Small base size, interpret with caution. **Very small base size, interpret with extreme caution.

T1. Which of the following best describes your current situation with respect to the CPHR (formerly called CHRP) designation?

- ▲ Significantly *higher* than comparison groups.
- ▼ Significantly *lower* than comparison groups.



CPHRs Earn More

Just over half of HRMA members earn between \$60K to less than \$100K a year. The average income is \$84K, in line with the national average.

HRMA members who hold a CPHR designation make \$90K, vs. \$68K for those who don't have a CPHR. Nationally, this compares to \$93K for CPHR designation holders, vs. \$72K non-CPHR holders.



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