



2021

Mercer OSPE National Engineering Compensation Survey

OSPE Member Market Summary

Survey Report



welcome to brighter

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MESSAGE FROM THE CHAIR



MARK FRAYNE, P.Eng.

President and Chair

ONTARIO SOCIETY OF PROFESSIONAL ENGINEERS (OSPE)

The Mercer OSPE National Engineering Compensation Survey

The Ontario Society of Professional Engineers (OSPE), in partnership with Mercer, is pleased to release the *2021 Mercer OSPE National Engineering Compensation Survey*.

Whether you are an employer creating a new compensation plan, an entrepreneur launching your own business, a new graduate entering the profession, or an experienced professional seeking your next opportunity, the *OSPE Member Market Summary Report* will keep you informed on current hiring trends and compensation levels across all disciplines of the engineering profession.

Our goal is to empower businesses in Ontario and across the country with the information required to stay competitive on a regional, national and global scale. The survey also ensures that all members of the engineering community have access to the most up-to-date compensation data, so they can make informed decisions regarding salaries and benefits.

OSPE frequently refers to the following survey data during our own meetings with key figures, such as the Ministry of Labour, Training and Skills Development and the Ministry for Women and Gender Equality, to inform the Society's position on issues such as the gender wage gap to the engineering labour market.

The survey implementation was overseen by an advisory committee comprised of representatives from industry, engineering and human resources tasked with ensuring only the most extensive and relevant data was collected. In 2021, we included data from 354 engineering-focused organizations of all sizes, providing accurate compensation data for over 16,000 engineers working in major industry groups and specialties across the public and private sectors.

I would like to personally thank each of the organizations that took part in the survey—many of which are returning participants from prior years. Your support is critical to the success of the survey.

We hope that you will find the 2021 survey a valuable resource for your continued professional success, and we look forward to your participation in 2022.

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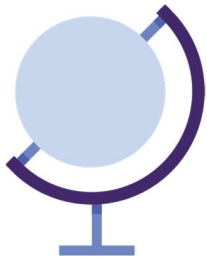
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Survey Overview

The 2021 Mercer OSPE National Engineering Compensation Survey results represent salary data submitted by 354 organizations covering more than 16,000 incumbents, across 117 specializations. All salary data are based on rates paid effective April 1, 2021. Incentive data included are based on the most recent awards or most recently completed fiscal year. All figures are reported in thousands of Canadian dollars for full-time equivalent employees. The Member Market Summary reports engineering position for Ontario only.

2021 Mercer OSPE National Engineering Compensation Survey National All Canada Profile	
Ontario Organizations Participating in the Survey	354
Ontario Engineers Represented	16,310
Date Effective	April 1st, 2021

All data in these results have been reviewed and verified for accuracy. Where necessary, individual responses have been verified with participants. Mercer reserves the right to exclude data that it considers statistically invalid or which may result in a breach of confidentiality for any survey participant.

1 Confidentiality & Privacy

Mercer ensures all data collected for this survey are treated as confidential. In instances where these data may be used in other Mercer survey reports, such as custom analyses, company names may appear in the participant list. It is Mercer's policy to continue to maintain the confidentiality of all data submitted during the data collection process. Mercer is committed to protecting the privacy of employee data and to meeting its obligations under Canadian privacy law.

Mercer's confidentiality policy is to report data only where a minimum sample size guarantees that all individual inputs and salary records are fully masked and protected. In all cases, Mercer maintains the highest level of data security and ensures confidentiality of all data submitted.

2 About OSPE

The Ontario Society of Professional Engineers (OSPE) is the Voice of Ontario's Engineers. OSPE promotes and supports excellence in all aspects of engineering by enhancing the professional recognition of Ontario's 70,000+ professional engineers among employers and all levels of government; increasing their public profile; and advancing their economic interests by offering exemplary continuing education, career advancement and affinity programs. For more information, please visit www.ospe.on.ca.

