

# COMPENSATION REVIEW 2022



**REGISTERED VETERINARY TECHNOLOGIST  
COMPENSATION REVIEW REPORT FOR ALBERTA,  
SASKATCHEWAN AND MANITOBA**

COMPLETED ON JANUARY 8, 2023 BY CC CONSULTING

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# EXECUTIVE SUMMARY

The Alberta Veterinary Technologist Association (ABVTA), the Saskatchewan Association of Veterinary Technologists (SAVT) and the Manitoba Veterinary Technologists Association (MVTA) have commissioned this review. All three Associations are professional membership associations for registered veterinary technologists within their respective provinces.

The objective of the 2022 Registered Veterinary Technologist Compensation Review was to gain a comprehensive understanding of compensation and benefits provided to Prairie Registered Veterinary Technologists (RVT)s, this includes determining aggregate provincial and cross-provincial compensation practices. The primary goal for the review was to identify gaps and opportunities in said practices and make recommendations to achieve consistency for RVT compensation and benefits. In addition, information gathered provides a baseline for future surveys and establishes common duties and responsibilities within the profession.

The 2022 RVT Compensation Review was based on data provided through a survey sent to all members of the 3 provinces, 3,868 in total (Alberta, 2,783; Saskatchewan, 640; and Manitoba, 445). Additionally, data from Statistics Canada, Conference Board of Canada, 2022 RVT Compensation and Career Survey; 2021 Alberta Veterinary Professional Workforce Project, 2021 ABVTA Wage & benefits Survey, 2021 SAVT Wage & Career Survey, and the 2020 MVTA Wage Survey was considered through the course of the review.



## EXECUTIVE SUMMARY CONTINUED

Through data and comments provided by 1556 (40%) of the total membership of all three provinces, a number of trends and observations were made that could ultimately influence the industry of animal health. The following highlights concerns and opportunities identified:

- No correlation to the level of compensation to years of practice.
- No correlation to level of compensation to specialized responsibilities.
- Limited paid training.
- Inconsistent starting wages for new graduates, including rates below provincial Employment Standards.
- Lower average hourly rate paid in rural locations to urban locations.
- Inconsistent overtime and on call rates – at times non-existent and possibly not meeting provincial Employment Standards.
- Inconsistent performance review practices and not always associated with pay increases.
- Inconsistent, and at times, absent practices regarding pay increases.
- Inconsistent benefit schemes that do not meet the needs of RVTs.
- Limited flexibility to attend to personal needs.
- Nearly **30%** of survey participants indicated they are intending to leave their employer in the next 2 years, citing issues with compensation and working conditions that include stress, burn out, high turn-over, limited ability for advancement, poor management and the work becoming too physically difficult for their age (aging out).

The report provides 17 recommendations for employers, RVTs, and their associated associations that address these issues.





# PROJECT BACKGROUND

The Manitoba Veterinary Technologists Association (MVTA), Saskatchewan Association of Veterinary Technologists (SAVT) and Alberta Veterinary Technologist Association (ABVTA) jointly called for proposals to undertake a full review of compensation and report of Registered Veterinary Technologists (RVTs) in Manitoba, Saskatchewan and Alberta. The collaboration was intended to gain a better understanding of how prairie RVTs are being paid, identify gaps and opportunities in said practices, develop a baseline for future surveys and establish common duties and responsibilities within the profession, make recommendations to achieve consistency in RVT compensation to better advocate for the members.

Independent Compensation Group, CC Consulting submitted a proposal and was selected to undertake the review. Christine Webb, a founding member of CC Consulting led the process.

Christine Webb obtained a Human Resource Manitoba Certificate from the University of Manitoba in 2005, Canadian Council of Human Resources Association Designation (CHRP) 2010, and a Public Sector Management Program Certificate also from the University of Manitoba in 2011, Certified Compensation Professional from WorldatWork in 2017. For the past 16 years Christine has held a number of roles specializing in compensation that has involved comparative and cost analysis of pay, economic analysis, organizational structure and project management.

# PROJECT OBJECTIVES

The deliverables of the consultancy were to complete a review and final report on the review, findings and recommendations for each province which will include the following:

- Conduct a survey of Registered Veterinary Technologists (RVTs) registered with ABVTA, SAVT and MVTA
- Utilize primary data from the survey
- Provide an analytical overview on the existing compensation in each province
- Comparison of compensation for RVTs in each of the provinces involved in the project
- Provide observations of trends and concerns
- Provide recommendations including optimal pay rates for RVTs in each province
- Develop a summary to be shared with industry for each Association
- Develop a summary to be shared with Association members
- Development of Job Profiles (JPs) for RVTs

# PROJECT METHODOLOGY

A survey was conducted that involved requests for participation from all members (3,868) of the ABVTA, SAVT and the MVTA. Registered members were sent an email inviting them to participate in the survey, including a link to the survey. Survey invites were sent from each association to their respective association membership as well there were a minimum of two follow-up e-mails sent to survey participants encouraging them to participate. Data gathered through the survey was compiled and analyzed using accepted compensation survey practices and methods that included:

## DATA CLEANED & CODED

- Following the completion of survey administration, all survey data was cleaned to ensure that responses were logically consistent, as well as to identify data entry errors, response errors, inconsistent information, illogical information and outliers.
- For close-ended questions, including all 'other' and 'please specify' response options, a review of written responses was conducted to develop a coding list. Using the coding list, written responses were up-coded (aggregated) into existing response options where appropriate.
- Categories from the raw responses through careful examination and constant comparison were created.

## QUANTITATIVE ANALYSIS

- Once the survey data was cleaned and coded, closed-ended and coded responses were summarized using descriptive statistics (e.g. frequencies and percentages).
- For multiple response questions, respondents had the option of providing more than one answer; therefore, the percentages reported in the frequencies for multiple response questions may sum to more than 100% because respondents may have selected more than one response.
- In addition to descriptive statistics, cross-tabulations were conducted to compare findings among sub-groups.

## QUALITATIVE ANALYSIS

- Content analysis was employed to analyze open-ended data from the online forum and group. This approach used inductive reasoning, whereby themes and categories emerged directly from the participants' raw responses through rigorous examination and comparison, ensuring that the findings were not unduly skewed to fit a pre-formed framework based on expectation of what the research would find, while also developing enough structure to allow for the clear reporting of results by major theme.

## DATA SOURCES

- Statistics Canada
- Conference Board of Canada
- 2020 Canadian Veterinary Medical Association Workforce Study
- 2022 RVT Compensation & Career Survey
- 2021 Alberta Veterinary Professional Workforce Project
- 2021 ABVTA Wage & Benefits Survey
- 2021 SAVT Wage & Career Survey
- 2020 MVTA Wage Survey

# SURVEY RESULTS

## GENERAL INFORMATION

Dates survey was open - June 8, 2022 to July 10, 2022

Types of questions in survey:

- **Multiple Choice** - allow respondents to check off only one choice that applies to them
- **Check Box** - allow respondents to check off all the choices that apply to them
- **Open-ended Questions** - require respondents to type their answers into a comment box

The survey had three specific parts:

- **Part 1** - Contained 43 questions and was specific to RVTs working in a clinic setting and asks for participants to share information related to their demographics, employer, experience & training, compensation & benefits and retention.
- **Part 2** - Contained 46 questions and was specific to those working as an RVT outside a typical clinic setting and asks for participants to share information related to their demographics, employer, experience & training, compensation & benefits and retention.
- **Part 3** - Contained 25 questions and was specific to RVTs working in a clinic setting and asks for participants to share information related to their scope of practice.

## PARTICIPATION INFORMATION

The survey was sent to 3,868 members from all three provinces. 1556 (40%) members participated in the survey. This is considered to be an above average response rate according to Delighted by Qualtrics and Customer Thermometer.





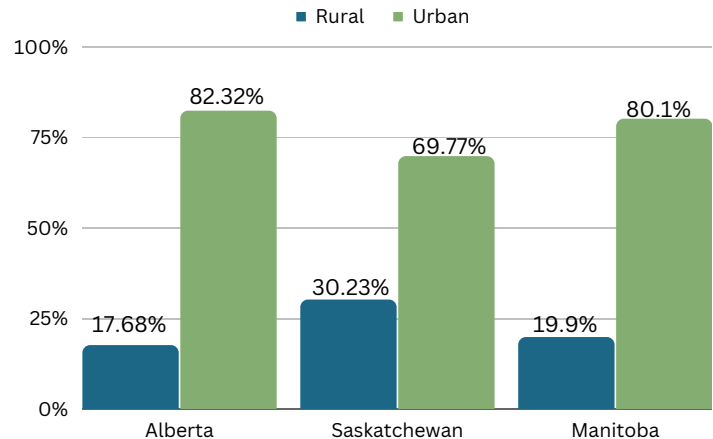


# SURVEY RESULTS

## PARTICIPATION BY POPULATION AND EMPLOYER TYPE

Respondents from rural and urban communities, as well as those working in consolidated and independent practices, indicated their province of residence, with the largest response rate from those working in urban communities and working in independent practices.

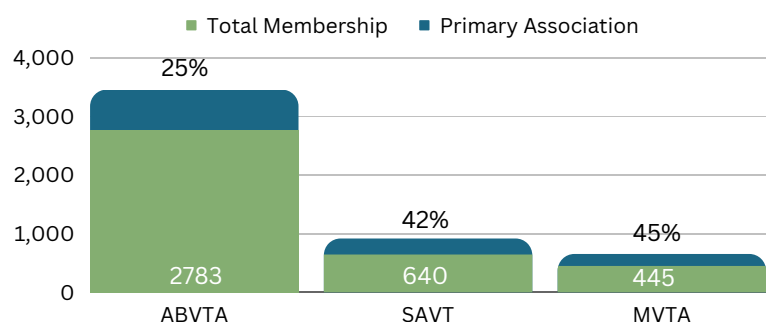
### PARTICIPATION BY POPULATION



## PARTICIPATION BY ASSOCIATION

Of the 1253 respondents, 1162, or 92.74% indicated the association they held membership with. Where participants indicated membership with multiple associations, 26 respondents total, the first association in the response was used for analysis purposes.

### PARTICIPATION BY ASSOCIATION



# SURVEY RESULTS

## PARTICIPATION PER PROVINCE BY POPULATION

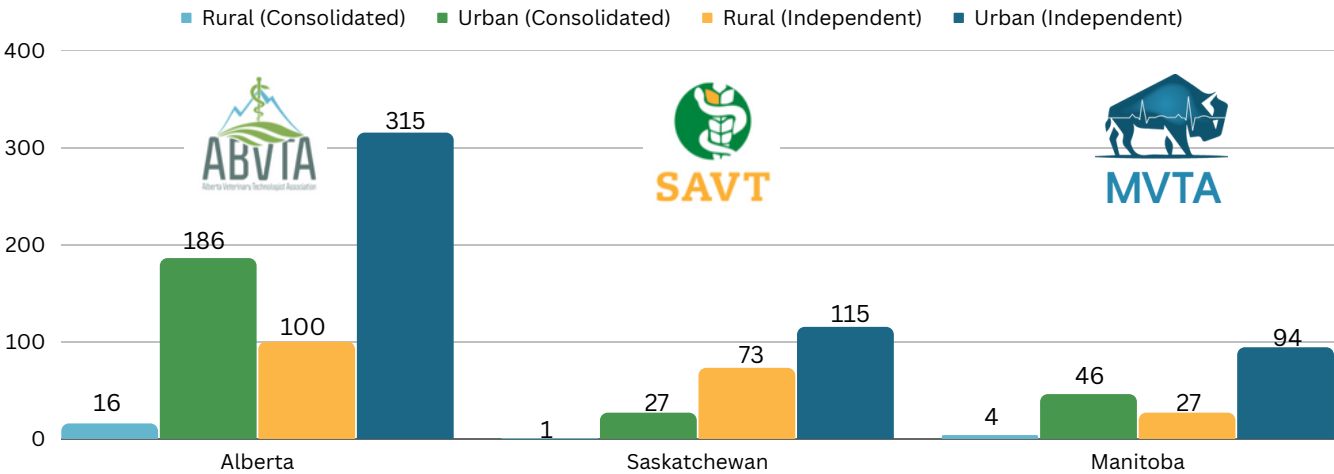
Of the 1253 respondents, 1105 or 88.19% reported the population of the community they work in. Overall, 80% reported working in an urban community, with the rates ranging from 69.77% in Saskatchewan, 80.10% in Manitoba and 82.32% in Alberta. For analysis purposes, urban was defined as areas with a population of greater than 10,000, with rural as less than 10,000. The definition of a city differs across provinces as per World Population Review with Alberta at 10,000, Manitoba at 7,500 and Saskatchewan at 5,000. Following a review of the populations of communities across the provinces, 10,000 was determined to capture sufficient urban communities for analysis purposes. Source: Population and dwelling counts: Canada and population centers. (<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=9810001101>).

**Consolidated Veterinary Practice** refers to larger Corporate practices which employ a large number of veterinary professionals.

**Independent Veterinary Practice** relates to practices that are owned and operated by a single or small number of veterinary professionals.



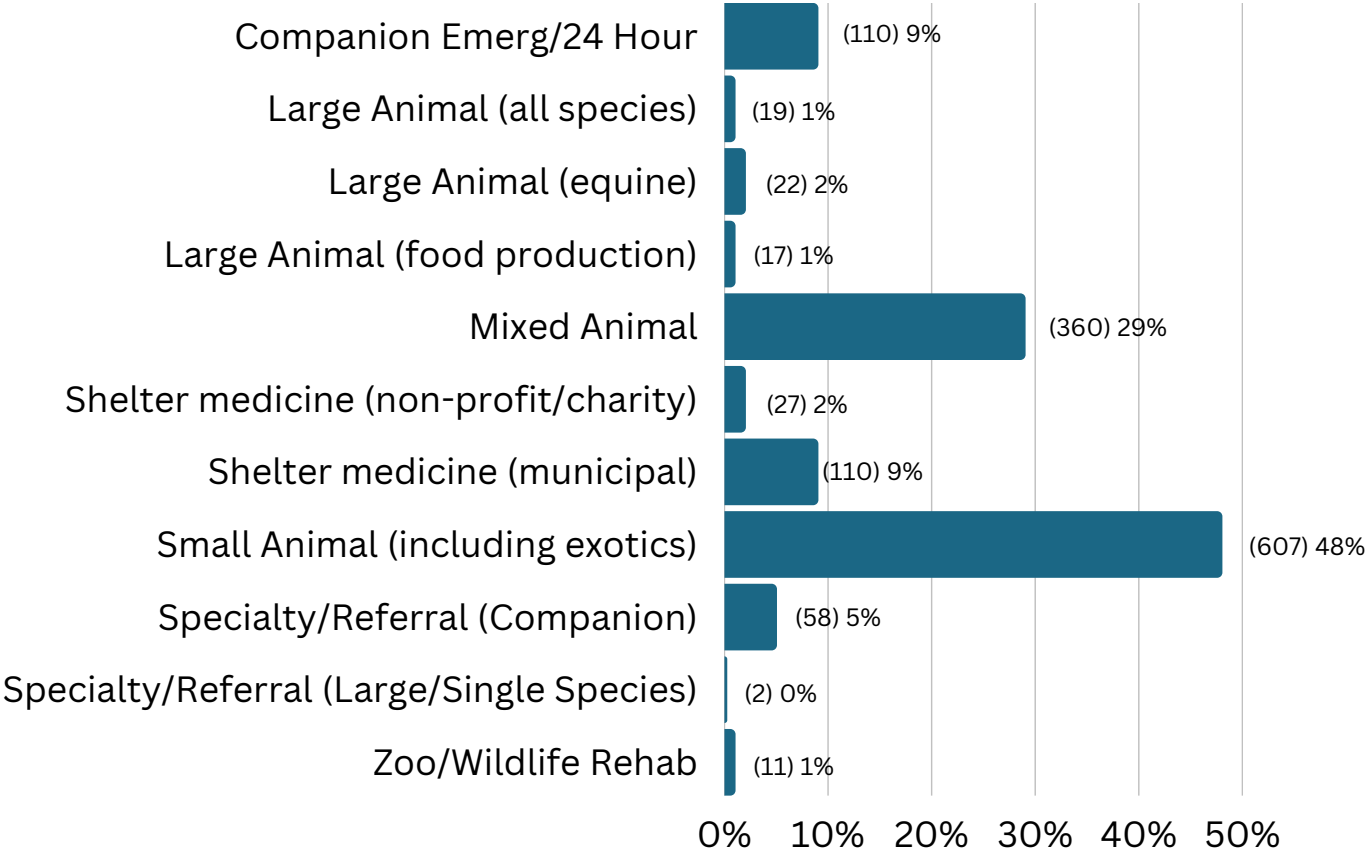
### PARTICIPANTS BY PROVINCE





# SURVEY RESULTS

## AREAS OF PRACTICE - PART ONE



## AREAS OF PRACTICE - OTHER RESPONSES

- Diagnostic Laboratory
- Educator - AHT/VMA/VMR program
- Office Manager
- Practice Manager
- Practice Owner
- Public Health
- Self-employed (related to RVT field)
- Upper Management /Association/Regulatory
- Industry Sales/ Marketing/ Insurance/ Technical Services
- Other





# SURVEY RESULTS

## EMPLOYER TYPE

Survey participants were provided several options of employer type to select from, including the opportunity to describe their employer type. Eighty-seven percent (87%) of overall respondents indicated their employer type as consolidated veterinary practice or independent veterinary practice. Response analysis and the presentation of survey results focuses on these two employer types.

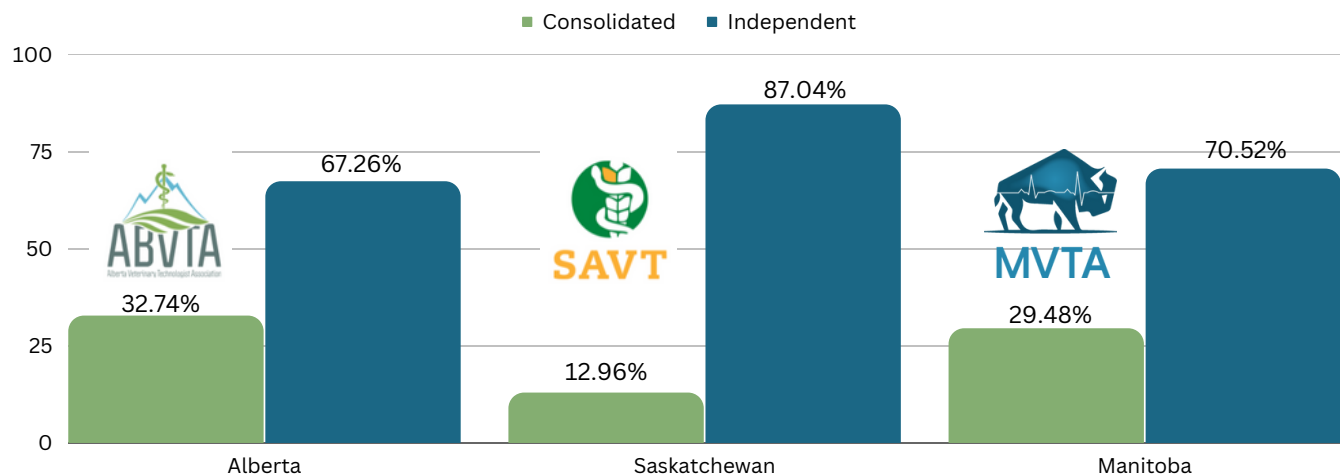
### LIST OF EMPLOYER TYPES

- Academic/Educational Institution
- Consolidated Veterinary Practice
- Government (municipal, provincial or federal)
- Independent Veterinary Practice
- Not for Profit
- Pharmaceutical/Insurance/Technology
- Other

Result analysis focused on responses from Alberta, Saskatchewan and Manitoba. When analyzed by province and the consolidated and independent practice, 72.04% reported working in independent veterinary practices and 27.96% in consolidated veterinary practice across the three provinces. Across the provinces, the range of respondents working in an independent veterinary practice was 67.26% to 87.04%.



