



# 2017 Human Resource Salaries & Benefits Survey

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**Response Deadline is October 20, 2017 to provide a written report to participating member firms!**

**Objective of the Survey:**

The primary objective of this survey is to provide a benchmark of the compensation and benefits currently being provided in the building supply industry sector.

The summary information in this report provides a basis for comparison. **Participating firms will receive a copy of this report following final tabulation.** All survey responses will be kept **strictly confidential** and **will be destroyed after tabulation.**

**Please Print:**

Firm Name: \_\_\_\_\_

Address: \_\_\_\_\_

City/Town: \_\_\_\_\_ Prov.: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Send Survey results to the attention of: \_\_\_\_\_

**Classification**

1. Number of Retail Stores this survey represents

2. Estimated Annual Gross Sales for fiscal year 2016:

- \_\_\_ Up to \$2 million
- \_\_\_ \$2-5 million
- \_\_\_ \$5-8 million
- \_\_\_ Over \$8 million

3 Market Population:

- \_\_\_ Under 10,000
- \_\_\_ 10,001 to 50,000
- \_\_\_ 50,001 to 100,000
- \_\_\_ over 100,000

4a. Total number of employees (including owners):

- Full-time (30 hours or more per week): \_\_\_\_\_
- Part time employees: \_\_\_\_\_

4b. In 2016 did you increase, decrease or maintain staff?

Full Time      Increase %\_\_\_\_                      Decrease %\_\_\_\_                      Maintain \_\_\_\_

Part Time      Increase %\_\_\_\_                      Decrease % \_\_\_\_                      Maintain \_\_\_\_

4c. What have you found to be your best method of recruiting new employees?

Newspaper \_\_\_\_                      Word of Mouth \_\_\_\_                      Employee Referrals \_\_\_\_

Job Banks \_\_\_\_                      Recruitment Firm \_\_\_\_                      Paid Recruitment Web Sites \_\_\_\_

Social Media \_\_\_\_                      Other \_\_\_\_\_

## **Part 2 – Operations Information**

### **Outside Sales People**

5a. Do you have outside sales personnel?    Yes\_\_\_\_                      No\_\_\_\_  
(if no, please proceed to question 6)

5b. How do you compensate outside sales personnel?

- Straight monthly salary \$\_\_\_\_\_ (average amount)
- Monthly salary \$\_\_\_\_\_ plus commissions of \_\_\_\_%
- Straight commission of \_\_\_\_%
- Is salesperson supplied with company vehicle?    Yes\_\_\_\_                      No\_\_\_\_
- Kilometric allowance on use of salesperson's own vehicle \_\_\_\_¢ per KM
- Car allowance monthly \$\_\_\_\_\_

### **Installed Sales Personnel**

6a. Do you offer installed sales at your location?    Yes\_\_\_\_                      No\_\_\_\_

6b. If you have installed sales, are your installation personnel

Outside Contractor\_\_\_\_                      Employee\_\_\_\_

6c. How are they compensated?

Hourly\_\_\_\_                      By the job\_\_\_\_                      Other\_\_\_\_\_

## Wage/Salary Review

7a. How often do you review wages and salaries? (Please check only one)

Every 6 months\_\_\_\_ Annually\_\_\_\_ On an on going basis\_\_\_\_ Other (please specify)\_\_\_\_\_

7b. On what basis do you make adjustments in wages and salaries?

Performance/Merit       Profits       Inflation  
 Sales       Annual Review       Union Contract  
 Seniority       Cash Flow  
 Other (please specify)\_\_\_\_\_

7c. What was your wage adjustment (if any) for 2017? Please check one.

1-2%\_\_\_\_ 2.1 – 3%\_\_\_\_ 3.1 % or over\_\_\_\_ Not Applicable\_\_\_\_

7d. Are you projecting any wage upward adjustment for 2017? Please check one.

1-2%\_\_\_\_ 2.1 – 3%\_\_\_\_ 3.1 % or over\_\_\_\_ Not Applicable\_\_\_\_

## Vacation & Holiday Policy

8a. How many weeks vacation, with pay, do you grant your employees?