If you have any questions about the history of the salary surveys or OSPE services, please contact OSPE:

Phone: 416 223 9961 (Toll Free: 1 866 763 1654)

Email: info@ospe.on.ca

Mail: Ontario Society of Professional Engineers
4950 Yonge Street, Suite 502
Toronto, ON M2N 6K1

3 To Contact Mercer

Mercer's goal is to ensure that the *Mercer OSPE National Engineering Compensation Survey* meets the needs of its participants. Your input and suggestions help to ensure that the survey continues to be an accurate, reliable and relevant benchmarking tool. Please feel free to contact us to share your comments and suggestions.

Phone: 800 333 3070

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Career Products
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Toronto, ON M5J 2S5, Canada

Sample Overview

This section provides the broader market context that will enable users to gain a greater insight into this year's survey sample.

Sample Size and percent of Registered Professional Engineers by Engineering Level

The following table shows the number of incumbents for whom data were received for each engineering level:

Level	% of Registered Professional Engineers	% of Not Registered Professional Engineers	% of Unknown	Num Orgs	Num Obs
All Levels	38.7%	15.8%	45.5%	352	15,284
Level M3	46.0%	9.6%	44.5%	188	1,299
Level M2	58.3%	18.8%	22.9%	129	1,121
Level P6	56.3%	6.3%	37.5%	15	38
Level P5	70.4%	6.3%	23.3%	80	616
Level P4	54.4%	9.2%	36.4%	161	1,942
Level P3	28.1%	7.1%	64.8%	226	4,168
Level P2	37.6%	29.7%	32.7%	229	4,115
Level P1	19.9%	39.4%	40.7%	156	1,985

Distribution of Incumbents by Location

The incumbent distribution by geographic location is as follows:

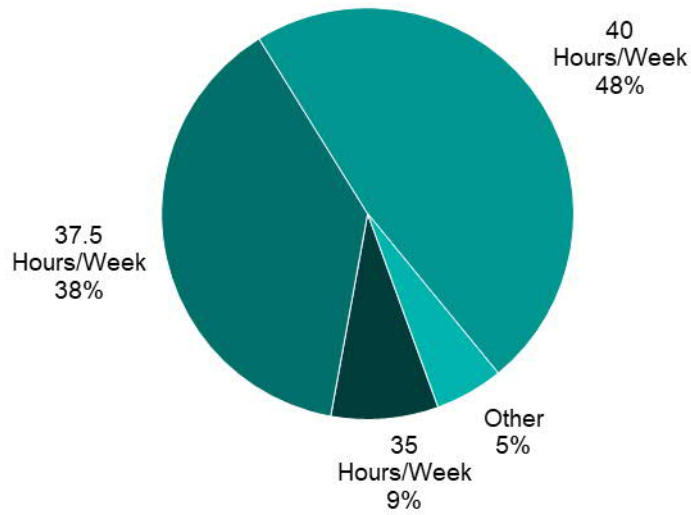
Region (N=15,284)	% of Sample
Eastern Ontario	12.8%
Greater Toronto Area	53.6%
Northern Ontario	6.4%
Southwestern Ontario	27.1%

Percentages may not equal 100% due to rounding.

Standard Work Week

The following chart indicates the number of hours in a standard work week for engineers in Ontario:

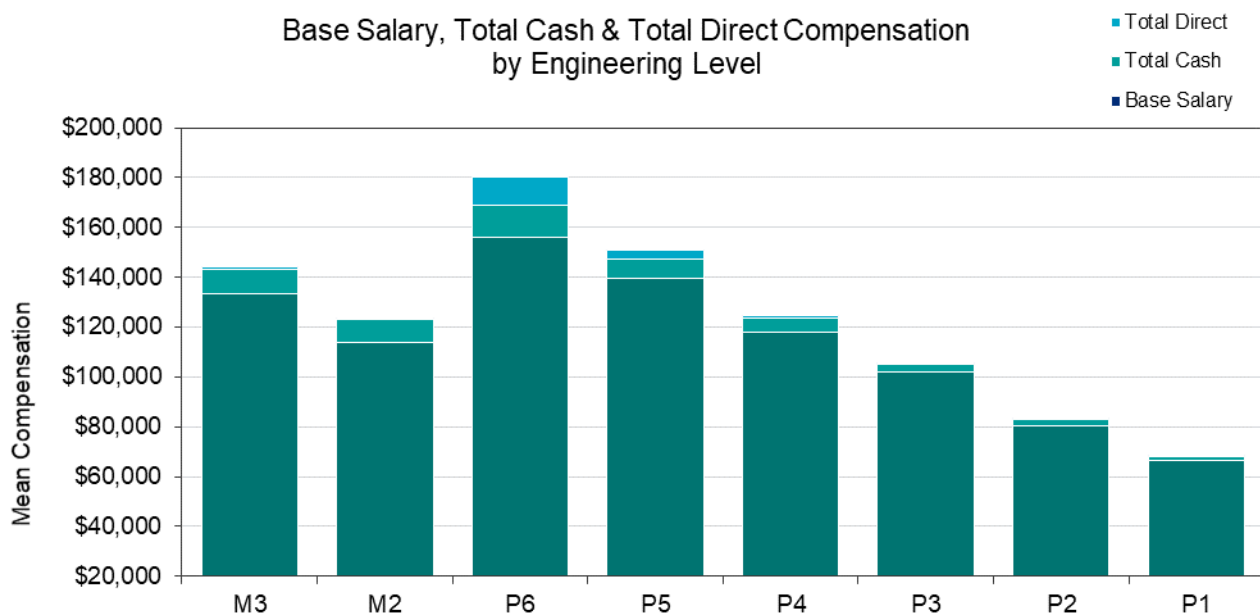
Standard Work Week (N=13,632)



Compensation Data

Base Salary, Total Cash & Total Direct Compensation by Level

The graph and table below illustrate average base salary, total cash and total direct compensation by engineering responsibility level:



	Num Orgs	Num Obs	Base Salary			Total Cash Compensation			Total Direct Compensation		
			Low	Average	High	Low	Average	High	Low	Average	High
All Levels	352	15,284	72.8	98.7	124.3	74.5	103.1	130.4	74.5	103.6	130.4
Level M3	188	1,299	112.6	133.1	151.4	121.8	142.9	162.2	121.8	144.2	163.2
Level M2	129	1,121	96.4	113.8	129.8	102.5	122.9	139.8	102.6	123.3	140.0
Level P6	15	38	142.1	155.9	166.3	147.1	168.8	189.5	147.1	180.0	218.7
Level P5	80	616	113.0	139.6	164.5	116.9	147.5	176.7	116.9	150.8	185.8
Level P4	161	1,942	99.3	118.1	136.2	101.8	123.8	141.2	101.8	124.8	142.5
Level P3	226	4,168	84.1	101.8	122.9	86.0	105.2	128.6	86.0	105.4	129.3
Level P2	229	4,115	68.9	80.3	91.7	70.0	83.0	96.7	70.0	83.0	96.7
Level P1	156	1,985	58.0	66.5	74.0	58.6	68.0	76.0	58.6	68.0	76.0

* More than 50% of the rates within the sample are supplied by one organization.

Note: Above compensation data are displayed in CAD \$000 for a full-time equivalent employee, unless otherwise indicated.

All data are incumbent weighted.

Base Salary by Level and Designation

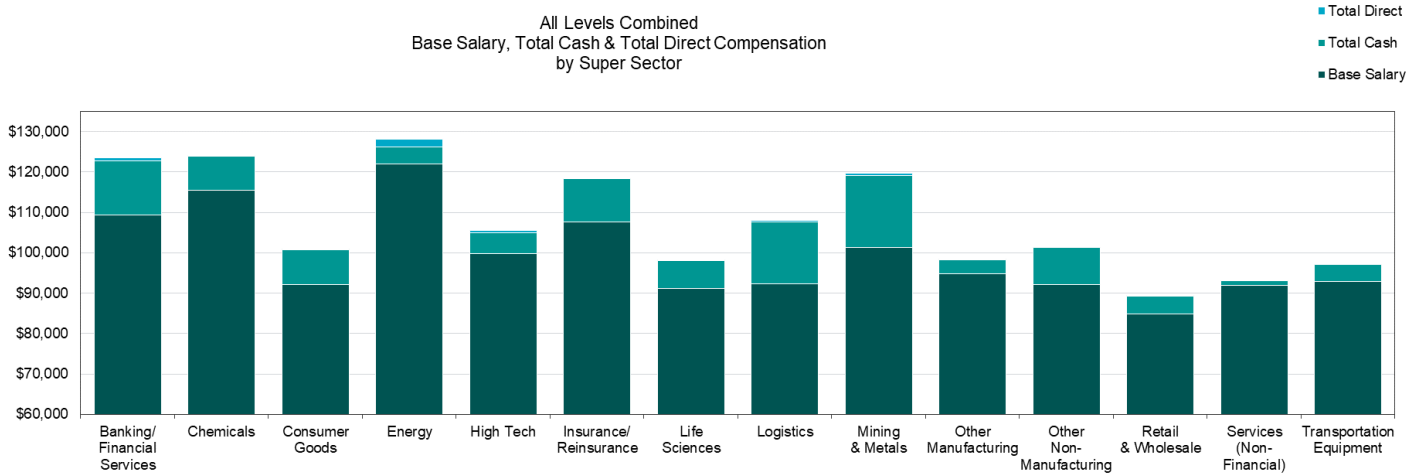
The following graph illustrates average base salary by level for P.Eng and Base Salary for Engineers (without a professional designation):