### EMPLOYER TYPE PER PROVINCE



# SURVEY RESULTS

## DEMOGRAPHIC INFORMATION

Of the 1103 respondents, 97% (1075) identified as women. Men represented 1.9% (21) with more men working in an urban location than rural locations. There were also small pockets in urban locations that identified as:

- Non-binary - 0.7% (8)
- Prefer not to answer - 0.4% (4)
- Prefer to self-describe - 0.1% (1)

These categories were absent in the rural respondents.

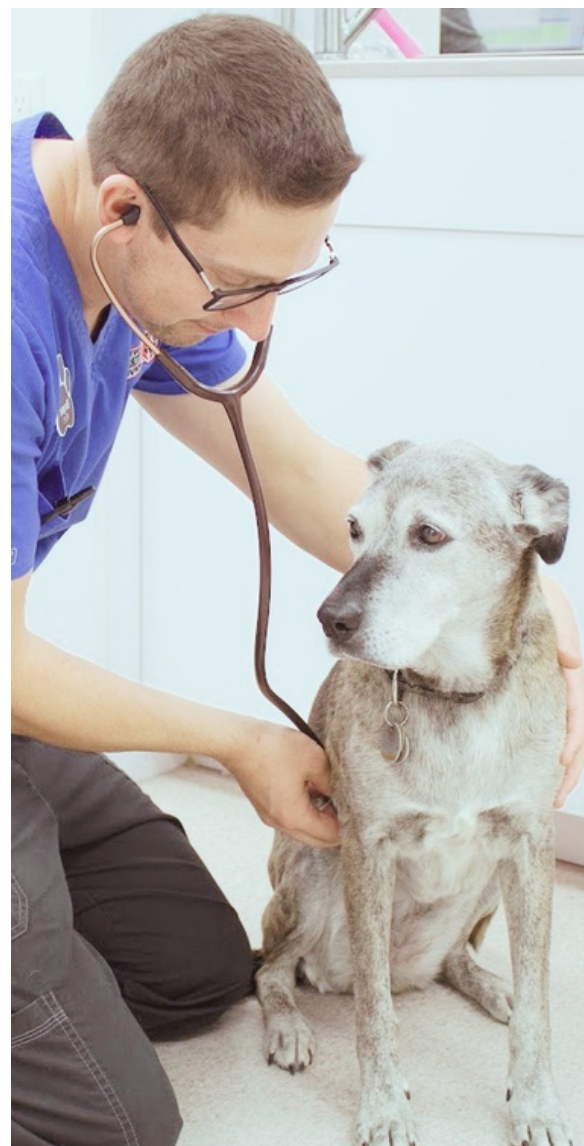
227 participants also identified within the following categories:

- Person with a non-physical disability - 63% (142)
- Indigenous - 53% (120)
- Person with a physical disability 11% (26)
- Visible minority - 7.5% (17)
- Person with multiple declarations - 8 (4%)

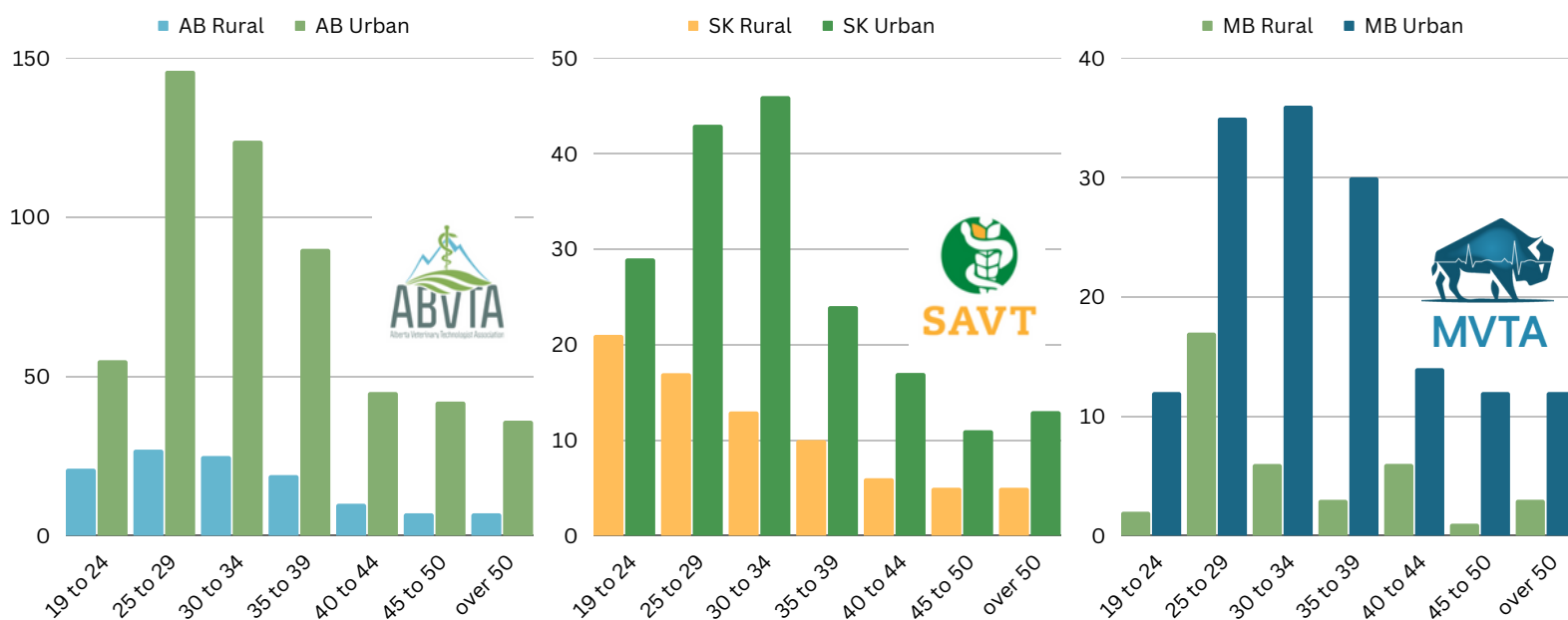
## AGE OF PARTICIPANTS

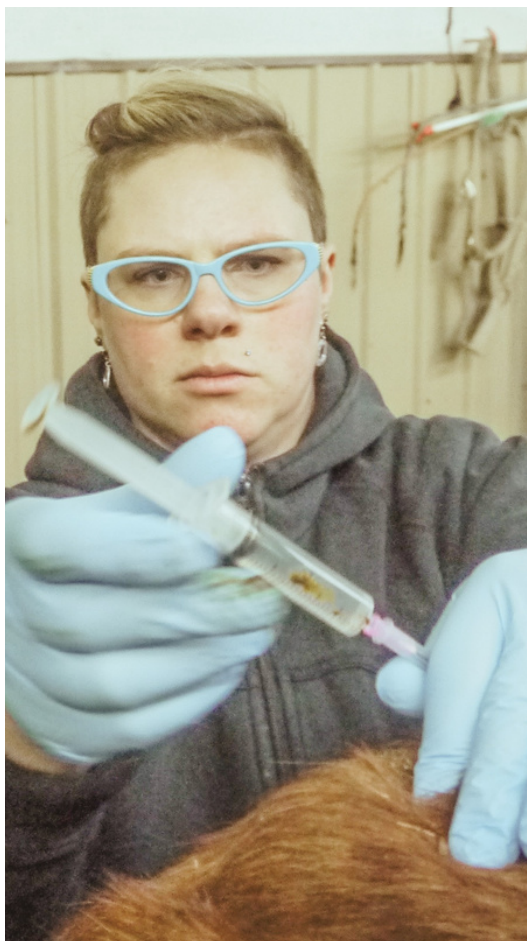
Out of 1100 responses:

- Overall highest age grouping was 25 to 29.
- Overall lowest age grouping was Over 50.



## NUMBER OF RVTS BY AGE RANGE AND BY PROVINCE





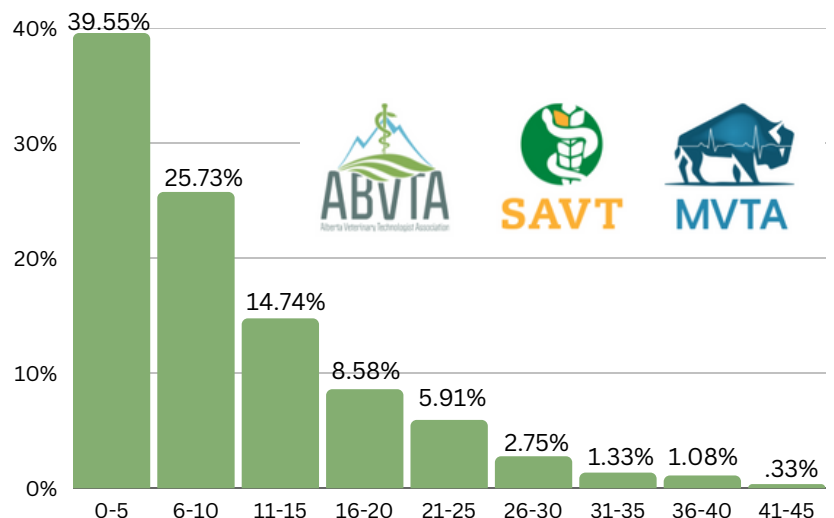
# SURVEY RESULTS

## YEARS OF EXPERIENCE

Participants were asked to report their years of experience as an RVT, expressed by number of years. 1201 respondents indicated their years of experience with a range of 0 to 44 years. The average years of experience across all respondents was 9.78 years, with 65.28% in the zero to ten-year range. There was no significant difference in the trend of years of experience between those employed in rural and urban communities, following the same pattern present across the provinces: A significant drop in the number of respondents between six and eight years of experience and a slight peak around year ten. Years of experience overall decrease between years ten and twenty-four where all provinces drop below ten respondents.

Province	Years of Experience	Average Years of Experience
Alberta	0 - 42 Years	9.41 Years
Saskatchewan	0 - 44 Years	9.59 Years
Manitoba	0 - 36 Years	10.32 Years

### YEARS OF EXPERIENCE RANGES





# SURVEY RESULTS

## SPECIALTY TRAINING

Survey participants were asked to indicate if they completed specialized training from a list of specialty training types. 20 respondents, or 1.6% of respondents reported completing specialized training, 35% of which were paid for by the employer, all located in Alberta. 18 of the 20 provided the province they work in with the majority in Alberta. 19 of the 20 indicated the population of the area they work in, with 85%, in urban areas (1 of who did not indicate the province they work in), and 15% in rural areas.

Only 7 RVTs had their specialty training paid for by their employers fully, all located in Alberta, with one in a rural population. All of these RVTs reported hourly wages greater than the provincial average in Alberta.

The list of academies listed in the survey, as well as the number of respondents, is indicated below:

- Academy of Veterinary Emergency and Critical Care Technicians (6)
- Academy of Internal Medicine Veterinary Technicians (2)
- Academy of Veterinary Behavior Technicians (2)
- Academy of Equine Veterinary Nursing Technicians (2)
- Academy of Physical Rehabilitation Veterinary Technicians (2)
- Academy of Veterinary Nutrition Technicians (2)
- Academy of Veterinary Technicians in Anesthesia and Analgesia (1)
- Academy of Veterinary Dental Technicians Laboratory research
- Academy of Veterinary Zoological Medicine Technicians
- Academy of Veterinary Technicians in Clinical Practice
- Academy of Laboratory Animal Veterinary Technicians and Nurses
- Academy of Veterinary Clinical Pathology Technicians
- Academy of Dermatology Veterinary Technicians
- Academy of Veterinary Ophthalmic Technicians
- Academy of Veterinary Technicians in Diagnostic Imaging
- Academy of Veterinary Surgical Technicians

Respondents who selected **Other** indicated specialty training in the following:

- Bovine and small ruminant pregnancy detection by ultrasound
- Certified animal aromatherapist
- Radiation therapy for Cats



# SURVEY RESULTS

## COMPENSATION - HOURLY WAGE

1095 survey participants shared their hourly salary with the average overall wage being **\$25.75** per hour. The overall lowest hourly rate recorded is \$15.00 and the overall highest hourly rate recorded is \$52.52. The overall rural average is \$23.92 and the overall urban average is **\$26.24**. It is noted that there is a \$2.32 or 10% difference between the urban and rural average hourly rate. The overall average hourly rate of pay for those who have specialty training (VTS) was **\$29.94**. This is a \$4.19 (16%) increase from the RVT hourly rate.