### Hourly-Rated

### Salaried

<u>1 Year</u>	<u>5 Years</u>	<u>15 Years</u>	<u>1 Year</u>	<u>5 Years</u>	<u>15 Years</u>
<input type="checkbox"/> 1 week	<input type="checkbox"/> 1 week	<input type="checkbox"/> 1 week	<input type="checkbox"/> 1 week	<input type="checkbox"/> 1 week	<input type="checkbox"/> 1 week
<input type="checkbox"/> 2 weeks	<input type="checkbox"/> 2 weeks	<input type="checkbox"/> 2 weeks	<input type="checkbox"/> 2 weeks	<input type="checkbox"/> 2 weeks	<input type="checkbox"/> 2 weeks
<input type="checkbox"/> 3 weeks	<input type="checkbox"/> 3 weeks	<input type="checkbox"/> 3 weeks	<input type="checkbox"/> 3 weeks	<input type="checkbox"/> 3 weeks	<input type="checkbox"/> 3 weeks
<input type="checkbox"/> 4 weeks	<input type="checkbox"/> 4 weeks	<input type="checkbox"/> 4 weeks	<input type="checkbox"/> 4 weeks	<input type="checkbox"/> 4 weeks	<input type="checkbox"/> 4 weeks

8b. How many months must a person be in your employ before qualifying for annual vacation?

**Hourly**       3 months       6 months       12 months  
**Salaried**       3 months       6 months       12 months

8c. How long must an individual work for your firm before they qualify for three weeks vacation?

\_\_\_\_\_ years with firm.

9. Please check the statutory holidays allowed to your staff.

New Years Day       Canada Day       Labour Day       Boxing Day  
 Good Friday       New Brunswick Day       Thanksgiving Day       Heritage Day  
 Easter Monday       Natal Day (Halifax)       Remembrance Day       Family Day  
 Victoria Day       Regatta Day (NL)       Christmas Day  
 Other (please specify)\_\_\_\_\_

10. Does your firm allow employees to take time off in lieu of pay? Yes\_\_\_\_ No\_\_\_\_



**Company Uniforms:**

18a. Do you provide or require company uniforms or dress? Yes\_\_\_\_ No\_\_\_\_

18b. If yes, what percentage of the cost is paid by the company? \_\_\_\_\_%

**Policy Manual:**

19. Do you have an employee handbook or policy manual? Yes\_\_\_\_ No\_\_\_\_

If not, is this something that would be of interest to your firm? Yes\_\_\_\_ No\_\_\_\_

**Incentive Plans**

20. Do you have personnel on incentive plans?

Commissions	Yes_____	No_____
Incentive Based	Yes_____	No_____
Profit Sharing	Yes_____	No_____
Other	_____	

21a. Do you provide year-end bonus program? Yes\_\_\_\_ No\_\_\_\_

21b. If yes, what is basis for bonus?

Sales	Yes_____	No_____
Profits	Yes_____	No_____
Seniority	Yes_____	No_____
Performance	Yes_____	No_____
Other	Yes_____	No_____

**Other Issues**

22 Over the last twelve months please indicate your staff turnover percentage.

1 – 9% \_\_\_\_ 10 – 20% \_\_\_\_ 20 – 30% \_\_\_\_ Over 30% \_\_\_\_

23 What skill set will departing employees take with them?

Product Knowledge	_____	Management Skills	_____	Sales Skills	_____
Customer Service	_____	Customer Base	_____	Other	_____

24 Who is responsible for staff recruitment in your firm?

Owner	_____	Store manager	_____	Office Administrator	_____	HR Director	_____
Other	_____						

25 Please indicate the average training hours invested in new hires.

1 – 9 hours \_\_\_\_ 10 – 25 hours \_\_\_\_ 26 – 40 hours \_\_\_\_ Over 40 hours \_\_\_\_

26 Please indicate the type of training you offer to assist with transitioning new employees to your firm.  
Product Knowledge \_\_\_\_\_ Store Policies & Procedures \_\_\_\_\_ Specific Department training \_\_\_\_\_  
Staff Orientation Session \_\_\_\_\_ Outside Training opportunities \_\_\_\_\_ Safety Training \_\_\_\_\_  
Other Training \_\_\_\_\_

27 Please indicate the Owner's plans for retirement.  
1 - 5 years \_\_\_\_\_ 6 – 10 years \_\_\_\_\_ 11 – 15 years \_\_\_\_\_ Over 15 years \_\_\_\_\_

28 Do you have a Succession Plan in place?  
Yes \_\_\_\_\_ No \_\_\_\_\_

29a. ABSDA has calculated ratio of Salary/Benefits to Sales as follows:  
10.5% – 11.5% Sales \_\_\_\_\_ 12% -13% Sales \_\_\_\_\_ 13.5% or above \_\_\_\_\_  
Which category best fits your firm? Please check one of the above.