Level	Registered Professional Engineers			Not Registered Professional Engineers		
	Num Orgs	Num Obs	Base Salary	Num Orgs	Num Obs	Base Salary
Level M3	24	125	137.5	15	26	129.6
Level M2	17	112	119.1	11	36	109.8
Level P5	20	112	127.9	5	10	121.5
Level P4	27	236	111.5	11	40	102.5
Level P3	33	303	95.2	13	77	88.3
Level P2	27	208	82.6	23	164	72.6
Level P1	12	61	69.1	18	121	63.0

Base Salary, Total Cash & Total Direct Compensation by Industry Super Sector

The following graph illustrates average base salary, total cash and total direct compensation by industry super sector for all engineering levels combined.



Super Sector	Num Orgs	Num Obs	Base Salary	Total Cash Compensation	Total Direct Compensation
Banking/Financial Services	9	206	109.4	122.7	123.8
Chemicals	4	43	115.4	123.9	124.3
Consumer Goods	47	582	92.1	100.8	101
Energy	25	1,886	121.9	126.3	128.6
High Tech	33	1,551	99.7	104.9	105.7
Insurance/Reinsurance	9	51	107.7	118.3	118.3
Life Sciences	19	514	91.2	98.1	98.4
Logistics	11	129	92.3	107.5	108.1
Mining & Metals	18	295	101.2	119.1	119.7
Other Manufacturing	49	1,891	94.7	98.2	98.6
Other Non-Manufacturing	17	990	92.1	101.4	101.4
Retail & Wholesale	19	260	84.8	89.2	89.3
Services (Non-Financial)	46	5,392	92.0	93.0	93
Transportation Equipment	13	2,460	92.9	97.1	97.1