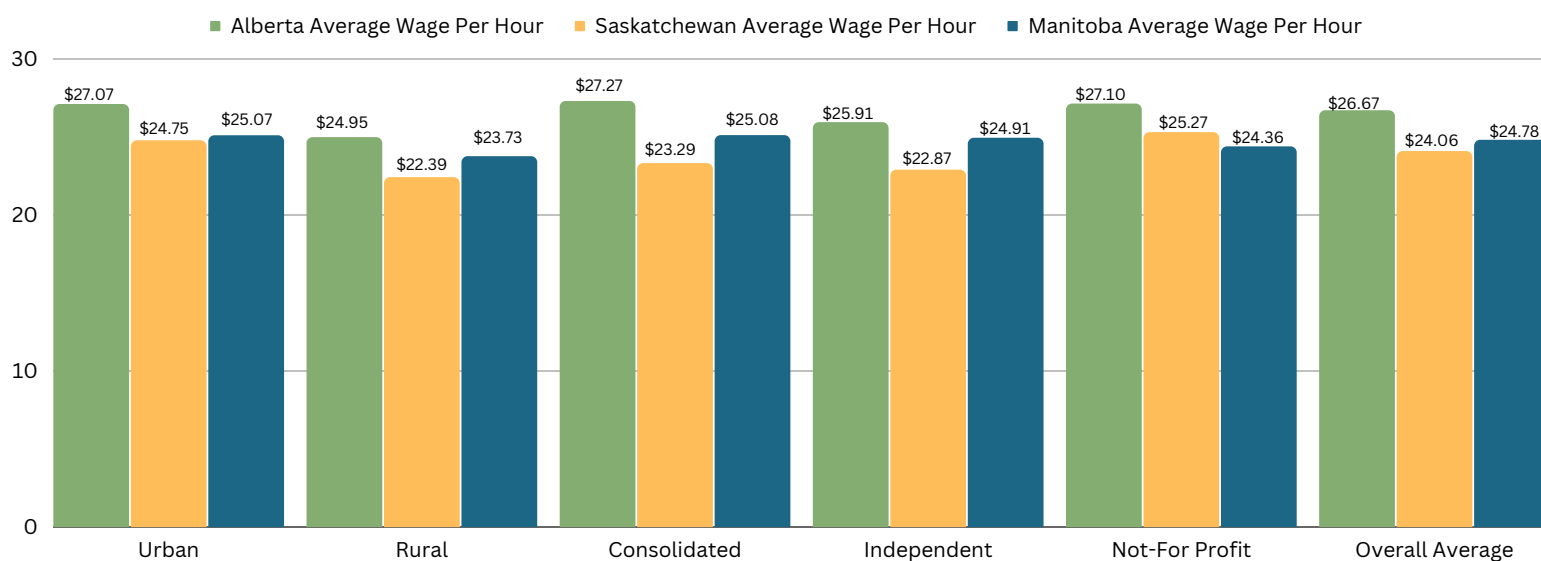
# 25.75

Average hourly salary for  
all 1095 survey  
participants

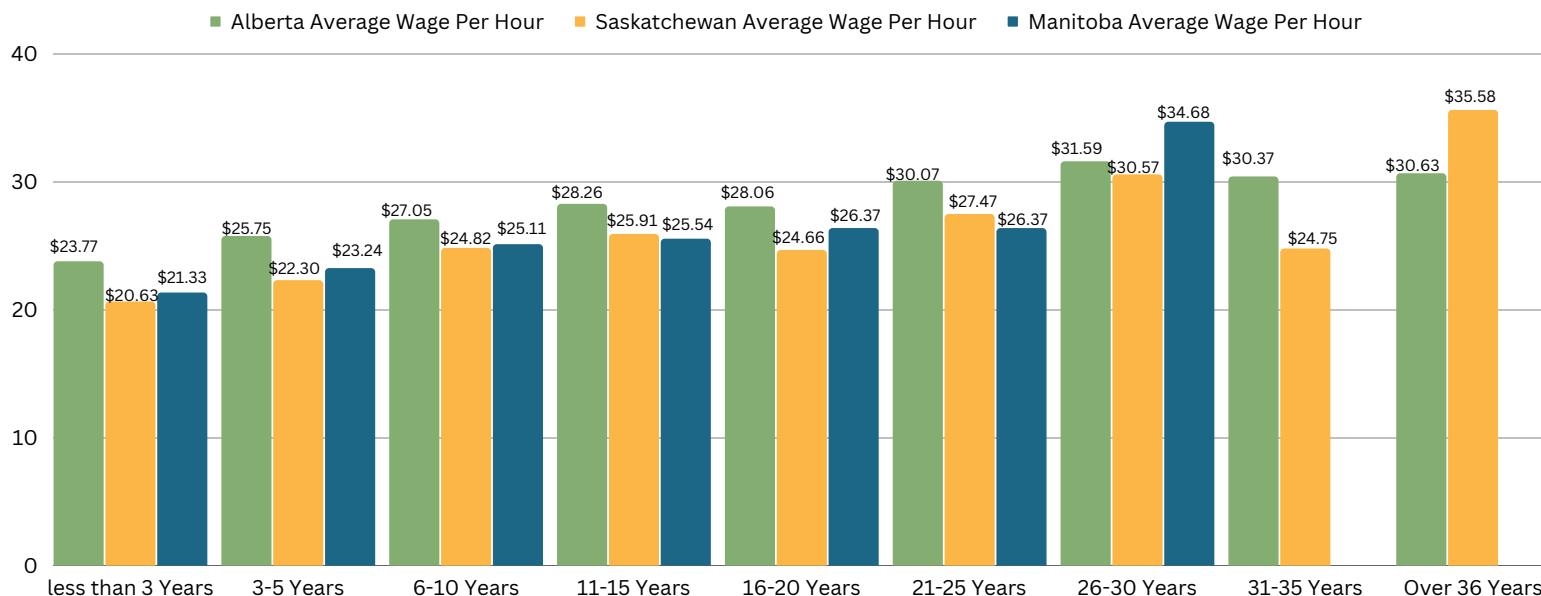
# 26.24

Average hourly salary for  
all RVTs who are  
employed in urban clinics

## AVERAGE COMPENSATION FOR RVTs BY PROVINCE & EMPLOYER

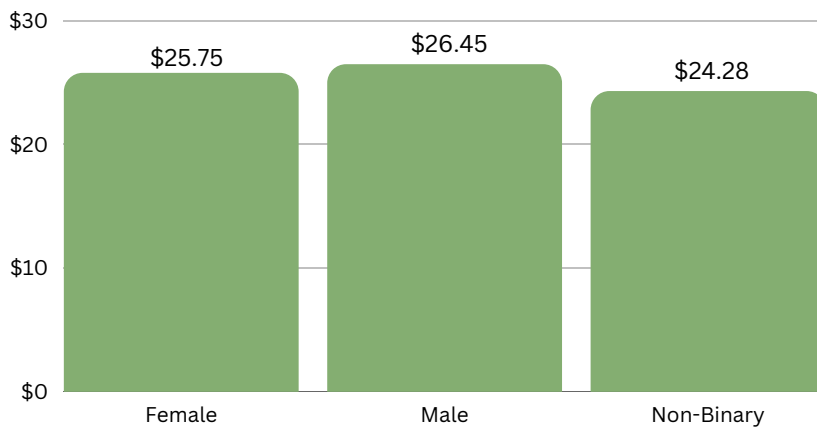


## AVERAGE COMPENSATION BY PROVINCE & YEARS OF EXPERIENCE



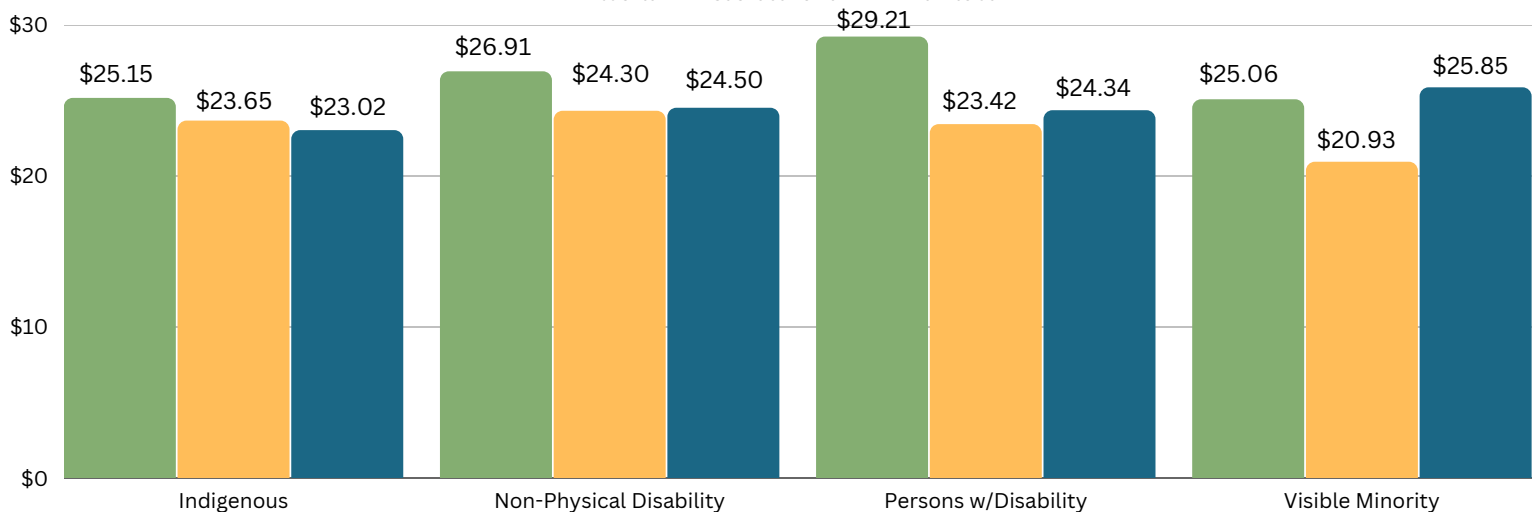
## OVERALL AVERAGE WAGE BY GENDER

■ Average Wage Per Hour



## AVERAGE WAGE BY IDENTIFICATION & PROVINCE

■ Alberta ■ Saskatchewan ■ Manitoba



## SURVEY RESULTS COMPENSATION - NEW GRADUATES

307 survey participants indicated they had graduated in the last 2 years. Analysis of these responses shows an overall starting wage for these graduates was an average \$19.57 per hour and average \$18.96 hourly starting wage in rural locations and \$19.77 average starting wage in urban locations. The highest wage for a new graduate in Manitoba was \$25.00, Alberta was \$27.50 and Saskatchewan was \$38.00.

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**NEW GRADUATE AVERAGE  
URBAN STARTING WAGE**

**\$19.77**



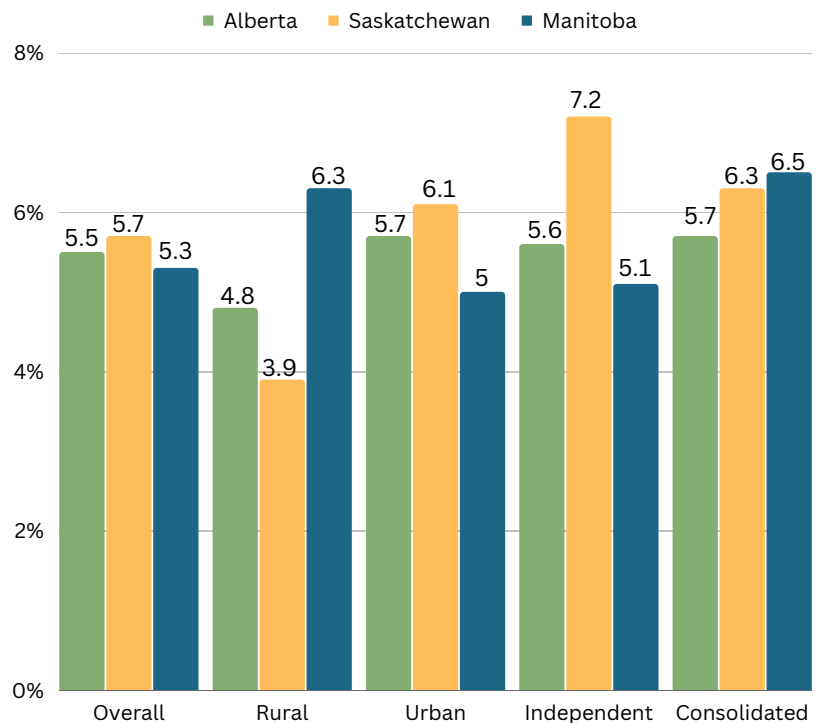


## SURVEY RESULTS

### WAGE INCREASES

Out of the 1075 responses, 606 participants indicated they received increases on an annual basis, this was followed by 266 participants who indicated the 'Other' category, which captured a number of different scenarios such as just started a position so uncertain, randomly, and haven't had raises for over 2 years. The next common scenario was every 2 years with 115 participants indicating this. There were also 106 who indicated they never received increases and the least selected choice was every 6 months, with only 35 participants indicating this. The average overall increase was 4.02% The overall average was 5.67%.

### AVERAGE PERCENT OF WAGE INCREASES



## PERFORMANCE REVIEWS

359 survey participants from a total of 498 responded received performance reviews annually. However, 503 participants out of 749 responses indicated that wage increases were influenced by performance reviews.

# SURVEY RESULTS

## OVERTIME

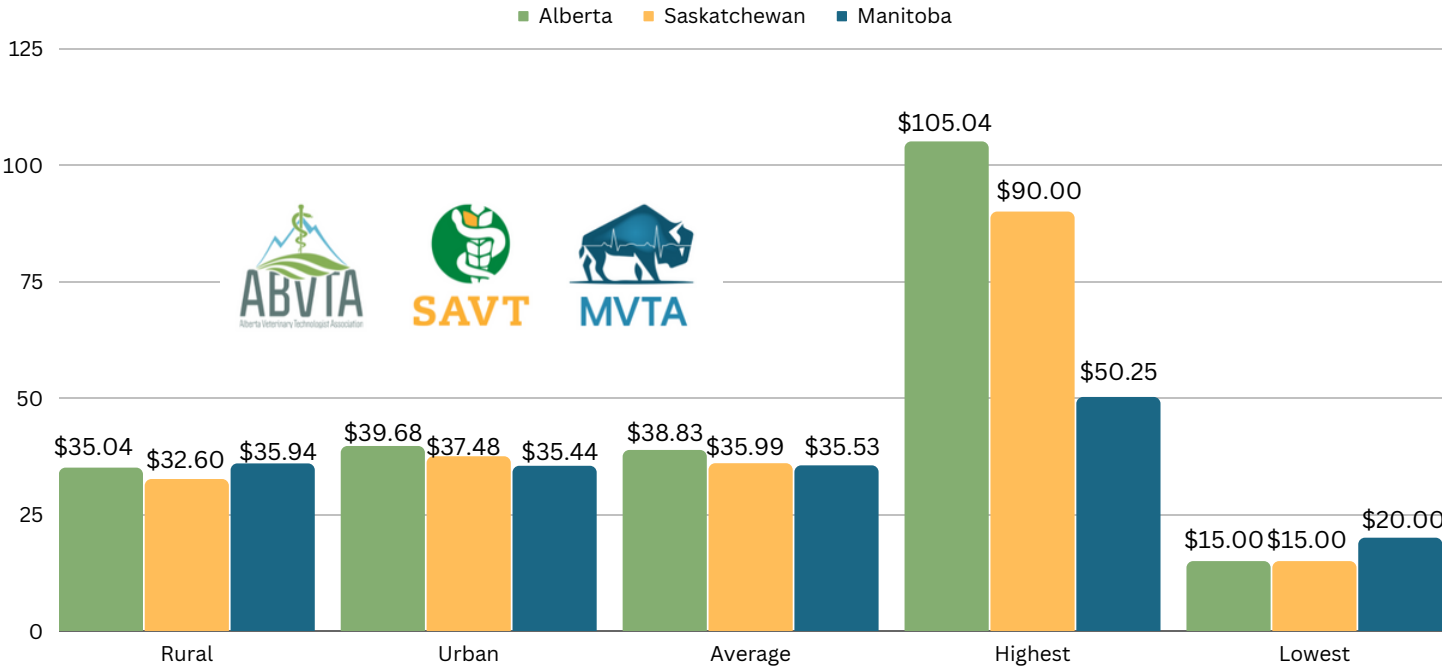
Out of 1060 responses, 621 survey participants indicated they work overtime but not required to do so; 292 survey participants are required to work overtime; 147 survey participants do not work overtime. Survey participants were then asked how they were paid overtime and out of the 909 responses, 626 participants indicated the rate of pay for overtime work is calculated at time and half.

This was followed by 127 that receive time-in lieu at various rates from regular hourly wage to double-time. The third highest method of overtime payment was hourly wage, reported by 89 participants.

38 participants indicated they received double time and 16 indicated 'Other', with the majority indicating they were on salary and did not get overtime. An additional 6 participants indicated they did not receive overtime of any kind, it is unclear if this small group is also salary employees.

The average overall rate of pay provided for overtime work is \$37.65 per hour. \$34.37 is the average hourly rate provided to those working overtime in rural locations and \$38.50 average hourly rate provided to those working overtime in urban locations. It is noted that the rural overall average is \$3.28 (-9%) below the overall average and the urban overall average is \$0.85 (2%) above the overall average. Also noted there were several more survey respondents that responded to this question that worked in an urban location which drove the overall average up.

### OVERTIME AVERAGE HOURLY RATE



# SURVEY RESULTS

## ON CALL

Out of 1047 responses, 837 survey participants indicated that they are not required to be on call; 210 survey participants are required to be on call. Out of those 210, 88 participants indicated they are compensated for on-call work with a flat rate. This was followed by 67 that receive an hourly rate; 24 that receive no payment for on call work; 14 participants indicated other which consisted of various scenarios that included bonuses, % of the service invoice; 7 participants indicated they receive time in lieu at various rates from regular hourly wage to double-time; 4 indicated a combination flat rate & hourly, and 5 stated they received a 3-hour minimum at their hourly rate of pay.

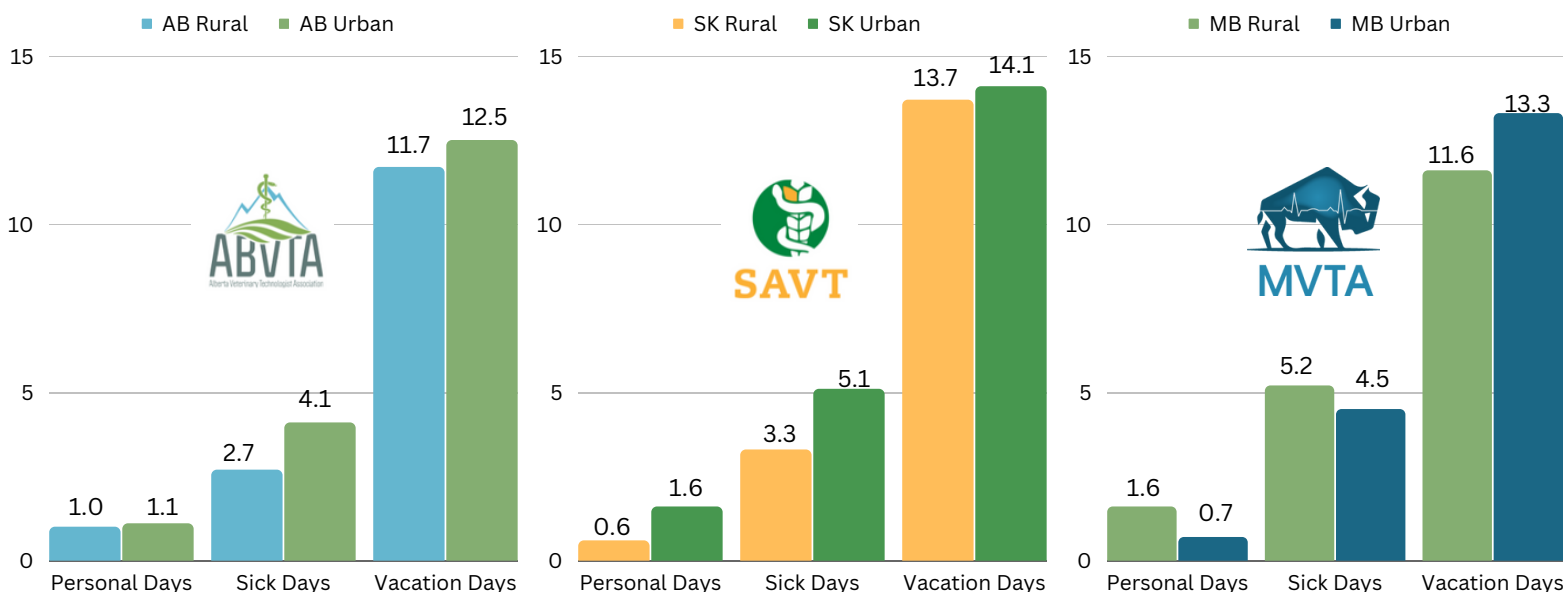
## BENEFITS - PAID LEAVES

Survey participants were asked to provide information related to various benefits, including paid time off consisting of vacation, sick leave and personal leave. Provincial averages of the various paid leaves across Alberta, Saskatchewan and Manitoba are reflected below.

### Paid Leave Comparison of Urban and Rural

Those who reported working in an urban community receive slightly higher vacation than their rural counterparts across the provinces. Alberta and Saskatchewan reported higher personal leave allowances in urban communities, while the inverse was true for Manitoba. Paid sick leave in rural communities in Manitoba is higher than in urban communities, while the inverse is true for Alberta and Saskatchewan.

### AVERAGE PAID LEAVES BY POPULATIONS & PROVINCE



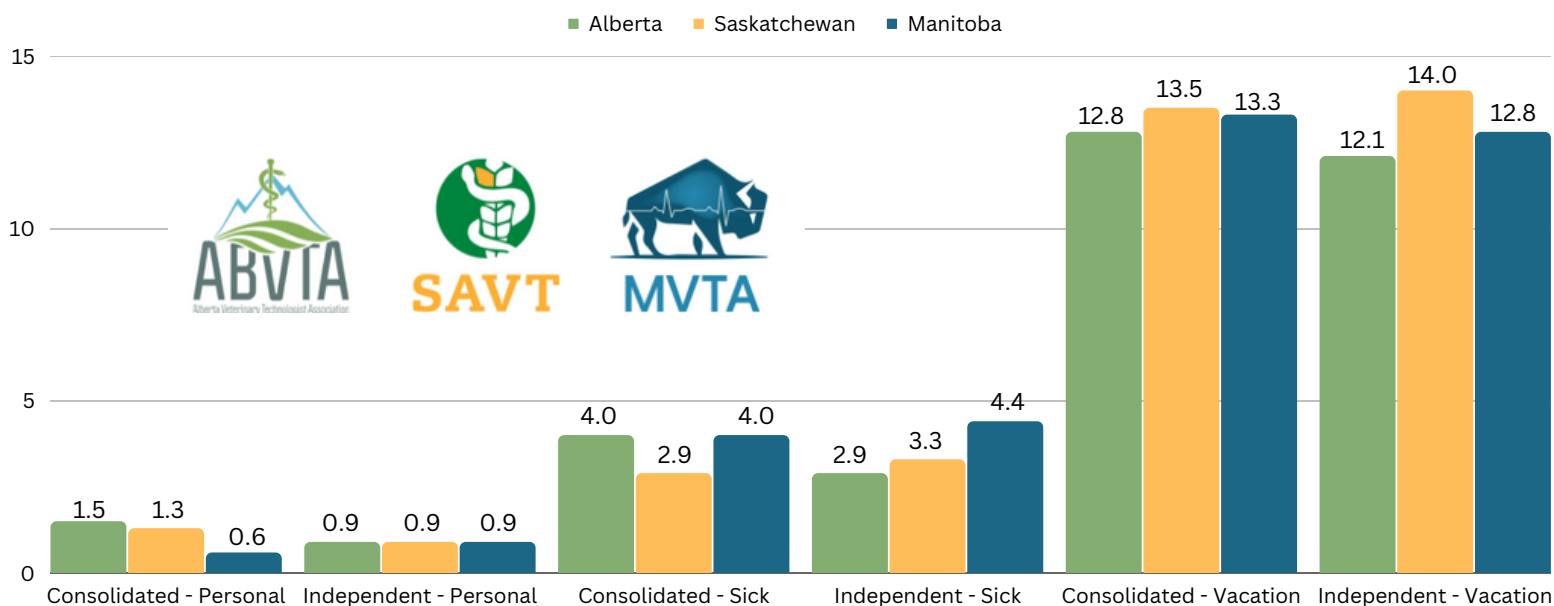


# BENEFITS - PAID LEAVES CONTINUED

## Paid Leave Comparison of Consolidated and Independent Practice

Overall, there was no trend related to paid leave allowances across the provinces based on employer type. Consolidated practices in Alberta provide higher allowances for all paid leave types, but the same is not true for Manitoba and Saskatchewan. Independent practices in these two provinces provided greater sick leave than in consolidated practices. Paid personal leave is greater in consolidated practice in Saskatchewan and greater in independent practices in Manitoba. However, vacation leave for those in consolidated practices reported higher allowances in Manitoba and the inverse for Saskatchewan.