29b. ABSDA has calculated ratio of Salary/Benefits to total expenses as follows:  
50% – 52.5% \_\_\_\_\_ 53% – 54.5% \_\_\_\_\_ 55% or above \_\_\_\_\_  
Which category best fits your firm? Please check one of the above.

30. **Delivery Policy:**  
a) Does your firm currently have a Delivery Policy? Yes \_\_\_\_\_ No \_\_\_\_\_  
b) If yes, what range is your current local Delivery Policy?  
\$1 - \$10 \_\_\_\_\_ \$11 - \$20 \_\_\_\_\_ \$21 - \$30 \_\_\_\_\_ \$31 Plus \_\_\_\_\_

31. **Education:**  
a) Does you offer staff education or training? Yes \_\_\_\_\_ No \_\_\_\_\_  
b) Do you participate in any ABSDA Education Programs? Yes \_\_\_\_\_ No \_\_\_\_\_  
c) If yes, check all seminars in which your firm is currently interested:  
\_\_\_\_\_ Estimating Fundamentals \_\_\_\_\_ Boom Truck Training  
\_\_\_\_\_ Estimating for Residential Construction \_\_\_\_\_ Forklift Safety  
\_\_\_\_\_ Advanced Estimating \_\_\_\_\_ Yard Foreman  
\_\_\_\_\_ ABSDA On-Line Videos

d) What additional staff training programs would you like ABSDA to introduce?  
\_\_\_\_\_

32. How would you rank the following issues?

**1. Very Important**

**2. Important**

**3. Not an issue**

Competitive Pricing \_\_\_\_\_  
Wholesale Direct Selling \_\_\_\_\_  
Declining Margins \_\_\_\_\_  
Credit Collections \_\_\_\_\_  
Government Regulations \_\_\_\_\_

Succession Planning \_\_\_\_\_  
Big Box Stores \_\_\_\_\_  
Staffing Issues \_\_\_\_\_  
Bank Financing \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**The Building Supply Industry is experiencing aging demographics.**

**The following sheet is designed to provide a quick analysis of staff attrition over the next few years. Please check the appropriate column for each employee category in your firm.**

**Keep a copy of this for yourself to compare against the tabulated results which will be included with the 2017 Human Resource Salaries & Benefits Survey tabulation.**

<b>Personnel</b>	<b>Anticipated Retirement in 1-5 Years</b>	<b>Anticipated Retirement in 6-10 Years</b>	<b>Anticipated Retirement in 11-15 Years</b>
<b>Administration Personnel</b>			
Office Administrator/Senior Accountant			
General Office Clerk			
Bookkeeper			
A/R & A/P Clerk			
Payroll Administration (if applicable)			
Telephone Receptionist (if applicable)			
<b>Store Personnel</b>			
Store Manager (not owner)			
Department/Sales/Assistant Manager			
Inside Sales Person			
Contractor Counter Sales			
Cashier			
Outside Sales			
Part-time Sales Clerk			
Estimator (if applicable)			
Buyer/Purchaser (if applicable)			
<b>Yard/Warehouse Personnel:</b>			
Yard Foreman			
Yard Worker			
Shipper			
Receiver			
Forklift Operator			
Delivery Driver			
Boom Truck Driver			
<b>Other Personnel Specific to your Business</b>			



**PART 1 – Wage & Salary Information**

*Please complete the following chart. If an employee performs more than one of the stated functions, choose the one primary to his/her job description.*

<i>Personnel</i>	<i>Current Yearly Salary or Hourly Rate</i>	<i>Entry Level Yearly Salary or Hourly Rate</i>	<i>Maximum Yearly Salary or Hourly Rate</i>	<i>Hours per Week</i>
<b>Administration Personnel</b>				
Office Administrator/Senior Accountant				
General Office Clerk				
Bookkeeper				
A/R & A/P Clerk				
Payroll Administration (if applicable)				
Telephone Receptionist (if applicable)				
<b>Store Personnel</b>				
Store Manager (not owner)				
Department/Sales/Assistant Manager				
Inside Sales Person				
Contractor Counter Sales				
Cashier				
Outside Sales				
Part-time Sales Clerk				
Estimator (if applicable)				
Buyer/Purchaser (if applicable)				
<b>Yard/Warehouse Personnel:</b>				
Yard Foreman				
Yard Worker				
Shipper				
Receiver				
Forklift Operator				
Delivery Driver				
Boom Truck Driver				
<b>Other Personnel Specific to your Business</b>				



Thank you for completing the ABSDA 2017 Human Resource Salaries & Benefits Survey