Compensation Data by Location

Scope Category	Num Orgs	Num Obs	Base Salary			Total Cash Compensation			Total Direct Compensation		
			Low	Average	High	Low	Average	High	Low	Average	High
Level M3											
Eastern Ontario	38	137	110.0	129.7	147.2	114.4	138.1	155.2	114.4	139.4	156.9
Greater Toronto Area	123	780	113.6	133.8	153.1	123.3	142.7	160.0	123.6	143.4	161.1
Northern Ontario	28	88	111.1	129.8	148.5	115.1	141.7	166.1	115.1	143.2	166.1
Southwestern Ontario	63	294	111.9	133.8	150.0	122.1	146.1	166.5	122.1	148.8	168
Level M2											
Eastern Ontario	26	114	103.0	123.6	145.7	108.1	129.9	154.2	108.1	129.9	154.2
Greater Toronto Area	78	577	98.0	112.1	125.4	104.4	121.0	135.5	104.4	121.4	135.8
Northern Ontario	23	97	103.6	121.1	138.8	110.6	131.9	156.2	110.6	131.9	156.2
Southwestern Ontario	54	333	90.8	111.3	124.8	98.1	121.3	141.1	98.1	121.9	141.3
Level P6											
Eastern Ontario	*2	3	--	--	--	--	--	--	--	--	--
Greater Toronto Area	8	20	142.2	153.8	164.2	142.8	161.3	171.3	142.8	163.3	171.3
Northern Ontario	0	0	--	--	--	--	--	--	--	--	--
Southwestern Ontario	7	15	141.2	153.9	171.7	156.5	172.8	187.7	156.5	198.5	225.5
Level P5											
Eastern Ontario	*20	70	115.0	135.0	154.5	115.0	140.9	169.3	115	142.1	171.1
Greater Toronto Area	58	359	113.0	136.1	155.0	115.0	142.0	166.8	115	144.8	168.8
Northern Ontario	11	18	114.8	155.9	218.1	114.8	166.1	229.6	114.8	166.1	229.6
Southwestern Ontario	29	169	113.0	147.4	174.0	122.0	159.9	204.8	122	165.3	207.8
Level P4											
Eastern Ontario	*36	348	100.9	117.8	133.5	105.3	122.0	137.2	105.3	122.6	138
Greater Toronto Area	114	1,027	98.3	116.0	133.9	100.5	121.3	139.0	100.5	122.3	139.5
Northern Ontario	24	80	105.1	125.7	139.0	110.6	134.1	161.8	110.6	134.5	161.8
Southwestern Ontario	55	487	99.5	121.3	143.3	103.5	128.6	153.7	103.5	130.2	158.9
Level P3											
Eastern Ontario	54	579	83.7	96.0	106.5	84.9	98.1	109.2	84.9	98.1	109.2
Greater Toronto Area	156	2,333	85.0	104.6	130.4	87.0	107.9	130.4	87	108.1	130.4
Northern Ontario	39	246	86.0	103.8	122.4	87.2	108.2	130.0	87.2	108.3	130
Southwestern Ontario	83	1,010	82.4	98.0	113.1	84.8	102.4	121.9	84.8	102.7	122.4

Level P2											
Eastern Ontario	47	418	69.4	79.5	89.1	70.0	80.9	91.5	70	80.9	91.6
Greater Toronto Area	157	2,075	70.0	81.3	93.5	70.9	83.8	97.5	70.9	83.8	97.5
Northern Ontario	46	273	68.0	79.5	92.5	69.8	83.3	96.9	69.8	83.3	96.9
Southwestern Ontario	91	1,349	66.5	79.3	90.3	68.0	82.3	96.7	68	82.3	96.7
Level P1											
Eastern Ontario	37	292	57.0	64.5	70.6	57.4	65.2	71.4	57.4	65.2	71.4
Greater Toronto Area	92	1,021	59.2	67.0	73.5	60.4	68.5	75.7	60.4	68.5	75.7
Northern Ontario	25	181	57.9	68.2	76.5	58.6	69.5	77.3	58.6	69.5	77.3
Southwestern Ontario	68	491	55.0	66.2	77.1	56.3	68.1	78.9	56.3	68.1	78.9

* More than 35% of the rates within the sample are supplied by one organization.

Note: Above compensation data are displayed in CAD \$000 for a full-time equivalent employee, unless otherwise indicated.

All data are incumbent weighted.



Survey Methodology and Definitions

1 Canada Regions

1.1. Central Canada



2 Current Industry List

This page summarizes the industry groupings for reporting and further analysis in Mercer's reporting tool:

Super Sector	Sector	Subsector
Banking/Financial Services	Alternative Investments	Private Equity/Venture Capital Investment
		Hedge Funds
		Real Estate Investments
	Asset Management	Investment & Asset Management
		Endowments
		Public Funds
		Family Office
	Capital Markets	Investment Banking
		Equities
		Fixed Income
		Transaction Banking
		Rating Agencies
		Financial Guarantee Insurance
	Banking/Financial Services Organizations Combination	
	Consumer Finance & Retail Banking	Automotive Financing
		General Consumer Finance
		Mortgage Banking
		Credit Union
		Credit Card Issuer
Consumer, Retail & Small Business Banking		
Thrift (Savings Bank, Savings & Loan)		
Corporate & Commercial Banking	Commercial Banking	
	Commercial Finance (Commercial Loan, Commercial Real Estate)	
	Corporate Banking	
	Aviation Finance	
	Equipment Leasing & Finance	
Financial Services Operations		
Financial Services Other		
Financial Technology Solutions		
Trust & Private Banking		
Universal (Diversified) Banking		