## AVERAGE PAID PERSONAL, SICK & VACATION DAYS BY PRACTICE TYPE



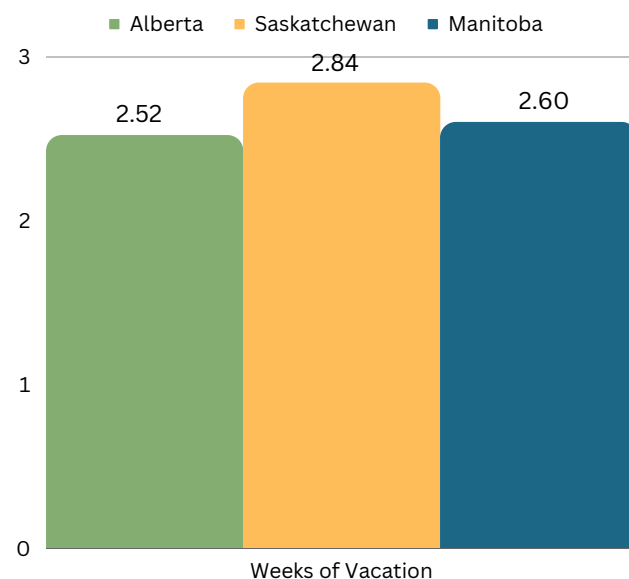
## Paid Vacation Leave

Of the 1253 respondents, 979 provided responses suitable for analysis, resulting in an overall average of paid vacation time across the three provinces of 2.60 weeks per year. The range of paid vacation was zero to more than five weeks per year.

## Provincial Legislated Employment Standards

Employment Standards in Alberta and Manitoba have a minimum of two weeks paid vacation per year, increasing to three weeks per year after five years of service. Saskatchewan's Employment Standards provide three weeks of vacation pay increasing to four weeks after ten years of service.

## AVERAGE ANNUAL VACATION



# BENEFITS - PAID LEAVES CONTINUED

## Average Paid Vacation Per Year By Province

While the overall provincial average was 2.60 weeks per year, Saskatchewan reports a provincial average of 2.84 weeks per year, with Manitoba at 2.60 weeks and Alberta at 2.52 weeks annually. Employment Standard allowances in Saskatchewan may be a factor in their provincial average vacation leave.

## Average Vacation Leave Comparison of Consolidated and Independent Practice

A comparison of average vacation days between consolidated and independent practices showed slightly higher vacation allowances in independent practice in Saskatchewan, with the reverse in Manitoba and Alberta. Across all provinces, the difference in the number of days provided between the two employer types was marginal, ranging from 0.5 to 0.7 days.

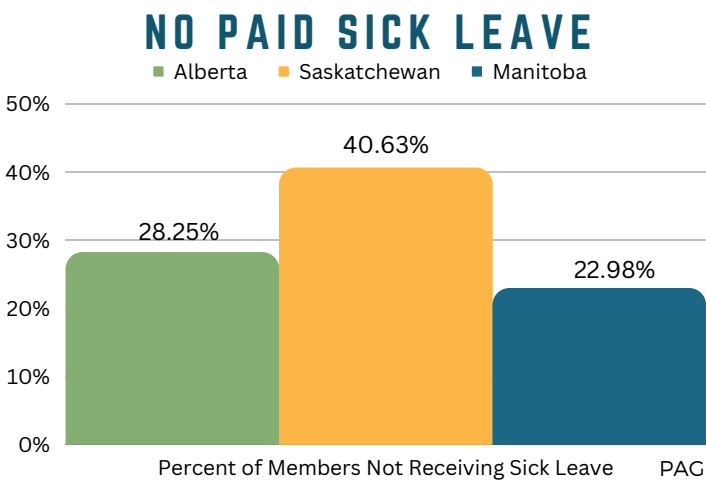
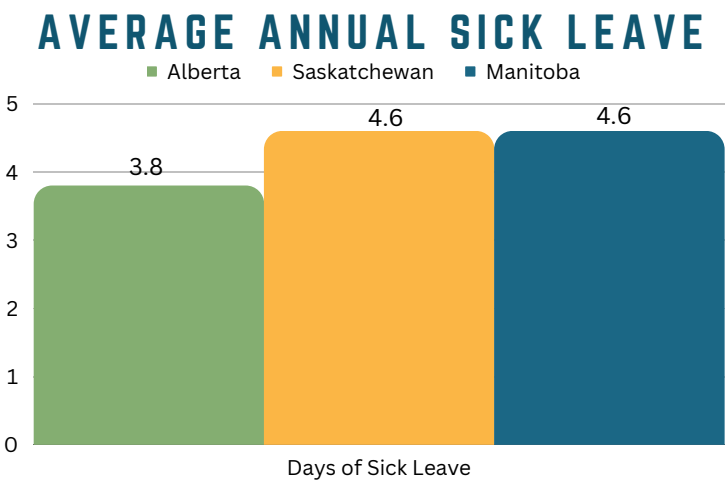
## Average Vacation Leave Comparison of Rural and Urban

Alberta and Manitoba reported on average, one day more vacation provided in urban communities, with 13 days as opposed to the 12 provided to their counterparts in rural settings. Saskatchewan averaged 14 days per year across both population groups.

## Paid Sick Leave

Of the 1253 respondents, 969 responded to the question of paid sick leave, with a range of zero to fifteen days per year, with an overall average of four days per year. Nearly one third, or 30% of question respondents reported zero paid sick leave and 22% with five days per year.

Manitoba and Saskatchewan averaged 4.6 paid sick days per year, with Alberta averaging 3.8 paid sick days per year.



# BENEFITS - PAID LEAVES CONTINUED

## Paid Sick Leave Comparison of Consolidated and Independent Practice

Manitoba and Saskatchewan both reported greater sick leave allowances in independent practice with 10% and 14% more respectively, with Alberta reporting 30% more sick leave in consolidated practices.

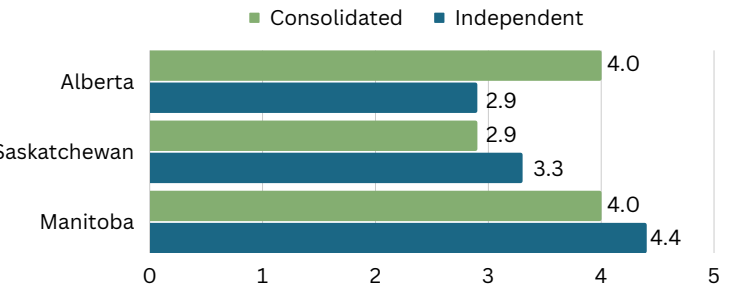
In independent practice across the three provinces, Manitoba ranks the highest with 60.7% of RVTs receiving paid sick leave. Alberta ranks second and Saskatchewan last. In consolidated practice across the three provinces, Alberta ranks the highest with 85.3% of RVTs receiving paid sick leave. Manitoba ranks second and Saskatchewan last.

## Paid Sick Leave Comparison of Rural and Urban

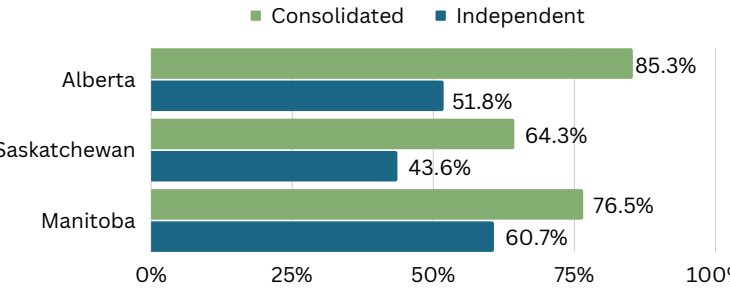
Respondents in Alberta and Saskatchewan reported more than 50% greater sick leave allowances in urban areas than their rural counterparts, while Manitoba reports 16% more paid sick leave where respondents work in rural communities. Across all three provinces, those in urban populations receiving more paid sick leave than their rural counterparts.

In urban communities across the three provinces, Alberta ranks the highest with 66.9% of RVTs receiving paid sick leave. Manitoba ranks second and Saskatchewan last. In rural communities across the three provinces, Manitoba ranks the highest with 57.9% of RVTs receiving paid sick leave. Alberta ranks second and Saskatchewan last.

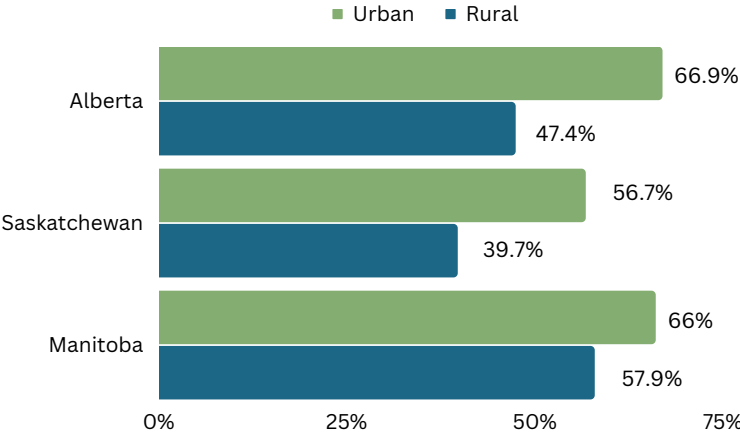
## AVERAGE DAYS PAID SICK LEAVE



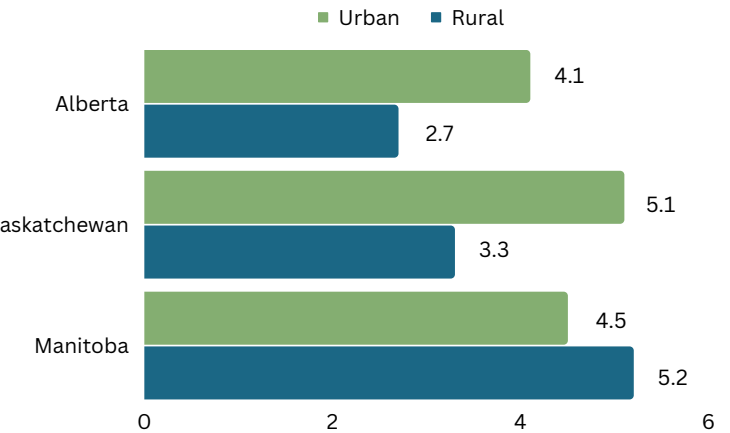
## RVTs WITH PAID SICK LEAVE



## RVTs WITH PAID SICK LEAVE



## PAID SICK DAYS BY LOCATION

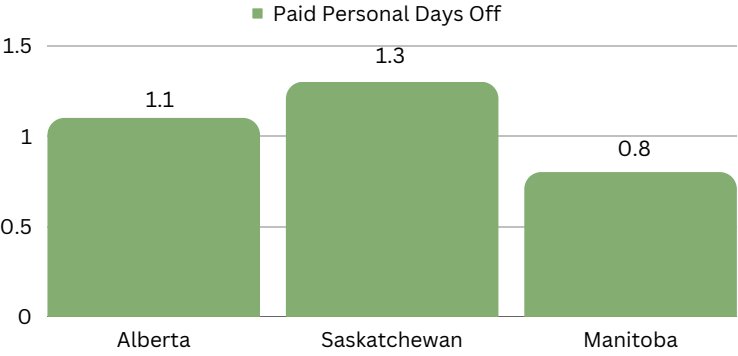




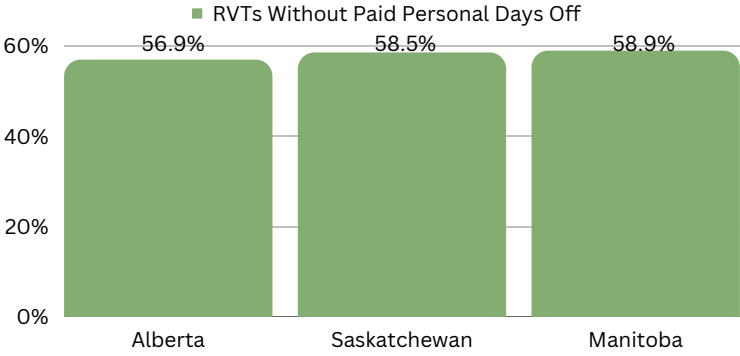
# BENEFITS - PAID PERSONAL LEAVE

Of the 1253 respondents, 939 responded to the question of paid personal leave with 68% reporting zero paid personal days. Paid personal days ranged from 1 to 14 days annually and one respondent reported thirty days. The overall average is one day per year. Overall provincial average was highest in Saskatchewan and lowest in Manitoba.

## PROVINCIAL AVERAGES



## RVTs WITHOUT PAID SICK LEAVE

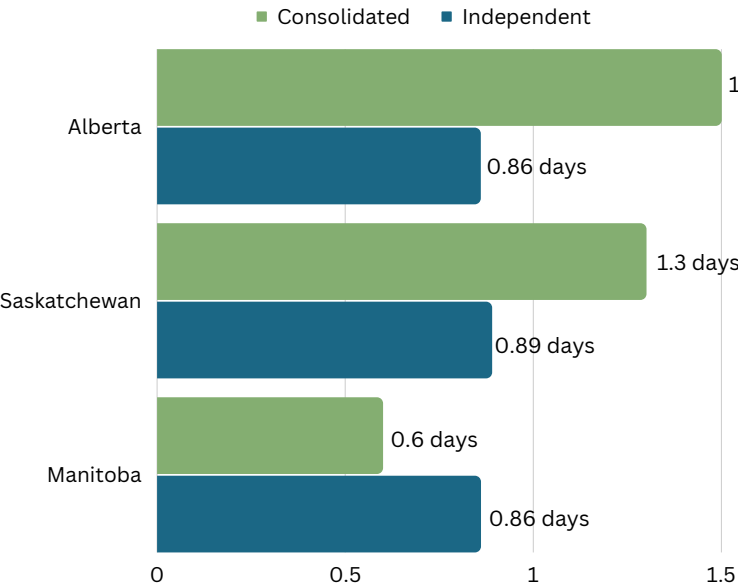


### Paid Personal Leave Comparison of Consolidated and Independent Practice

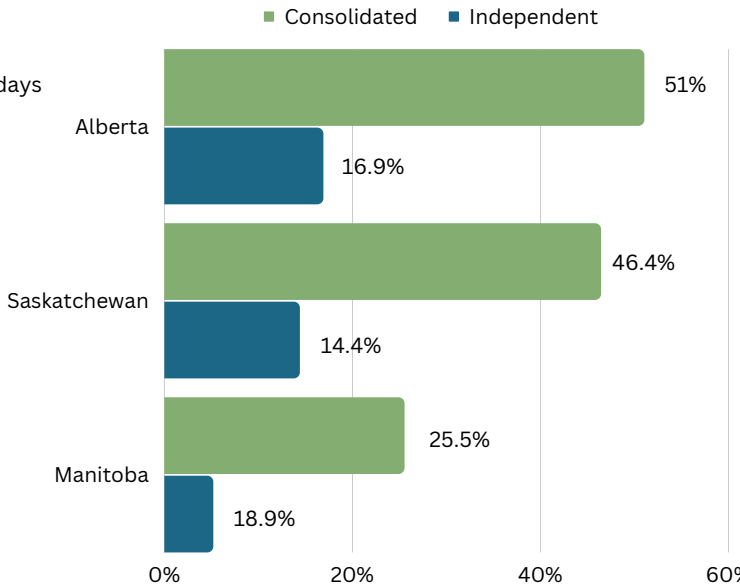
Alberta and Manitoba report more personal leave in independent practice, with Saskatchewan reporting more in consolidated practices. In independent practice across the three provinces, Manitoba ranks the highest with 18.9% of RVTs receiving paid personal leave. Alberta ranks second and Saskatchewan last.

In consolidated practice across the three provinces, Alberta ranks the highest with 51.0% of RVTs receiving paid personal leave. Saskatchewan ranks second and Manitoba last.

## AVERAGE PERSONAL DAYS



## RVTs WITH PERSONAL LEAVE

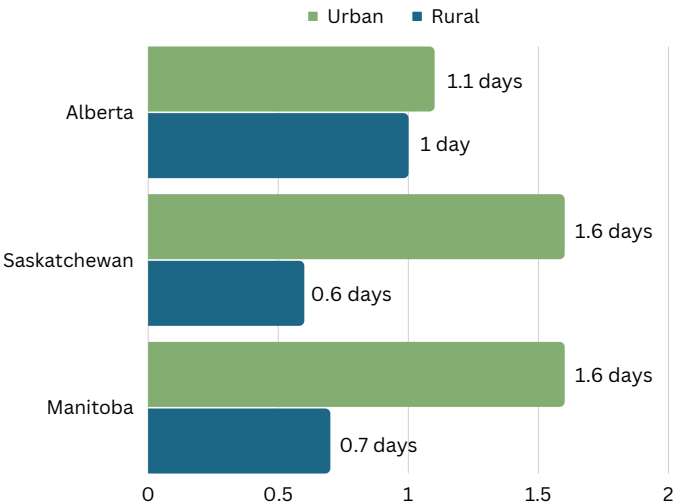


# BENEFITS - PAID LEAVES CONTINUED

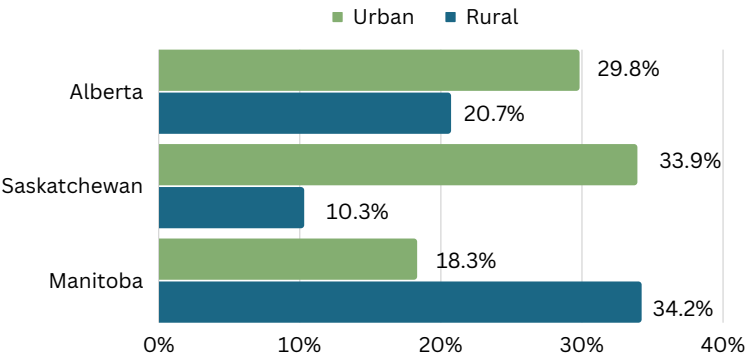
## Paid Personal Leave Comparison of Rural & Urban

Overall, respondents in urban communities report slightly higher personal leave compared to their rural counterparts, with 1.07 compared to 0.96 days per year. Averages in urban communities were higher in Alberta and Saskatchewan, and lower in Manitoba. While the difference between community types is marginal in Alberta, Manitoba urban respondents report nearly 128% less personal leave when compared to rural respondents. Saskatchewan reports the opposite with those in urban areas receiving 166% more personal leave than rural communities.

