



2020

# GERALD WALSH SALARY GUIDE

THE START OF A NEW DECADE

**GERALD  
WALSH**  
ASSOCIATES

human resource advisors

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# INTRODUCTION

Welcome to the 2020 Gerald Walsh Salary Guide, a comprehensive breakdown of salary and hiring trends in Atlantic Canada.

As we start a new decade in 2020, we are forecasting that average salary increases will range between 1.6% and 2.0% throughout most of the region. While this is in line (or slightly above) cost of living increases in the region, it remains below projected increases nationally which are expected to be in the 2.5% - 2.8% range.

Actual salary increases, of course, could exceed these projections depending on geographic location, demand for the skills, and a tightening labour market overall in certain occupational areas.

Hiring, managing and retaining talent remains the number one challenge for most employers.

Undoubtedly, this challenge will remain a top priority for many years to come as employers face a shrinking labour pool (especially in rural areas), increased competition from large, global companies, changing customer preferences, and advances in technology, such as artificial intelligence, which are impacting all businesses.

There are many other factors which could impact your hiring in the coming year. See Workplace Trends for 2020 on page 14.

This is the 24th consecutive year in which we have produced this guide. Each year hundreds of Atlantic Canadian employers in the private, public, and not-for-profit sectors use this information to gain a better understanding of compensation to help with their recruitment and retention efforts.

We hope the information in this guide will help you with your compensation decisions. Thank you again for your support over the past year and we wish you the very best for a successful 2020.

# SALARY TABLES



The Salary Guide contains salary ranges of more than 80 positions in marketing, communications, sales, business development, customer service, accounting, finance, production, health and safety, administration, human resources, and information technology.

Data is presented according to size of the organization:

- Small businesses (under 100 employees)
- Mid-size businesses (100 – 500 employees)
- Large businesses (over 500 employees)

The ranges shown on the following pages were compiled from several primary and secondary sources. These sources include data from searches we have completed throughout the region; from candidates we have interviewed for various positions; from surveys produced by professional groups and industry associations; and from national studies prepared by several organizations such as Conference Board of Canada.

The ranges shown represent base salary only. Bonuses, incentives and other forms of compensation are not included in these numbers.

## Small Companies (under 100 employees)

	2019			2020		
	LOW	MID	HIGH	LOW	MID	HIGH
<b>MARKETING &amp; COMMUNICATIONS</b>						
Marketing Manager	\$4,411	\$2,056	\$1,700	\$5,780	\$4,544	\$2,327
Marketing Coordinator						
Marketing Associate						
Product / Brand Manager						
Advertising / Promotions Manager						
Public Relations Manager						
Public Relations Coordinator						
Communications Manager						
Communications Coordinator						
Media Relations Manager						
Market Research Analyst						
<b>SALES</b>						
Sales Manager						
Business Development Manager						
Outside Sales Representative						
Inside Sales Representative						
Relationship Manager						
Key Account Manager						
Account Manager						
Customer Service Manager						
Customer Service Representative						
Client Relations Manager						
<b>ACCOUNTING &amp; FINANCE</b>						
Controller						
Assistant Controller						
Accounting Manager						
Accounting Supervisor						
Senior Accountant						
Accountant						
Project Accountant						
Accounting Assistant	\$3,500	\$3,010	\$2,500	\$3,440	\$3,020	\$2,504



## Small Companies (under 100 employees) continued

	2019			2020		
	LOW	MID	HIGH	LOW	MID	HIGH
<b>ACCOUNTING &amp; FINANCE (CONTINUED)</b>						
Accounting Clerk						
Accounts Payable Supervisor						
Information Technology Manager						
Financial Analyst						
Business Systems Analyst						
Budget Analyst						
Cost Accountant						
Internal Auditor						
Credit Manager						
<b>PRODUCTION</b>						
Plant Manager						
Production Manager						
Manufacturing Engineer						
Health and Safety Manager						
Health and Safety Coordinator						
Plant Superintendent						
Warehouse Manager						
Warehouse Supervisor						
Maintenance Manager						
Purchasing Manager						
Senior Buyer/Purchasing Agent						
Materials Manager						
Logistics Coordinator						
Quality Assurance Manager						
Quality Assurance Coordinator						
Materials Planner						
Technical Writer						
<b>ADMINISTRATION</b>						
Office Manager						
Office Supervisor						
Executive Assistant						
Administrative Assistant						

## Small Companies (under 100 employees) continued

	2019			2020		
	LOW	MID	HIGH	LOW	MID	HIGH
<b>OFFICE SERVICES (CONTINUED)</b>						
Receptionist						
Contract Administrator						
Records Management Specialist						
Senior Office Clerk						
Billing Clerk						
Data Entry Clerk						
<b>HUMAN RESOURCES</b>						
Human Resource Manager						
Human Resource Generalist						
Human Resource Specialist						
Payroll Manager						
Payroll and Benefits Coordinator						
Recruiter						
Benefits Administrator						
Training Manager						
Human Resource Assistant						
<b>INFORMATION TECHNOLOGY</b>						
Information Technology Manager						
IT Specialist						
Project Manager						
QA Analyst						
Software Developer						
Software Engineer						
Web Developer						
Web Designer						