Super Sector	Sector	Subsector	
Chemicals	Basic Chemicals	Petrochemicals	
		Polymers	
		Inorganic Chemicals	
	Specialty Chemicals	Chemicals Combination	Agrichemicals
			Adhesives
			Cleaning Materials
			Construction Chemicals
			Electronic Chemicals
			Flavors & Fragrances
			Consumer Chemicals
Consumer Goods	Beverages	Alcoholic Non-Alcoholic	
	Tobacco		
	Food		
	Over the Counter Pharmaceutical		
	Personal Care & Household Products		
	Consumer Goods Combination		
	Consumer Goods Other		
Energy	Alternative & Renewable Energy	Solar Energy	
		Wind Energy	
		Other	
	Energy Downstream	Energy Engineering, Procurement & Construction	Energy Refining/Processing
			Energy Marketing & Distribution
			Energy Fully Integrated Downstream
	Infrastructure Engineering, Procurement & Construction Other	Energy Fully Integrated and Exploration & Production	Oil & Gas Engineering, Procurement & Construction
			Power & Utilities Engineering, Procurement & Construction
			Mining Engineering, Procurement & Construction
	Energy Fully Integrated and Exploration & Production	Energy Fully Integrated and Exploration & Production	Energy Fully Integrated
Energy Exploration & Production			
Energy Exploration			

Super Sector	Sector	Subsector	
Energy	Energy Fully Integrated and Exploration & Production	Energy Production	
	Energy Pipeline/Midstream		
	Energy Services & Drilling	Energy Services & Equipment Energy Drilling	
	Energy Trading		
	Energy Utilities	Energy Power Generation Retail Utility Fully Integrated Utility	
	Energy Other	Public Sector Energy Other – Not Classified Elsewhere	
Health Care Services	Health Care Providers & Services	Hospitals	
		Senior Living/Nursing Homes/ Assisted Living/Long-term Care	
		Home Health/Hospice	
		Physician Practices/Ambulatory Clinics Health Care Services Other	
High Tech	All High Tech Products & Services Combination		
	High Tech Manufactured/Hardware & Software/Virtual Products Combination		
	High Tech Manufactured/Hardware Products & Services Combination		
	High Tech Software/Virtual Products & Services Combination		
	High Tech (Manufactured Products & Hardware)		Computer & Mobile Related Devices Manufacturing
			Telecommunications Devices & Hardware Manufacturing
			Consumer & Office Electronics Manufacturing
			Electronic Instruments & Equipment Manufacturing
			Electronic Components Manufacturing
			Aerospace & Defense
			Semiconductors & Semiconductor Equipment High Tech Manufactured Products & Hardware High Tech Manufactured Products & Hardware Other
High Tech (Services)		IT Consulting Services & Solutions	
		IT Back Office Service (ITO)	
		Telecommunications Services	
		Engineering Design Services Data Analytics Services & Solutions	

Super Sector	Sector	Subsector
High Tech	High Tech (Services)	Web Design Services
		E-commerce/On-line to Off-line
		Internet Education
		High Tech Services Combination
		High Tech Services Other
	High Tech (Software & Virtual Products)	Business End User Applications Development
		Consumer End User Applications Development
		Systems Software Development
		Design Software Development
		Internet Services
		Gaming Development
		Big Data/Analytics Solutions
		Digital Market Services
		Intelligent Equipment
	High Tech Software & Virtual Products Combination	
High Tech Software & Virtual Products Other		
High Tech Products or Services Other		
Insurance/Reinsurance	Insurance/Reinsurance & Banking/Financial Services Combination	
	Life & Non-Life Insurers Combination	Life and Property & Casualty Insurance Life & Other Non-Life Insurers
	Health & Medical Insurance	
	Life Insurance	Life Insurance Life & Health Insurance Pension/Retirement Insurance
	Non-Life Insurance (excluding Health & Medical)	Property & Casualty - Commercial Property & Casualty Insurance - Consumer Workers Compensation Insurance
	Non-Life Insurers Combination	
	Reinsurance	Reinsurance - Life Insurance Reinsurance - Non-Life Insurance Reinsurance - Life & Non-Life Insurance Combination
Life Sciences	Animal Health	
	Biotechnology	
	Life Sciences Combination	
	Contract Organizations (Life Sciences)	Contract Manufacturing Organizations (Life Sciences)
		Contract Research Organizations (Life Sciences)
		Contract Distribution Organizations (Life Sciences)
Medical Devices & Equipment	Capital Equipment Medical Devices Consumable & Disposable Medical Devices	