## AVERAGE PAID PERSONAL LEAVE



## RVTs WITH PERSONAL LEAVE



In urban communities across the three provinces, Saskatchewan ranks the highest with 33.9% of RVTs receiving paid personal leave. Alberta ranks second and Manitoba last.

In rural communities across the three provinces, Manitoba ranks the highest with 34.2% of RVTs receiving paid personal leave. Alberta ranks second and Saskatchewan last.

# BENEFITS - HEALTH BENEFITS

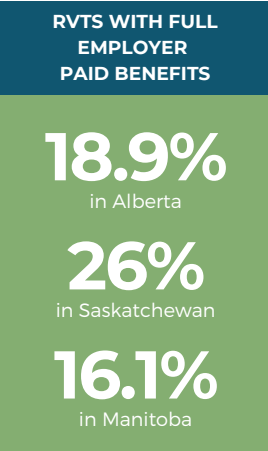
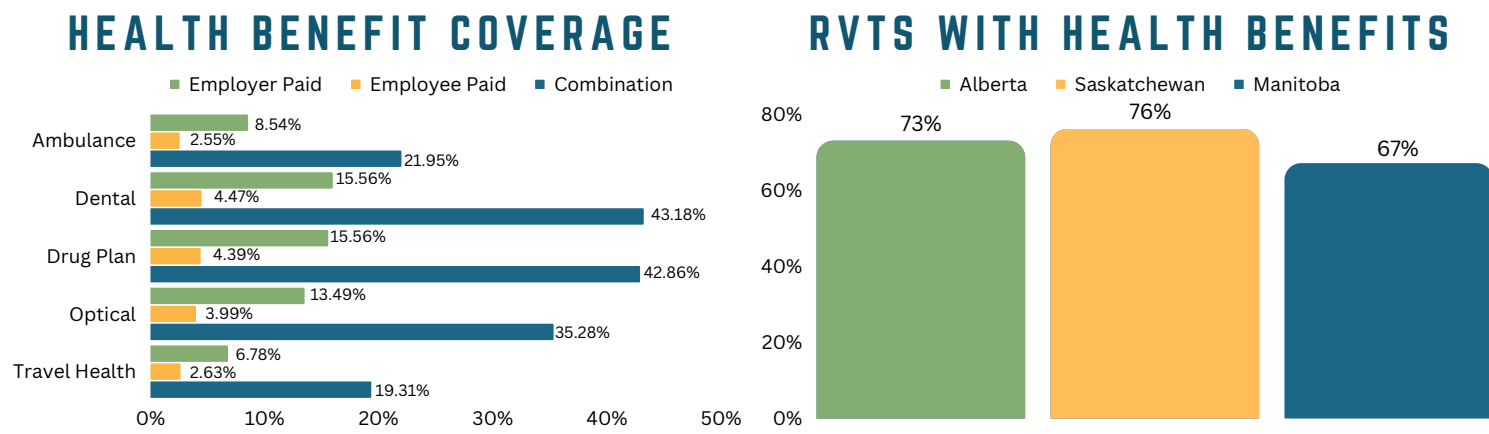
Overall, 1035 RVTs responded to this question, with 982, or 94.9% of question respondents indicated their province of work with 81.9% indicating some variation of health benefits with cost share arrangements including employer paid, employer and employee paid, employee paid, or a combination of cost shares across various benefits. **18.1%** of respondents selected "None of the above" from the responses listed in the survey:

- Employer paid dental
  - Employer paid optical
  - Employer paid drug plan
  - Employer paid ambulance
  - Employer paid travel health
  - Employer/Employee paid dental
  - Employer/Employee paid optical
  - Employer/Employee paid drug plan
- Employer/Employee paid ambulance
  - Employer/Employee paid travel health
  - Employee paid dental
  - Employee paid optical
  - Employee paid drug plan
  - Employee paid ambulance
  - Employee paid travel health
  - None of the above



# HEALTH BENEFITS CONTINUED

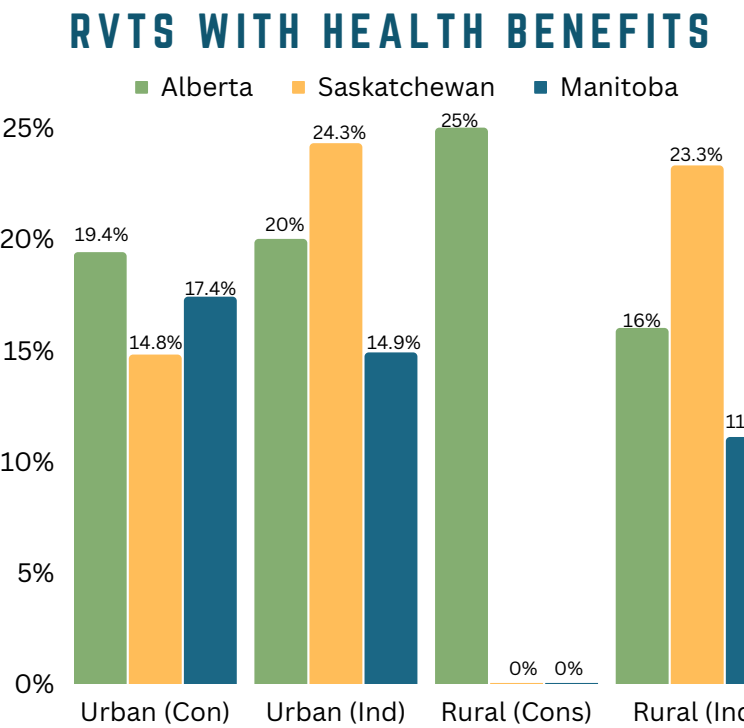
The most common cost share arrangement was that of employer / employee paid, where both parties pay a portion of the cost of the benefits coverage.



### Cost Share – Employer Paid

Two hundred twenty-three (21.5%) respondents working across the three provinces receive employer paid benefits with thirty-three respondents also receiving employer / employee paid benefits. Of the various combinations of benefits indicated, 28.7% respondents receive employer paid dental, optical and drug plan benefits. The next most common combination, inclusive of all of the benefit types listed in the question, was that of dental, optical, drug plan, ambulance and travel health with 26.9% of respondents receiving this suite of benefits. Only 19 respondents received one employer paid benefit type. The most common employer paid benefit type was dental, and the least common was travel health.

The segment of RVTs working in urban and rural populations, across consolidated and independent practices spanning the provinces with the highest presence of employer paid benefits in Alberta with 25% of RVTs in rural populations in consolidated practices. Just under one-quarter of RVTs working in independent practices in Saskatchewan receive employer paid benefits in both rural and in urban populations. Manitoba lags the other two provinces in RVTs in both rural and urban independent practices and lands in the middle of the provinces for RVTs with consolidated practices in urban populations. RVTs in rural communities working in consolidated practices reported no employer paid benefits in Manitoba and Saskatchewan.





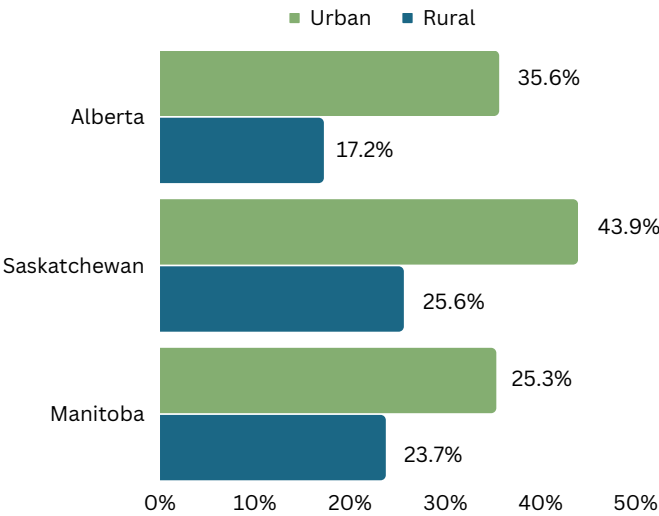
# BENEFITS - DISABILITY INSURANCE

RVTs were asked questions regarding the provision of disability insurance. Across Alberta, Saskatchewan and Manitoba, just over one-third of RVTs receive this benefit. Saskatchewan was the highest with 38.4%, followed by Manitoba at 33.2% and lastly in Alberta at 32.2% of RVTs who receive disability insurance.

## Disability Insurance Comparison - Urban and Rural

Disability insurance was offered to significantly more RVTs in urban populations when compared to rural counterparts. RVTs in urban populations in Saskatchewan receive disability insurance at the highest level across all provinces. The group of RVTs with the lowest proportion of disability insurance are in rural populations in Alberta. The gaps between rural and urban are significant ranging from 11.6% and 18.3%. Manitoba has the smallest gap and Alberta and Saskatchewan have gaps of 18.2% and 18.3%.

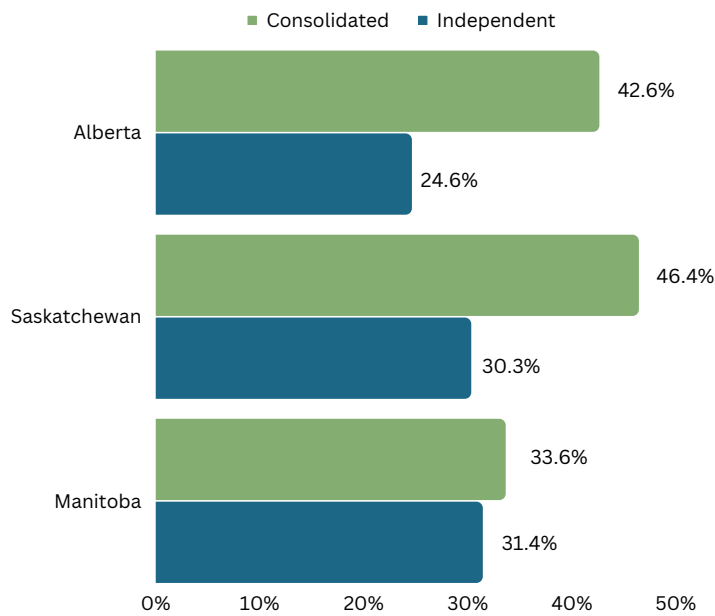
## DISABILITY INSURANCE



## Disability Insurance by Practice Type

Across all three provinces, and both consolidated and independent practices, Saskatchewan RVTs in consolidated practice receive the highest proportion of disability insurance benefits and Alberta has the lowest overall RVTs in independent practices.

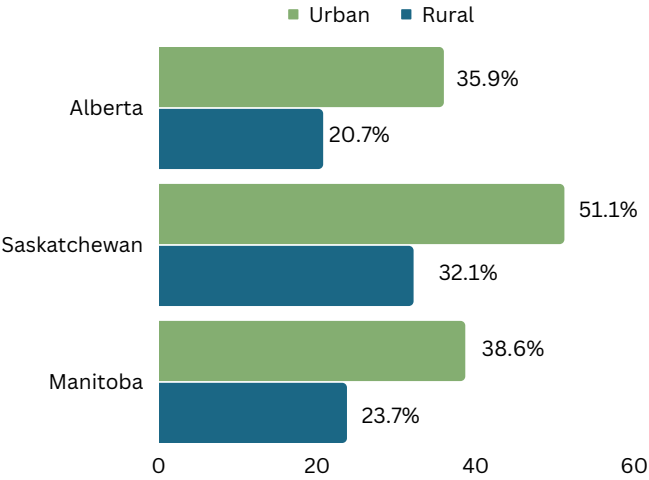
## DISABILITY INSURANCE BY PRACTICE TYPE



# BENEFITS - GROUP LIFE INSURANCE

RVTs were asked questions regarding the provision of life insurance and across the board less than half of RVTs are provided life insurance through their employer. Saskatchewan's RVTs ranked with the highest average of 45.3% receiving this benefit, Manitoba second with 35.8% and Alberta in third with 33.1%.

## LIFE INSURANCE BY POPULATION



## Group Life Insurance Comparison of Urban & Rural

Group life insurance was offered to significantly more RVTs in urban populations when compared to rural counterparts.

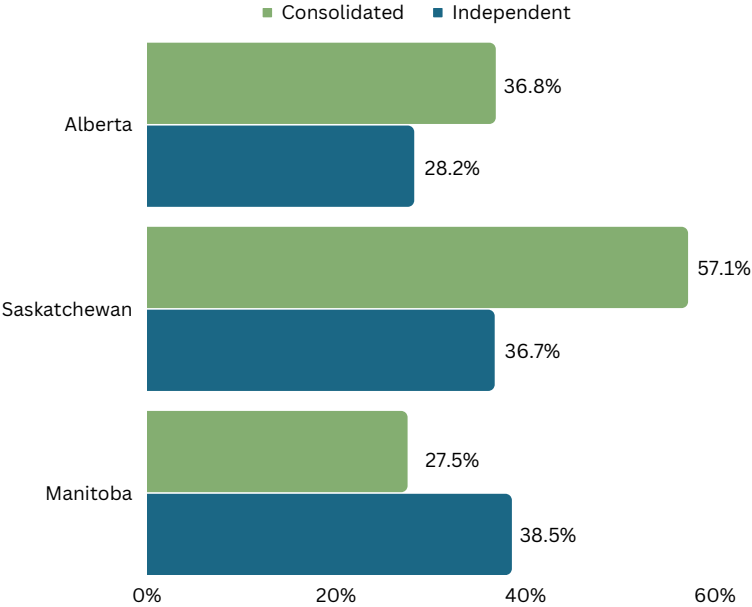
Saskatchewan leads the other provinces with the highest portion of their RVTs in rural and urban populations receiving life insurance. Manitoba ranks second and Alberta third. The gaps between rural and urban are notable with gaps between 14.9% and 19.1% for life insurance. Manitoba again has the smallest gap, with Alberta a close second with a gap of 15.2%. Saskatchewan has the largest gap at 19.1%.

## Group Life Insurance by Practice Type

Across all three provinces, and both consolidated and independent practices, Saskatchewan RVTs in consolidated practice receive the highest proportion of life insurance benefits across all three provinces and both consolidated and independent practice with Manitoba having the lowest proportion with 27.5% of RVTs in independent practices.



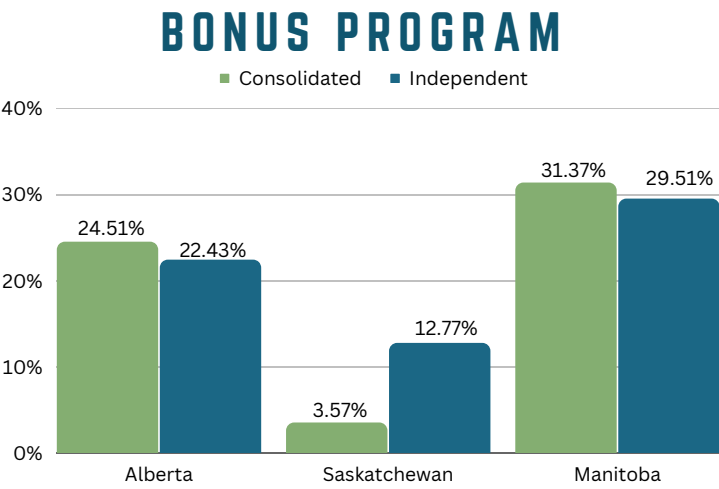
## GROUP LIFE INSURANCE BY PRACTICE TYPE



# BENEFITS - BONUS PROGRAM CONTINUED

## Bonus Program Comparison by Practice Type

Manitoba again leads in both independent and consolidated practices with the highest proportion of RVTs offered a bonus program. Saskatchewan lags with only 3.57% of RVTs in consolidated practices being offered a bonus program.



## Bonus Amount Ranges by Practice Type

The majority of bonus programs top out at \$3000 and steadily decline after that. Only consolidated practices in Alberta offer bonuses above \$5001.

## BONUS AMOUNTS BY PRACTICE TYPE & PROVINCE

Bonus Ranges (\$)	Consolidated						Independent					
	Alberta		Manitoba		Saskatchewan		Alberta		Manitoba		Saskatchewan	
	Rural	Urban	Rural	Urban	Rural	Urban	Rural	Urban	Rural	Urban	Rural	Urban
0		4%		7%			2%	2%	4%	2%	1%	2%
1-500	6%	3%		4%		4%	9%	5%	11%	5%	5%	3%
501 - 1000		1%					2%	3%	7%	6%	5%	2%
1001 - 1500		1%		2%			1%	2%	4%	4%	1%	1%
1501 - 2000		2%		2%				3%		2%		1%
2001 - 2500		1%		2%				1%				
2501 - 3000	6%	2%	25%				1%	2%		1%		1%
3001 - 3500		1%	25%					1%				
3501 - 4000		2%		9%				1%				
4501 - 5000		2%					1%	1%			1%	1%
5001 - 5500		1%										
5501 - 6000		1%										
6001 - 6500		1%										
7501 - 8000		1%										
9501 - 10000		1%										
Grand Total	13%	21%	50%	26%	0%	4%	16%	21%	26%	21%	15%	10%



# BENEFITS - RRSP / PENSION PROGRAM

RVTs were asked questions regarding RRSP and pension programs, as well as employer matching programs. Of the 1009 responses, 67.3% of RVTs reported no RRSP or pension program offered by their employers. 82% of the 330 RVTs in receipt of an RRSP or pension program also have an element of employer matching.

The level of employer matching included:

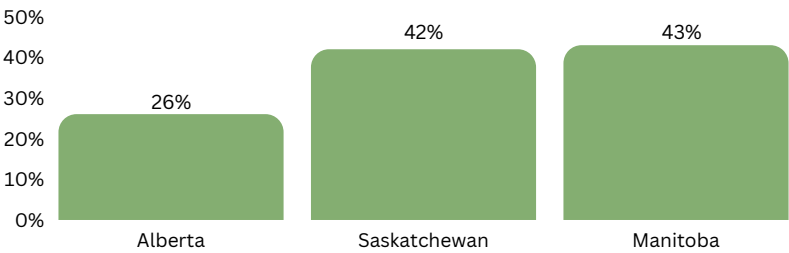
- ranged from 1% to 5%.
- Some based on service with employer.
- Unused health budget can be transferred to RRSPs annually.

## RRSP & Pension Program by Population

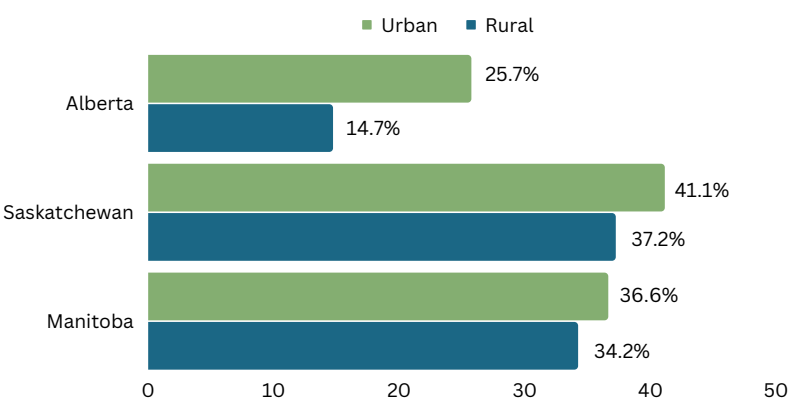
Across all three provinces, RVTs in urban populations are offered RRSP and pension programs at a higher rate than their rural counterparts. RVTs in urban populations in Saskatchewan are offered RRSP or pension programs in the highest proportion, leading in this group across the provinces. Alberta RVTs in rural populations have the lowest rates across the provinces.