## Medium Companies (100–500 employees)

	2019			2020		
	LOW	MID	HIGH	LOW	MID	HIGH
<b>MARKETING &amp; COMMUNICATIONS</b>						
Marketing Manager						
Marketing Coordinator						
Marketing Associate						
Product / Brand Manager						
Advertising / Promotions Manager						
Public Relations Manager						
Public Relations Coordinator						
Communications Manager						
Communications Coordinator						
Media Relations Manager						
Market Research Analyst						
<b>SALES</b>						
Sales Manager						
Business Development Manager						
Outside Sales Representative						
Inside Sales Representative						
Relationship Manager						
Key Account Manager						
Account Manager						
Customer Service Manager						
Customer Service Representative						
Client Relations Manager						
<b>ACCOUNTING &amp; FINANCE</b>						
Accounting & Finance						
Controller						
Assistant Controller						
Accounting Manager						
Accounting Supervisor						
Senior Accountant						
Accountant						
Project Accountant						

## Medium Companies (100–500 employees) continued

	2019			2020		
	LOW	MID	HIGH	LOW	MID	HIGH
<b>ACCOUNTING &amp; FINANCE (CONTINUED)</b>						
Accounting Assistant						
Accounting Clerk						
Accounts Payable Supervisor						
Financial Analyst						
Business Systems Analyst						
Budget Analyst						
Cost Accountant						
Internal Auditor						
Credit Manager						
<b>PRODUCTION</b>						
Plant Manager						
Production Manager						
Manufacturing Engineer						
Health and Safety Manager						
Health and Safety Coordinator						
Plant Superintendent						
Warehouse Manager						
Warehouse Supervisor						
Maintenance Manager						
Purchasing Manager						
Senior Buyer/Purchasing Agent						
Materials Manager						
Logistics Coordinator						
Quality Assurance Manager						
Quality Assurance Coordinator						
Materials Planner						
Technical Writer						
<b>ADMINISTRATION</b>						
Office Manager						
Office Supervisor						
Executive Assistant						
Administrative Assistant						



## Medium Companies (100–500 employees) continued

	2019			2020		
	LOW	MID	HIGH	LOW	MID	HIGH
<b>ADMINISTRATION (CONTINUED)</b>						
Receptionist						
Contract Administrator						
Records Management Specialist						
Senior Office Clerk						
Billing Clerk						
Data Entry Clerk						
<b>HUMAN RESOURCES</b>						
Human Resource Manager						
Human Resource Generalist						
Human Resource Specialist						
Payroll Manager						
Payroll and Benefits Coordinator						
Recruiter						
Benefits Administrator						
Training Manager						
Labour Relations Manager						
Human Resource Assistant						
<b>INFORMATION TECHNOLOGY</b>						
IT Manager						
IT Specialist						
Project Manager						
QA Analyst						
Software Developer						
Software Engineer						
Web Developer						
Web Designer						

## Large Companies (over 500 employees)

	2019			2020		
	LOW	MID	HIGH	LOW	MID	HIGH
<b>MARKETING &amp; COMMUNICATIONS</b>						
Marketing Manager						
Marketing Coordinator						
Marketing Associate						
Product / Brand Manager						
Advertising / Promotions Manager						
Public Relations Manager						
Public Relations Coordinator						
Communications Manager						
Communications Coordinator						
Media Relations Manager						
Market Research Analyst						
<b>SALES</b>						
Sales Manager						
Business Development Manager						
Outside Sales Representative						
Inside Sales Representative						
Relationship Manager						
Key Account Manager						
Account Manager						
Customer Service Manager						
Customer Service Representative						
Client Relations Manager						
Telemarketer						
<b>ACCOUNTING &amp; FINANCE</b>						
Controller						
Assistant Controller						
Accounting Manager						
Accounting Supervisor						
Senior Accountant						
Accountant						
Project Accountant						



## Large Companies (over 500 employees) continued


	2019			2020		
	LOW	MID	HIGH	LOW	MID	HIGH
<b>ACCOUNTING &amp; FINANCE (CONTINUED)</b>						
Accounting Assistant						
Accounting Clerk						
Accounts Payable Supervisor						
Financial Analyst						
Business Systems Analyst						
Budget Analyst						
Cost Accountant						
Internal Auditor						
Credit Manager						
<b>PRODUCTION</b>						
Plant Manager						
Production Manager						
Manufacturing Engineer						
Health and Safety Manager						
Health and Safety Coordinator						
Plant Superintendent						
Warehouse Manager						
Warehouse Supervisor						
Maintenance Manager						
Purchasing Manager						
Senior Buyer/Purchasing Agent						
Materials Manager						
Logistics Coordinator						
Quality Assurance Manager						
Quality Assurance Coordinator						
Materials Planner						
Technical Writer						
<b>ADMINISTRATION</b>						
Office Manager						
Office Supervisor						
Executive Assistant						
Administrative Assistant						