Super Sector	Sector	Subsector
Life Sciences	Medical Devices & Equipment	Durable Equipment Medical Devices Implantable Medical Devices
	Medical Devices Combination	
	Medical Devices Other	
	Pharmaceutical	Branded Pharma Generic Pharma Medical Nutrition
	Pharmaceutical Combination	
	Pharmaceutical Other	
Logistics	Logistics Combination	
	Express	
	Freight Forwarding	
	Shipping	
	Warehousing & Distribution	
Mining & Metals	Diversified Mining	
	Industrial Metals & Mining	Aluminum Nonferrous Metals Iron & Steel Iron ore
	Industrial Metals & Mining Combination	
	Mining Other	Coal Potash Diamonds & Gemstones Multiple Metals and Minerals Gold Mining Silver, Platinum & Precious Metals Mining General and Other
	Mining Other Combination	
Other Manufacturing	Electrical Equipment Manufacturing	
	Electronic Appliances Manufacturing	
	Forestry Products Manufacturing	
	Machinery Manufacturing Other Manufacturing	
	Paper & Allied Products Manufacturing	
	Plastics & Rubber Products Manufacturing	
Other Non-Manufacturing	Agriculture, Fishing & Hunting	

Super Sector	Sector	Subsector
Other Non-Manufacturing	Other Non-Manufacturing Combination	
	Construction	Infrastructure Construction
		Residential Construction
		Commercial and Social Construction
	Construction Combination or Other	
	Hospitality	
	Media & Entertainment	TV Networks/Broadcasters
		Radio
		Online/Digital
		Information Services
Book Publishing		
Newspaper and Magazines		
TV / Internet Access Entertainment		
Media & Entertainment Combination		
Real Estate	Comprehensive Real Estate	
	Financial Real Estate	
	Industrial Real Estate	
	Senior Living	
	Commercial Real Estate	
	Property Management	
Research & Development		
Water, Water Utility, Sewage &		
Retail & Wholesale	Apparel, Fashion, Footwear & Accessories Retail	Apparel/Accessories Retail - Family
		Apparel/Accessories Retail - Infants/Children
		Apparel/Accessories Retail - Men
		Apparel/Accessories Retail - Women
		Footwear/Shoes Retail
		Apparel & Accessories Retail Combination
	Convenience Retail	Gas/Petro Retail
		Convenience Retail
		Gas/Petro & Convenience Retail Combination
	Department Stores	
	Electronics, Entertainment, Communications & Office Retail	Electronics etc. Retail Combination
		Electronics Retail
		Entertainment Retail
		Communications Retail
		Office Supply Retail
Grocery, Pharmacy & General Merchandise Retail	Grocery Retail	
	Drug & Pharmacy Retail	
	General Merchandise Retail	
	Grocery etc. Retail Combination	

Super Sector	Sector	Subsector
Retail & Wholesale	Home, Hardware, Building & Garden Supply Retail	Hardware Retail
		Building Supplies Retail
		Garden Supplies Retail
		Home Products Retail Other
		Home, Hardware etc. Retail Combination
	Restaurants	Quick Service & Fast Food
		Fine Dining
		Restaurant Chains
	Specialty Retail	Automotive Dealers
		Automotive Parts & Services Retail
		Books/Music/Video Retail
		Furniture & Home Furnishing Retail
		Gifts/Novelties Retail
		Home Goods & Products Retail
		Jewelry & Watches Retail
		Cosmetics
		Luxury Retail
Salon/Personal Care Products Retail		
Sporting Goods/Hobby Retail		
Specialty Retail Other		
Specialty Retail Combination		
Wholesale Distribution	Wholesale Trade & Durable Goods	
	Wholesale Trade & Non-Durable Goods	
Wholesale Trade Combination or Other		
Services (Non-Financial)	Business Process Outsourcing	
	Business/Professional Services	Accounting, Actuarial Advisory, Tax Compliance/Services
		Legal
		Engineering Firms
	Business/Professional Services Combination	
	Business/Professional Services Other	
	Education	Post-Secondary Education (College, University, System)
		Primary or Secondary Education (School, District/System)
		All Other Education Institutions
	Government/Public Administration & Other Civic, Social Political or Religious Organizations	
Business/Professional Services Other		
Passenger Transportation	Airlines	
	Passenger Transportation Other	