The majority of RVTs that have an RRSP / pension plan through their employers also receive an element of matching.

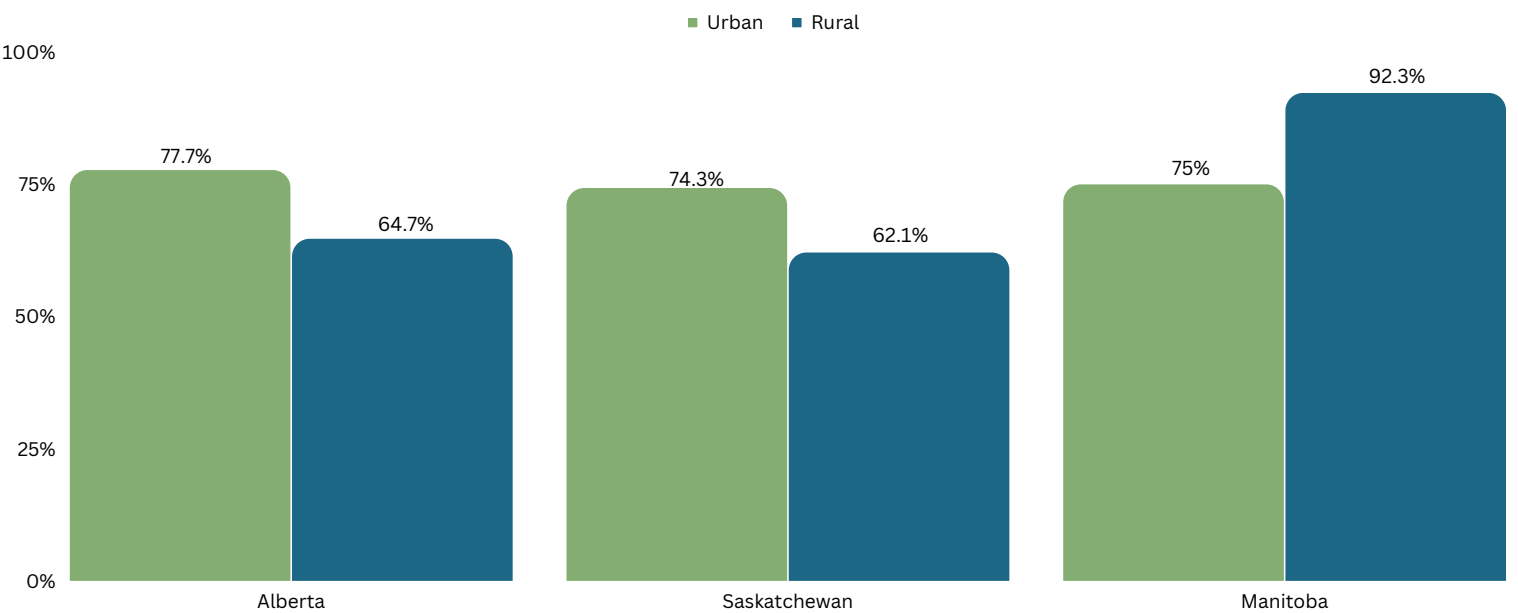
## RVTs W/RRSP OR PENSION



## RRSP OR PENSION BY POPULATION



## RVTs RECEIVING RRSP/PENSION WITH EMPLOYER MATCHING

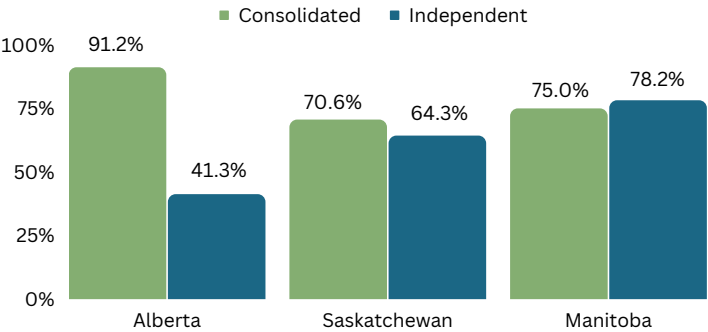


# BENEFITS - RRSP / PENSION PROGRAM CONTINUED

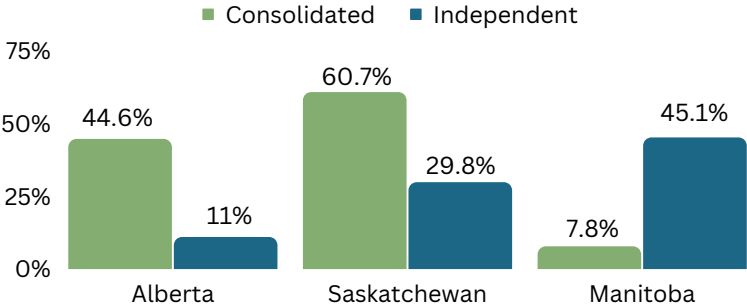
## RRSP/Pension Comparison by Practice Type

Manitoba RVTs in urban populations receive the highest proportion of profit sharing however none of their rural counterparts enjoy profit sharing. Alberta and Saskatchewan have profit sharing in both rural and urban populations at rates between 3% and 6%.

## RRSP/PENSION MATCHING



## RRSP/PENSION BY PRACTICE



A significant portion of the RVTs in consolidated practice in Alberta, who are offered an RRSP or pension program also have a matching plan, at 91.2%. Conversely, RVTs in independent practice in Alberta who have an RRSP or pension program through their employer have the lowest proportion of matching across the provinces.

# ADDITIONAL BENEFITS

85% of RVTs received additional benefits and were asked to indicate which additional benefits they receive:

- Association dues
- Child care
- Discounted services & procedures
- Discounted medications
- Discounted pet food
- Fuel allowance or mileage reimbursement
- Pet insurance premiums
- Reimbursement for Continuing Education
- Uniform Allowance

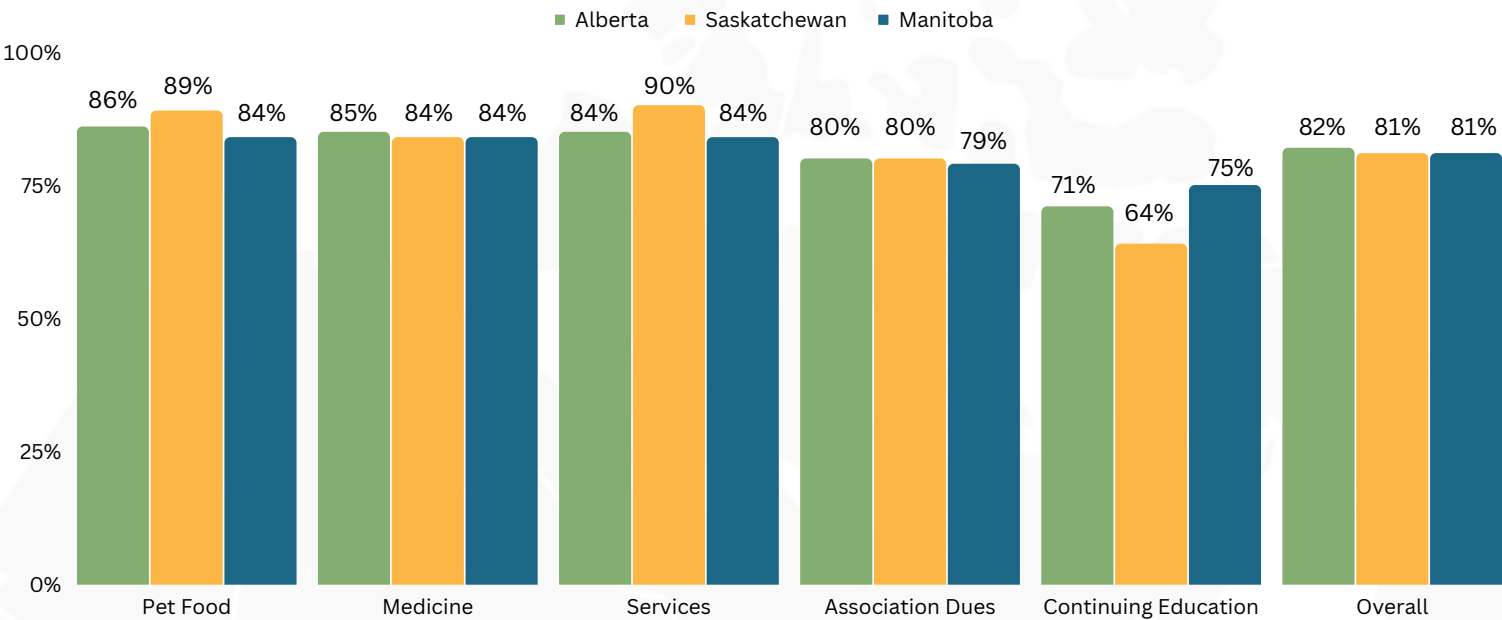
Respondents also indicated receiving the following additional benefits:

- Healthcare Spending Account (HSA)
- Paid Breaks
- RRSP
- Wellness Benefits



# ADDITIONAL BENEFITS CONTINUED

## ADDITIONAL BENEFIT AMOUNTS BY PRACTICE TYPE & PROVINCE



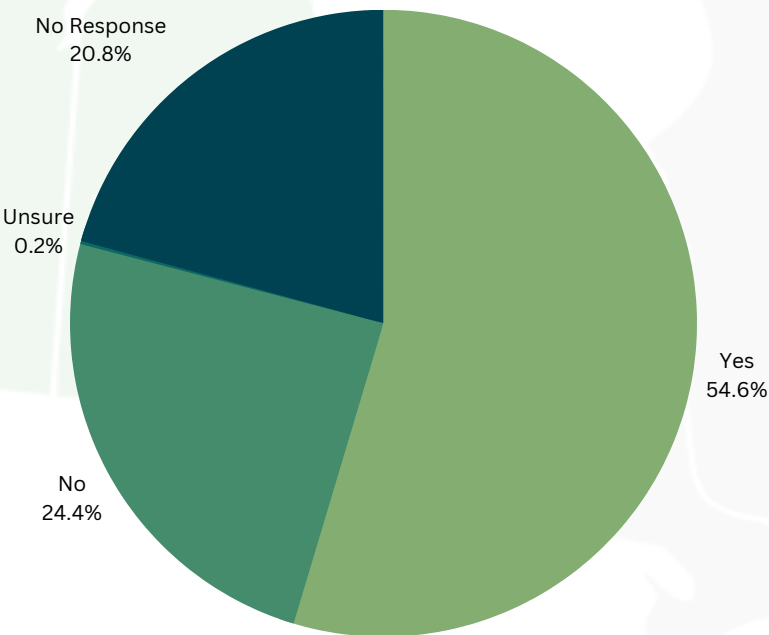
# FLEXIBILITY FOR FAMILY COMMITMENTS

### Types of Flexibility for Family Commitments Offered

RVTs were asked to indicate if they receive flexibility for family commitments, and if so, to describe what that flexibility entailed. Overall, 54.63% reported flexibility for family commitments at work. Main categories of responses included:

- Appointments
- Banked time
- Bereavement
- Childcare (paid and unpaid)
- Coverage required
- Emergencies
- Family
- Family Emergency
- Flexible schedule
- Flexible schedule if have children
- Locum
- Medical / health
- Time off (paid and unpaid)
- Unpaid with coverage
- Vacation

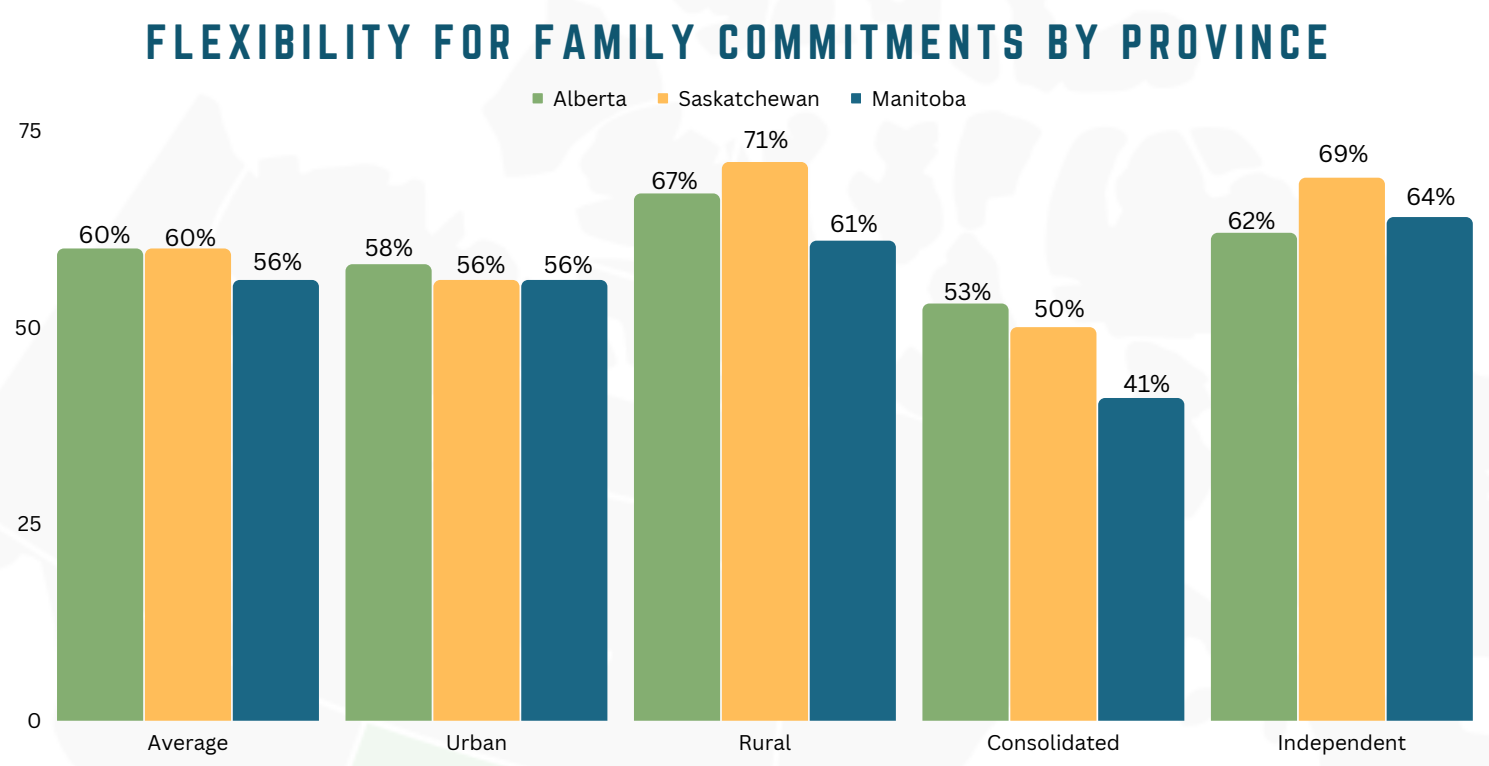
## OVERALL FLEXIBILITY AT WORK



# FLEXIBILITY FOR FAMILY COMMITMENTS CONTINUED

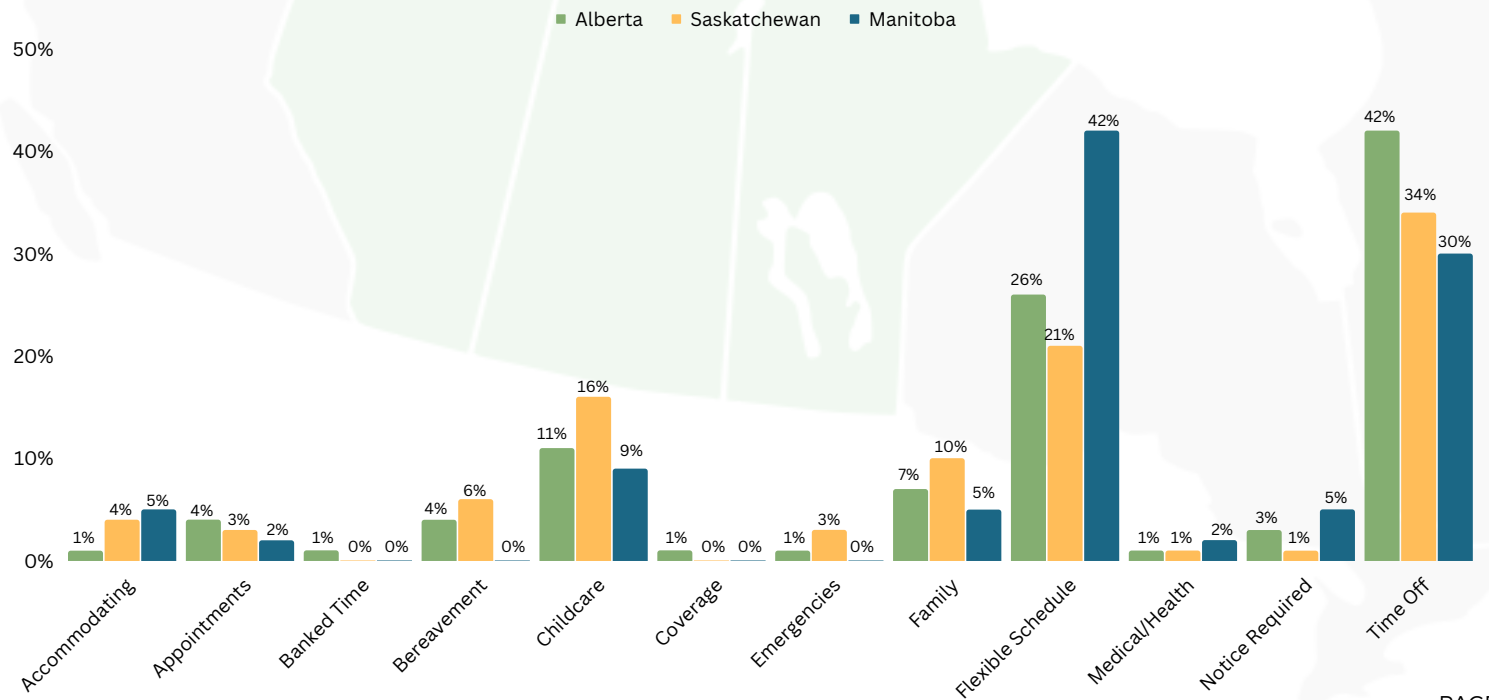
## Flexibility for Family Commitments by Province

The following chart depicts the percent of RVTs by province, population and practice type who receive some type of flexibility for family commitments. All other categories and combinations were <1%.