## Large Companies (over 500 employees) continued

	2019			2020		
	LOW	MID	HIGH	LOW	MID	HIGH
<b>ADMINISTRATION (CONTINUED)</b>						
Receptionist						
Contract Administrator						
Records Management Specialist						
Senior Office Clerk						
Billing Clerk						
Data Entry Clerk						
<b>HUMAN RESOURCES</b>						
Human Resource Manager						
Human Resource Generalist						
Human Resource Specialist						
Payroll Manager						
Payroll and Benefits Coordinator						
Recruiter						
Benefits Administrator						
Training Manager						
Labour Relations Manager						
Human Resource Assistant						
<b>INFORMATION TECHNOLOGY</b>						
IT Manager						
IT Specialist						
Project Manager						
QA Analyst						
Software Developer						
Software Engineer						
Web Developer						
Web Designer						



# WORKPLACE TRENDS



As we head into a new decade, the workplace continues to evolve—providing challenges for both employers and employees. Here are eight workplace trends for the coming year that could affect your hiring and retention plans:

### **1. Hiring of early retirees**

With close to half a million job vacancies in Canada, employers are increasingly hiring older workers to fill the skills gap, especially for short-term and part-time needs. Not only are retirees living longer, healthier lives, they bring skills and experience that may be hard to find elsewhere.

### **2. Heightened awareness of mental health**

Poor working conditions, stressful bosses, and unreasonably-high workloads can impact the mental health of employees. Historically, employers did not take mental health concerns seriously. Fortunately, that seems to have reversed as many employers are now providing the much-needed resources and support for their employees.

### **3. Flexible work arrangements**

Most employees value flexibility in their work location and working hours, and employers are starting to recognize the value for themselves. While employees save hundreds of

hours in commute time, employers benefit by reduced occupancy costs and the ability to attract talent from a wider geographic area.

### **4. Emphasis on purpose and meaning**

Long gone are the days when the only purpose of a business was to generate wealth for shareholders. Now, customers and employees are demanding that companies serve all stakeholders and demonstrate they care for the community and environment. Companies that do so will attract top talent who want to work for purpose-driven organizations.

### **5. Concern for employees' well-being**

Healthier workers have higher job satisfaction, lower absenteeism, and better overall job performance. Companies that place an emphasis on employee well-being are viewed as better places to work. This includes not only healthy snacks in the kitchen and free gym memberships, but thoughtful planning of lighting, ergonomics, and noise control.



## **6. More learning and development**

Companies are investing more in the training and development of employees with the goal of increasing productivity, engagement, and retention. It is also a clear signal to current employees that you value and appreciate them and it improves your ability to attract and retain new talent.

## **7. A focus on diversity**

Companies that actively develop a diverse workforce will experience immediate and tangible benefits. Not only will they gain from the unique perspectives offered by those with a more-rounded view, their customer base will view them more favourably and they will be seen as more progressive places to work by existing and prospective employees.

## **8. Changing nature of performance feedback**

Certain organizations will forego the traditional performance review, seen by many as ineffective. Instead there will be increased focus on providing employees with frequent, real-time feedback, both positive and negative, that is based on actual performance.

# JOB SUMMARIES



# ABOUT GERALD WALSH ASSOCIATES

Founded in 1990, Gerald Walsh Associates is a human resources firm that finds and develops leaders who help make a positive impact in their communities.

We are a market leader in recruitment and human resources consulting services for community-based organizations like municipalities, public sector agencies, not-for-profit organizations, professional and industry associations, and owner-managed business.

**We help these organizations succeed by offering a range of services including:**

- Executive search
- Organizational and staffing reviews
- Performance assessments
- Compensation reviews
- Career and executive coaching
- Succession planning
- Leadership development

**Our work is guided by five core principles:**

1. We believe every person is valued and worthy of respect.
2. We act with kindness.
3. We share our knowledge with others.
4. We believe that good relationships make a strong community.
5. We are committed to healthy and active living.

Our firm is deeply engaged in the community and demonstrates this commitment through our day-to-day work and volunteer efforts. Some of the community organizations we have supported through volunteerism, donations, or in-kind work are:

Make-A-Wish Foundation  
Immigration Services Association of Nova Scotia  
Feed Nova Scotia  
Dartmouth Adult Services Centre  
Blue Nose Marathon  
Junior Achievement of Nova Scotia  
Better Business Bureau  
Community Justice Society  
Music Nova Scotia  
100 Men Who Give A Damn  
The Marguerite Centre  
Hope Cottage  
Prescott Group  
Halifax Chamber of Commerce  
Halifax Partnership Connector Program

**Gerald Walsh Associates is based in Halifax and has a wide network of contacts and relationships throughout Atlantic Canada and across Canada.**

# CONTACT US

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