Super Sector	Sector	Subsector
Services (Non-Financial)	Services Combination or Other	
Transportation	Automobile Components Manufacturing	
	Automobile Manufacturing	
	Construction, Farm Machinery & Heavy Trucks Manufacturing	
	Other Transportation Equipment Manufacturing	

3 Career Streams & Levels

3.1. Management

Management and supervisory professionals focusing on tactical, operational activities within a specified area. Levels within the management career stream typically have three or more direct reports. The majority of time is spent overseeing area of responsibility, planning, prioritizing and/or directing the responsibilities of employees. Goal achievement is typically accomplished through performance of direct and/or indirect reports.

► M3 MANAGER

A Manager (M3) manages experienced professionals who exercise latitude and independence in assignments. Responsibilities typically include:

- Policy and strategy implementation for short-term results (1 year or less).
- Problems faced are difficult to moderately complex.
- Influences others outside of their own job area regarding policies, practices, and procedures.

► M2 TEAM LEADER (PROFESSIONALS)

A Team Leader (M2) supervises **professional-level employees** (typically entry or experienced level) and may also supervise some para-professional employees. Responsibilities typically include:

- Setting goals and objectives for team members for the achievement of operational results.
- Problems faced may be difficult but typically are not complex.
- Ensures policies, practices and procedures are understood and followed by direct reports, customers and stakeholders.

3.2. Professional

Individual contributors with responsibility in a professional or technical discipline or specialty, but may manage two or fewer employees. May direct the work of other lower level professionals or manage processes and programs. The majority of time is spent overseeing the design, implementation or delivery of processes, programs and policies using specialized knowledge and skills typically acquired through advanced education (3 – 4 year University degree).

P6 PRE-EMINENT PROFESSIONAL

A Pre-eminent Professional (P6) is recognized **both within and outside the organization** as a thought leader in their area of expertise. Responsibilities typically include:

- Recommending operational strategies and plans with a direct impact on results.
- Influencing business decisions made by leadership.

- Problems are complex and multi-dimensional.
- Requires communication with executive leadership on matters of strategic importance.

► P5 EXPERT PROFESSIONAL

An Expert Professional (P5) is a recognized **master in professional discipline** typically obtained through advanced education and work experience. Typically responsible for:

- Establishing operational plans for their job area.
- Developing and implementing new products, processes, standards or operational plans that will have an impact on the achievement of functional results.
- Requires communication with leadership.

► P4 SPECIALIST PROFESSIONAL

A Specialist Professional (P4) is a recognized **subject matter expert** in their job area typically obtained through advanced education and work experience. Responsibilities typically include:

- Managing large projects or processes with limited oversight from manager.
- Coaching, reviewing and delegating work to lower level professionals.
- Problems faced are difficult and **often complex**.

► P3 SENIOR PROFESSIONAL

A Senior Professional (P3) applies **advanced knowledge** of their job area typically obtained through advanced education and work experience. Responsibilities may include:

- Managing projects/ processes, working independently with limited supervision.
- Coaching and reviewing the work of lower level professionals.
- Problems faced are difficult and **sometimes complex**.

► P2 EXPERIENCED PROFESSIONAL

An Experienced Professional (P2) applies **practical knowledge** of their job area typically obtained through advanced education and work experience. May require the following proficiency:

- Works independently with general supervision.

- Problems faced are difficult but **typically not complex**.
- May influence others within the job area through an explanation of facts, policies, and practices.

► **P1 ENTRY PROFESSIONAL**

An Entry Professional (P1) applies **broad theoretical job knowledge** typically obtained through advanced education. May require the following proficiency:

- Work is closely supervised.
- Problems faced are **not typically difficult or complex**.
- Explains facts, policies, and practices related to their job area.