## Categories of Flexibility for Family Commitments

The following chart depicts the percent of RVTs by province, population and practice type who receive some type of flexibility for family commitments.



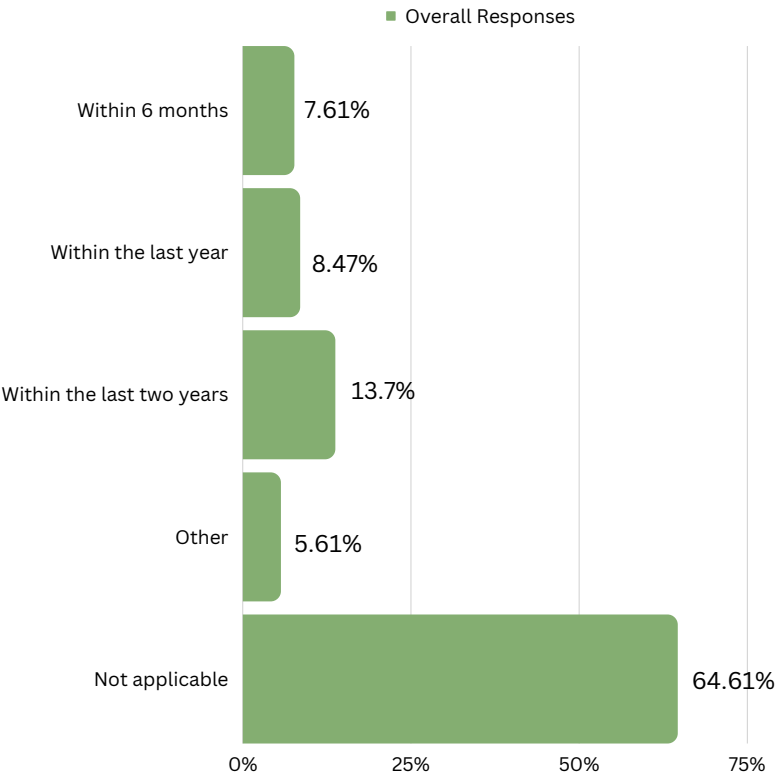


# RETENTION

647 (65%) of the survey participants from the 1001 that responded indicated that they had not left their employer recently. 318 (32%) survey participants told us they had left their employer in the last 2 years (82 within the last 6 months; 88 within the last year and 148 within the last 2 years). 38 participants indicated 'Other' with the majority of participant comments indicating they had left their employer but it was some time ago (2.5 years to 8 years).

Of the 318 that have left their employer 263 (83%) were from urban areas 55 (17%) were from rural areas. The greatest movement was in Alberta where 202 (64%) leaving their employer, followed by Saskatchewan with 73 (23%) and Manitoba with 43 (13%). When participants were asked why they left their employer 155 participants of 350 (44%) responses indicated they left for a lateral job with a different practice as an RVT. 55 (16%) participants left their employer for a promotional opportunity as an RVT. 92 (26%) participants opted to choose 'Other' with an explanation of their departure. Comments included retirement, layoff, COVID, personal reasons, practice closure, work environment, maternity leave and burnout. 48 (14%) of participants indicated they had left the RVT vocation for a different job at the same rate of pay.

## TIMELINE FOR RVTS WHO HAVE LEFT THEIR EMPLOYMENT



# RETENTION CONTINUED

Survey participants were then asked if they were contemplating leaving their employer. 1002 survey respondents responded to this question. 553 (55%) indicated that they were not planning on leaving their employer. 449 (45%) indicated they were planning on making a move within the next 2 years (56 in the next 6 months; 81 in the next year and 297 in the next 2 years.)

Those intending to leave their employer stated various reasons why they were looking to make a move. In review of the comments there are some common themes and responses were aggregated as follows: 111 (30%) participants indicated issues with compensation; 113 (30%) participants stated it was because of issues related to compensation as well as working conditions; 60 (16%) it was all about working conditions and 15 (4%) stated they were contemplating leaving as a result of poor management. There were 75 (20%) participants that selected others and the reasons varied and included: general statements of dissatisfaction with the vocation, maternity leave, retirement, moving out of province, going back to school, no opportunity for growth and personal reasons.

RVTS LEAVE THEIR  
WORKPLACE  
BECAUSE OF

Compensation

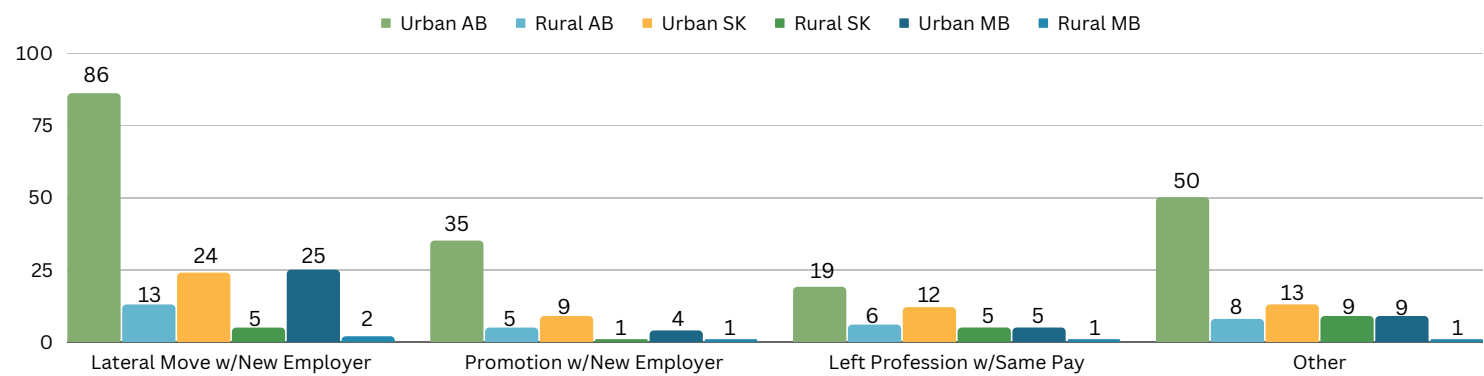
Compensation  
& Working  
Conditions

Working  
Conditions

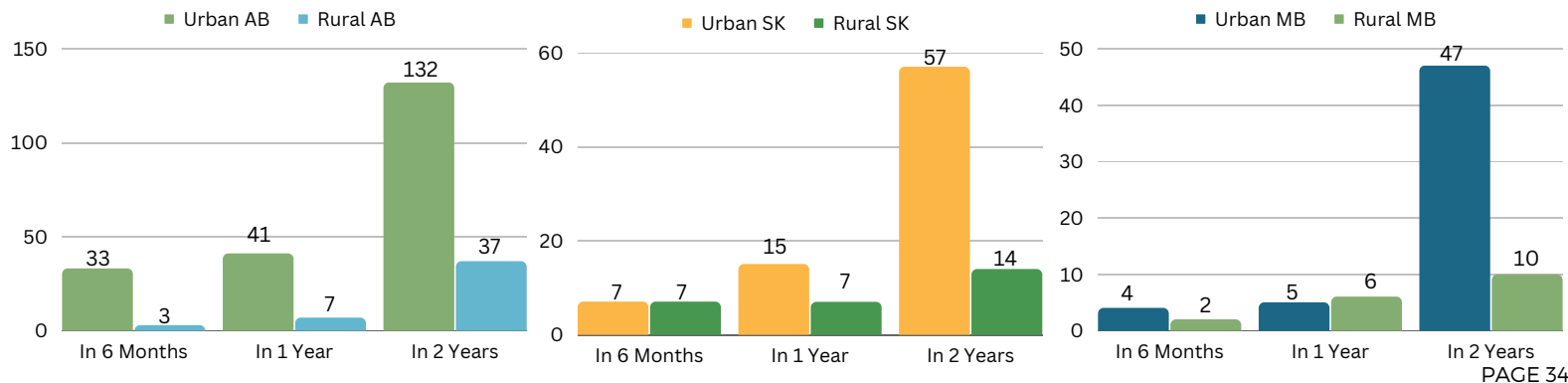
Poor Clinic  
Management

Other:  
Vocation  
Mat Leave  
Retirement  
Moving  
School  
No Advancement  
Personal Reasons

## REASONS FOR LEAVING EMPLOYER



## WHEN RVTS ARE CONSIDERING LEAVING THEIR EMPLOYERS

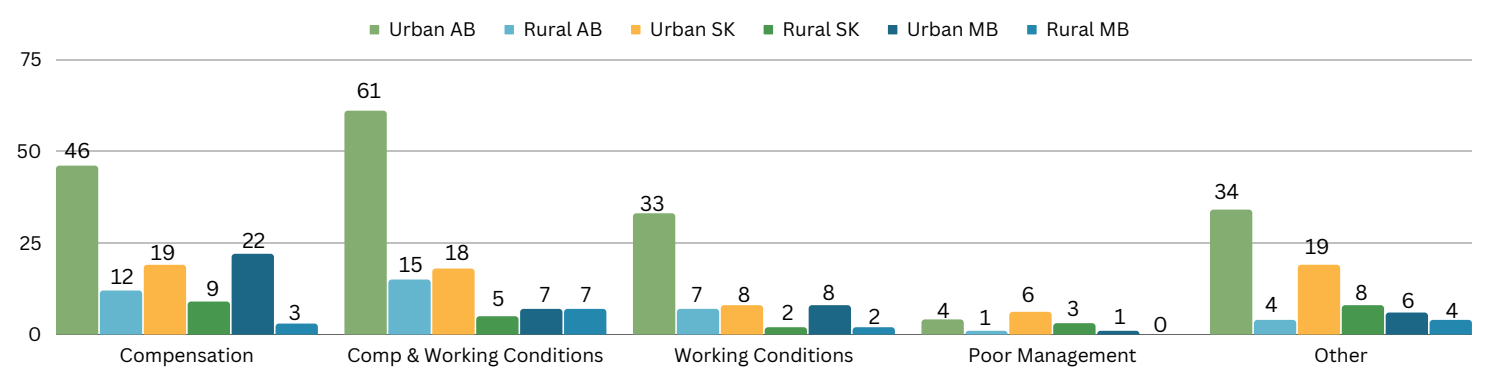


# RETENTION CONTINUED

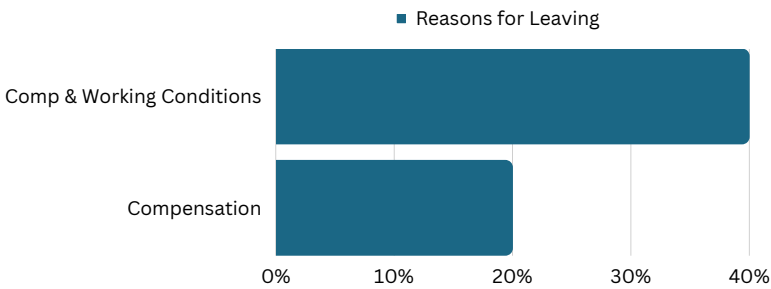
## Reasons For Leaving Employers

In summary, 60% of the 449 that responded that they were thinking of leaving their employer as a result of compensation or a combination of working conditions and compensation. Of that 60%, 154 (69%) earn less than their perspective overall provincial average wage. Further to this of the 449 that responded indicating they were thinking of leaving their employer, 40% of them have 10 years or less of experience as an RVT. Lastly, the ranges vary from \$17.48 to \$34.36.

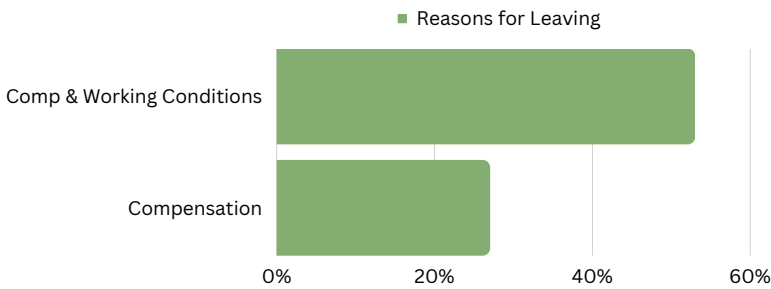
## REASONS FOR LEAVING THE PROFESSION



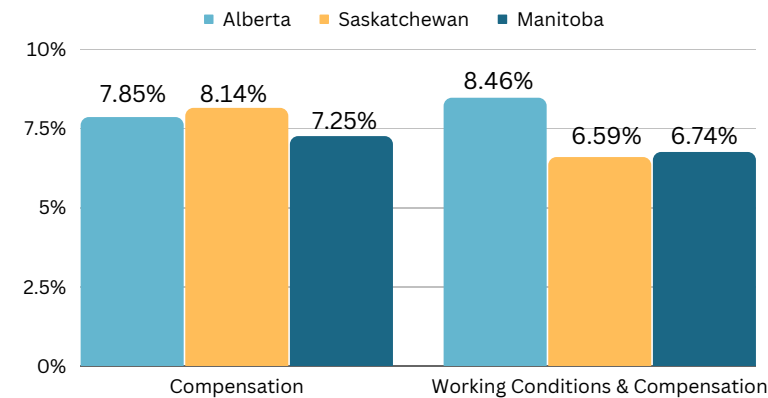
## RVTS CONSIDERING LEAVING EMPLOYER WITH <10 YEARS EXP



## OVERALL REASON RVTS CONSIDER LEAVING EMPLOYER



## RVTS WITH <10 YRS EXPERIENCE CONSIDERING LEAVING



# OBSERVATIONS

## DEMOGRAPHIC

- Workforce is largely women – 97% of responses.
- Those that identify as men and non-binary are very under represented – 1.9% & 0.7% of responses with the majority working in urban areas.
- Visible minorities are under-represented in urban and significantly under-represented in rural areas - Alberta and Saskatchewan have some of the lowest representation.
- Survey participants from the ages of 25 to 29 are the highest population of survey participants with 50 plus being the lowest.

## EXPERIENCE AND TRAINING

### Years of Experience

- Overall, the average tenure in the profession is less than 10 years
- Of the 53% of RVTs paid under the overall provincial average, their years of experience range from 0 to 41 years, with no pattern or correlation between hourly wage and years of experience.
- Of the 29% of RVTs paid over the overall provincial average, their years of experience range from 0 to 44 years, with no pattern or correlation between hourly wage and years of experience.

### Specialty Training

- No correlation between years of experience or hourly wage.
- 25% of those with specialty training are paid below the overall provincial average, 75% of whom paid for the training themselves.
- 35% of training is fully paid for by employer.

## COMPENSATION - GENERAL BACKGROUND INFORMATION

Cost of Living (COLA) Rates	from May 2021- May 2022
Canada	5.01%
Alberta	4.77%
Saskatchewan	3.81%
Manitoba	5.25%

Minimum Wage	Per hour as of Oct 1, 2022	Projected increases	Date of Increase	Projected increases	Date of Increase
Alberta	\$15.00	No scheduled increases at this time.			
Saskatchewan	\$13.00	\$14.00	October 1, 2023	\$15.00	October 1, 2024
Manitoba	\$13.50	\$14.15	April 1, 2023	Approx. \$15.00*	October 1, 2023

COLA is calculated annually using the Consumer Price Index

As per Retail Council of Canada – [www.retailcouncil.org](http://www.retailcouncil.org)

\*Based on Consumer Price Index



# OBSERVATION - ALBERTA

- Has the highest average salary between the three provinces.
- RVTs working in urban locations made \$2.12 on average more than those working in rural locations.
- The provincial average is \$11.67 higher than the provincial minimum wage.
- RVT salary ranged from \$14.00 to \$52.52 per hour.
- Those that had 6 years and over of practice made more than the provincial average.
- Those that had 6 years and over of practice made more than the overall average across the three provinces.
- The overall annual salary increases as reported by survey participants is an average of 5.5%, 0.73 higher than the cost of living for the province.
- Urban RVTs receive 1.1% more of an increase than rural.
- Those working at consolidated practices received 0.1% more of an increase than those working at independent practices.
- The starting rate for those that graduated within the last 2 years ranged from \$8.00 to \$27.50 per hour.
- Has the had the highest student starting wage with urban rates slightly higher than rural rates.
- Has the highest overtime rate with urban rates slightly higher than rural rates.



# OBSERVATION - SASKATCHEWAN



- Has the lowest average salary between all three provinces.
- Those working in urban locations made \$2.36 on average more than those working in rural locations.
- The provincial average is \$11.06 higher than the provincial minimum wage.
- RVT salary ranged from \$15.00 to \$45.00 per hour.
- Those that had 6 years and over of practice made more than the provincial average.
- Those that had 16 years and over of practice made more than the overall average across the three provinces.
- The overall annual salary increases as reported by survey participants is an average of 5.7%, \$1.77 higher than the cost of living for the province.
- Urban RVTs received 2.2% more of an increase than rural.
- Those working at independent practices received 1.1% more of an increase than those working at consolidated practices.
- The starting rate for those that graduated within the last 2 years ranged from \$7.50 to \$38.00 per hour.
- Has the second highest student starting wage with rural rates slightly higher than urban rates.
- Has the lowest over time rate with urban rates slightly higher than rural rates.



## OBSERVATION - MANITOBA



- Has the second highest average salary amongst the three provinces.
- RVTs working in urban locations made \$1.34 on average more than those working in rural locations.
- The provincial average is \$11.28 higher than the provincial minimum wage.
- RVT salary ranged from \$15.50 to \$48.00 per hour.
- Those that had 6 years and over of practice made more than the provincial average.
- Those that had 16 years and over of practice made more than the overall average across the three provinces.
- The overall annual salary increases as reported by survey participants is an average of 5.3%, 0.05 higher than the cost of living for the province.
- Rural RVTs received 1.3% more of an increase than urban RVTs.
- Those working at consolidated practices received 1.4% more of an increase than those working at independent practices.
- The starting rate for those that graduated within the last 2 years ranged from \$12.00 to \$25.00 per hour.
- Has the lowest student starting wage with urban rates slightly higher than rural rates.
- Has the second highest over-time rate with rural rates slightly higher than urban rates.





# OBSERVATIONS

## BENEFITS

### **Paid Leaves**

- No correlation between years of experience.
- Paid personal leave is the lowest of the three paid leave types across provinces.

### **Vacation Leave**

- No correlation between years of experience and vacation leave, suggesting no recognition for years in the profession.
- No significant difference between urban and rural populations or consolidated and independent practice types.
- Despite the average years of experience being close to 10 years, the average vacation aligns to employment standards provisions for those with less than 5 years of service with the employer. This could suggest movement across employers or vacation provisions are below employment standards.
- Majority of RVTs are in the 2 to 3 weeks levels.
- 5 weeks and greater started at those with 10 years of experience or more, suggesting some negotiate higher levels of vacation or their employers recognize their experience in the profession.
- 5 weeks of vacation leave was reported only for urban RVTs, however was present in both consolidated and independent practices.

### **Alberta**

- 4% reported less than 2 weeks of vacation.
- 55% of RVTs are receiving 2 weeks of vacation, ranging in years of experience from 1 to 27 years.
- 3% receive 3 weeks of vacation with less than 5 years of experience suggesting they are receiving vacation greater than per Employment Standards.
- 5 weeks of vacation reported at 12 years of experience or greater.

### **Saskatchewan**

- 31% reported less than three weeks of vacation. Employment Standards minimum is 3 weeks per year.
- 54% reported 3 weeks of vacation annually.

### **Manitoba:**

- 5% reported less than 2 weeks of vacation, 49% reported 2 weeks of vacation and 28% reported 3 weeks of vacation and was only reported from those with five years of experience or greater.
- Many RVTs with more than 5 years of experience reported 2 weeks of vacation.
- 5 weeks was reported only in urban populations. Those with similar years of experience in rural populations reported lower vacation entitlements.



# OBSERVATIONS

## BENEFITS CONTINUED

### **Paid Sick Leave**

- No correlation between years of experience and paid sick leave.
- In Alberta and Saskatchewan, higher number of sick days are provided in urban populations.
- In Saskatchewan and Manitoba, higher number of days provided in independent practices.

### **Paid Personal Leaves**

- No correlation between years of experience and paid personal leave.
- In Alberta and Saskatchewan, higher number of days are provided in urban populations.
- In Alberta and Saskatchewan, a higher number of days provided in consolidated practices.

### **Health Benefits**

- Nearly 1 in 5 reported receiving no types of benefits.
- No correlation between years of experience and health benefits provision.
- No correlation with hourly wage and the provision of employer paid health benefits.
- Overall the provision of employer paid benefits is low across the provinces.

### **Disability Insurance**

- Around 1/3 overall are provided disability insurance.
- Higher proportion of those in urban populations received this benefit compared to rural.
- Consolidated practices offered at greater rates than independent practice.

### **Group Life Insurance**

- Less than half of RVTs overall were provided group life insurance.
- More RVTs are provided group life insurance than disability insurance.
- Provided at greater rates in consolidated practice.
- Provided at greater rates in urban populations compared to rural.

### **Profit Sharing**

- No correlation between years of experience and profit-sharing plan provision.
- Less than 10% of RVTs per province are offered a profit-sharing program.
- Provided more often in urban populations than rural.
- Offered nearly 4 times more in independent practices, with RVTs between 1 to 17 years of experience represent majority of those offered in independent practice.
- In consolidated practice, 80% of RVTs offered a profit-sharing program have 1 to 6 years of experience.

# OBSERVATIONS

## BENEFITS CONTINUED

### **Bonus Program**

- 23% of employers offered a bonus program.
- In Manitoba and Saskatchewan, more prevalent for those in rural populations compared to urban.
- In Manitoba and Alberta, it is more prevalent in consolidated practices compared to independent.

### **RRSP/Pension Program and Matching**

- 67% reported no RRSP or pension program.
- 82% of those with an RRSP or pension program have a matching element.
- More prevalent for those in urban populations compared to rural.
- In Saskatchewan and Alberta, it is more prevalent in consolidated practices compared to independent.
- Provided to those with 0 to 44 years of experience.

### **Additional Benefits**

- 85% of RVTs receive additional benefits.
- Most common benefits were discounts on pet food, services and medications.

### **Flexibility for Family Commitments**

- Nearly 55% of RVTs reported some variation of flexibility for family commitments.
- 12% reported flexibility in their schedule both in general and for child care in the form of flexible schedules and time off both paid and unpaid.
- Flexibility was more prevalent in rural populations compared to urban. Personal paid time off was greater in urban populations for Alberta and Saskatchewan that may offset the flexibility present in rural populations.
- Flexibility was more prevalent in independent practices. Personal paid time off was greater in consolidated practices which may offset the flexibility in independent practices.

## RETENTION

- 65% of survey participants indicated they had not changed employers in the last 2 years.
- 45% of 102 survey participants indicated that they were thinking of making a change citing dissatisfaction with compensation, poor work life balance, stress, poor working conditions, high turn-over, burn out, aging out as a result of physical requirements, poor management, limited advancement opportunities.

# RECOMMENDATIONS BASED ON SURVEY FINDINGS

01

Employers provide a compensation package and communication that clearly outlines rates of pay, how and when increases happen, overtime and on-call rates during the employment life cycle. It is anticipated this would increase recruitment and retention.

02

Employers provide a comprehensive benefits statement that summarizes all benefits provided (employer and employee paid) during the employment life cycle. It is anticipated this would increase recruitment and retention.

03

Employers pay for training including training in specialty areas of practice and enter into Return of Service (ROS) Agreements with RVTs to both increase the accessibility and affordability of the training, as well as, realize the investment in the practice and create and enhance the capacity to deliver more specialized services.

04

All provinces have reported a minimum hourly starting rate of pay for graduates below the minimum per respective provincial Employment Standards Codes. All employees should be paid a rate that, at minimum, meets the standards in the Code. Further to this, it is recommended that graduates should be provided a starting rate of pay above the provincial minimum as per Employment Standards, regardless of province of employment. Given that the overall hourly average rate of pay provided by survey participants was \$19.77 is recommended that new graduates be provided a starting wage of \$ 20.00 per hour at a minimum and this minimum be adjusted to maintain a \$5.00 difference to the minimum wages established by each provinces respective Employment Standards Code. This will provide a consistent and attractive rate of pay to ensure the stability of the RVT profession.

Further to this, rates of pay should be reviewed and increased as graduates gain experience versus offering a high rate of pay and providing the little to no raises as they hone their skills. It is noted that some newly graduated RVTs stated their starting rate of pay was \$25.00 to \$38.00 per hour. It is also noted that the average hourly rate of pay for those RVTs with 11 to 15 years of practice is \$ 27.25 and those with 16 to 20 years of practice is \$ 26.78 suggesting that recent grads with little experience are making the same or more than those RVTs with significant years of practice. These instances should be closely reviewed by employers with an understanding that rates of pay should be closely aligned with experience to avoid significant retention issues. Further to this there should be no difference in compensation between RVTs practicing in rural and urban populations if the work is the same.

## RECOMMENDATIONS CONTINUED

05

All rates of pay/salary ranges should be reviewed on an annual basis by the employer to recognize Cost of Living Adjustment (COLA) or general wage increase (GWI) should be provided to RVTs separate from any performance reviews and associated merit increments. If organizations have established salary scales or ranges the GWI would be applied to these pay structures. If there are no formal pay structures GWI can be provided in addition to merit increase. COLA is published by Statistics Canada annually.

06

Employers and RVTs should be familiar with provincial Employment Standards as it relates to overtime. Overtime should be compensated in accordance with respective Employment Standards and applies to both salary and hourly employees as it is unlikely that RVTs satisfy any overtime requirements under the Employment Standard Codes.

07

The overall average hourly rate of pay for RVTs is \$25.75. The analysis of the data shows there is no clear pattern or correlation between years of practice and rates of pay.

Good compensation practices would see a more significant increase in line with the years of service. It is recommended that RVTs receive a minimum of a 3.5% merit increase with every year of satisfactory service. This would be separate and apart from recommendation 5 that speaks to a general wage increase. Significant consideration should be given to how RVTs with several years of experience are paid and it is noted that the highest paid RVT receives \$52.52 in Alberta, \$48.00 in Manitoba and \$45.00 in Saskatchewan. However, these are the exceptions with only 30 survey participants indicating that they earned more than \$35.00 per hour. It is also noted that the average years of experience is 9.78 years. To retain RVTs with more than 10 years' experience it is expected that they would make well over the average established in this report of \$25.75. Employers should think strategically when contemplating salaries for experienced staff by making the increases exponentially larger with each year of service. The rate of compensation should be relative to experience, where-as experience increases, so should the hourly rate of pay with no differentiation in compensation between RVTs practicing in rural and urban populations. Employers should recognize, and RVTs advocate for, compensation as it relates to years of experience in the profession overall, not employer specific experience. Responsibilities requiring specialty training should be compensated as a percent of hourly rate of pay in addition to years of experience.

It is noted according to the 2020 Canadian Veterinary Medical Association Workforce Study that over half of that survey's respondents indicated their practice was currently looking to hire a Veterinary Technologist to be able to maintain the clients they have. The study continues to state that the dog population alone has almost doubled since 2007. As such one of the study's recommendations was to look for long-term strategies to address the shortage of veterinary technologists. The study does not provide much insight on what a long-term strategy might look like. However, one of the key components will have to be compensation, if salaries are not appealing it will be difficult to attract people into the industry and even more difficult to retain staff. The data gathered in this review demonstrates there is already a significant shortage of experienced RVTs.



## RECOMMENDATIONS CONTINUED

08

Employee performance should be based on job requirements and RVTs should be made aware of their performance both positive and in areas requiring improvement. Merit increases should be considered annually, and be based on employee performance throughout the review period.

09

Vacation leave needs to adhere to Employment Standards at the minimum. Vacation leave needs to be offered commensurate with years of experience in the profession, not just with the current employer, and may exceed legislated minimums. This should apply across rural and urban populations.

10

Paid sick leave is not regulated but should be provided as part of a comprehensive compensation package at a rate of five days of paid sick leave annually, aligning to what was established during the COVID-19 pandemic.

11

Paid personal leave is not regulated but should be provided as part of a comprehensive compensation package at a rate of five days of paid personal leave annually. This can be used to offset the reported flexibility provided for family commitments, resulting in more consistent utilization in employees, and promoting work life balance.

12

For recruitment and retention purposes, it would be beneficial for employers to provide a comprehensive benefits program for RVTs and their families inclusive of employer paid health benefits including wellness benefits or a health wellness spending account, disability insurance and group life insurance. This promotes employee wellness and demonstrates an investment by the employer in the wellness of their employees. Wellness benefits and health wellness spending accounts provide support to employees to combat elements of the job that are physically and psychologically demanding, potentially increasing tenure in the profession and employee engagement.

13

For recruitment and retention purposes, profit sharing and bonus programs may present an opportunity to fully engage employees and align their level of service to ownership and success of the practice. It is expected that this approach would aid in the attraction of experienced professionals. Contribution matching levels could align to profit sharing or bonus programs.

## RECOMMENDATIONS CONTINUED

14

Based on the predominantly female demographic of RVTs, paid time off for flexibility for family commitments can be formalized and equalized across those with or without a spouse and children, by providing an established number of paid personal days annually for all RVTs. This approach is easier to manage for employers and is easier for employees to understand and support. Flexibility in the form of schedule changes, shift swaps, etc. is an effective way to support employee work-life balance while meeting the needs of the employer in the provision of services.

15

Several employers provide additional benefits such as discounted pet food and services, etc. It is recommended that this practice continue with those that are providing it and be extended to those that are not. Further, this benefit should be monetized as part of a total compensation package and communicated to staff through a benefit statement.

16

All provinces are under-represented with regards to visible minorities. There is the potential to reach out to educational institutions for more focused program recruitment and enrollment that is more representative of the communities they provide services to.

17

The Provincial Association should send a brief survey with annual renewals at the same time every year. Questions should be consistent from year to year and based on 5 specific metrics that each association is concerned with such as rate of pay, age, etc. This will allow better comparisons year to year.



# APPENDIX ONE

Reflects answers from Part 1 of the survey that contained 43 questions and was specific to RVTs working in a clinic setting and asks for participants to share information related to their demographics, employer, experience & training, compensation & benefits and retention.

## Age of Participants

Age Categories(years)	Alberta		Manitoba		Saskatchewan		Rural vs Urban Totals	
	Rural	Urban	Rural	Urban	Rural	Urban	Rural	Urban
19 to 24	21	55	2	12	21	29	44	96
25 to 29	27	146	17	35	17	43	61	224
30 to 34	25	124	6	36	13	46	44	206
35 to 39	19	90	3	30	10	24	32	144
40 to 44	10	45	6	14	6	14	22	73
45 to 50	7	42	1	12	5	11	13	65
Over 50	7	36	3	12	5	13	15	61
Rural vs Urban Grand Total							231	869
Provincial Totals	116	538	38	151	77	180		
	654		189		257			

RVT Provincial average hourly rates are as follows:

Hourly Rate Statistics	Manitoba	Saskatchewan	Alberta
<b>Average Hourly Rate</b>	\$24.78	\$24.06	\$26.67
Differential to the Overall RVT Average Hourly Wage	\$ (0.97)	\$(1.69)	\$0.92
% Differential to the Overall RVT Average Hourly Wage	- 4%	- 7%	3%
<b>Urban Average Hourly Rate</b>	\$25.07	\$24.75	\$27.07
<b>Rural Average Hourly Rate</b>	\$23.73	\$22.39	\$24.95
Differential between Urban - Rural Hourly Average Rate	\$(1.34)	\$(2.36)	\$(2.12)
Differential between Urban - Rural Hourly Average Rate	-6%	-11%	-8%
Lowest Hourly Rate	\$15.50	\$15.00	\$15.00
Highest Hourly Rate	\$48.00	\$45.00	\$52.52

Break down by Gender: (\*\*data set is not large enough to report on)

Hourly Rate by Gender Statistics	Overall	Manitoba	Saskatchewan	Alberta
<b>Female</b>	\$25.75	\$24.77	\$24.05	\$26.68
Differential to the Overall RVT Average Hourly Wage	\$0	\$(0.98)	\$(1.7)	\$0.93
% Differential to the Overall RVT Average Hourly Wage	0%	-4%	-7%	3%
<b>Male</b>	\$26.45	**	\$25.10	\$26.70
Differential to the Overall RVT Average Hourly Wage	\$0.70	**	\$-0.65	\$0.95
% Differential to the Overall RVT Average Hourly Wage	3%	**	-3%	4%
<b>Non-Binary</b>	\$24.28	**	**	\$24.43
Differential to the Overall RVT Average Hourly Wage	\$(1.47)	**	**	\$(1.32)
% Differential to the Overall RVT Average Hourly Wage	-6%	**	**	-5%

## APPENDIX ONE CONTINUED

Reflects answers from Part 1 of the survey that contained 43 questions and was specific to RVTs working in a clinic setting and asks for participants to share information related to their demographics, employer, experience & training, compensation & benefits and retention.

Break down by Employer type: (\*\*data set is not large enough to report on)

Employer Type Hourly Rate Statistics	Overall	Manitoba	Saskatchewan	Alberta
<b>Average Hourly Rate Consolidated Practice</b>	\$26.49	\$25.08	\$23.29	\$27.27
Differential to the Overall RVT Average Hourly Wage	\$0.74	\$(0.67)	\$(2.46)	\$1.52
% Differential to the Overall RVT Average Hourly Wage	3%	-3%	-11%	6%
<b>Average Hourly Rate in an Independent Practice</b>	\$24.95	\$24.91	\$22.87	\$25.91
Differential to the Overall RVT Average Hourly Wage	\$0.80	\$(0.84)	\$(2.88)	\$0.16
% Differential to the Overall RVT Average Hourly Wage	3%	-3%	-13%	1%
<b>Average Hourly Rate Pharma / Insurance/ Tech Org</b>	**	**	**	**
<b>Average Hourly Rate in an Academic Institution</b>	\$31.37	**	\$25.83	**
Differential to the Overall RVT Average Hourly Wage	\$5.62	**	\$0.08	**
% Differential to the Overall RVT Average Hourly Wage	18%	**	0%	**
<b>Average Hourly Rate in a Not for Profit Org</b>	\$26.06	\$24.36	\$25.27	\$27.10
Differential to the Overall RVT Average Hourly Wage	\$0.31	\$(1.39)	\$(0.48)	\$1.35
% Differential to the Overall RVT Average Hourly Wage	1%	-6%	-2%	5%
<b>Average Hourly Rate in a Government Org</b>	\$32.70	\$21.60	**	\$39.34
Differential to the Overall RVT Average Hourly Wage	\$6.95	\$(4.15)	**	\$13.59
% Differential to the Overall RVT Average Hourly Wage	21%	-19%	**	35%

Break down on how participants identified:

Hourly Rate by Participant Identification	Overall	Manitoba	Saskatchewan	Alberta
<b>Indigenous</b>	\$24.26	\$23.02	\$23.65	\$25.15
Differential to the Overall RVT Average Hourly Wage	\$(1.49)	\$(2.73)	\$(2.10)	\$(0.60)
% Differential to the Overall RVT Average Hourly Wage	-6%	-12%	-9%	-2%
<b>Person with non-physical disability</b>	\$25.94	\$24.50	\$24.30	\$26.91
Differential to the Overall RVT Average Hourly Wage	\$0.19	\$(1.25)	\$(1.45)	\$1.16
% Differential to the Overall RVT Average Hourly Wage	1%	-5%	-6%	4%
<b>Persons with disability</b>	\$26.05	\$24.34	\$23.42	\$29.21
Differential to the Overall RVT Average Hourly Wage	\$0.30	\$(1.41)	\$(2.33)	\$3.46
% Differential to the Overall RVT Average Hourly Wage	1%	-6%	-10%	12%
<b>Visible Minority</b>	\$23.36	\$25.85	\$20.93	\$25.06
Differential to the Overall RVT Average Hourly Wage	\$(2.39)	\$0.10	\$(4.82)	\$(0.69)
% Differential to the Overall RVT Average Hourly Wage	-10%	0%	-23%	-3%



## Break down by age group:

Hourly Rate by Age Group	Overall	Manitoba	Saskatchewan	Alberta
<b>Ages 19 to 24</b>	\$22.27	\$21.44	\$20.60	\$23.49
Differential to the RVT Overall Average Hourly Wage	\$(3.48)	\$(4.31)	\$(5.15)	\$(2.26)
% Differential to the Overall RVT Average Hourly Wage	-16%	-20%	-25%	-10%
<b>Ages 25 to 29</b>	\$24.61	\$23.34	\$23.29	\$25.46
Differential to the Overall RVT Average Hourly Wage	\$(1.41)	\$(2.41)	\$(2.46)	\$(0.29)
% Differential to the Overall RVT Average Hourly Wage	-5%	-10%	-11%	-1%
<b>Ages 30 to 34</b>	\$26.11	\$24.40	\$24.55	\$27.20
Differential to the Overall RVT Average Hourly Wage	\$0.36	\$(1.35)	\$(1.2)	\$1.45
% Differential to the Overall RVT Average Hourly Wage	1%	-6%	-5%	5%
<b>Ages 35 to 39</b>	\$26.65	\$26.12	\$25.36	\$27.18
Differential to the Overall RVT Average Hourly Wage	\$0.90	\$0.37	\$(0.39)	\$1.43
% Differential to the Overall RVT Average Hourly Wage	3%	1%	-2%	5%
<b>Ages 40 to 44</b>	\$26.46	\$25.95	\$25.66	\$26.95
Differential to the Overall RVT Average Hourly Wage	\$0.71	\$0.20	\$0.09	\$1.20
% Differential to the Overall RVT Average Hourly Wage	3%	1%	0%	4%
<b>Ages 45 to 50</b>	\$28.57	\$27.10	\$25.99	\$29.80
Differential to the Overall RVT Average Hourly Wage	\$2.82	\$1.35	\$0.24	\$4.05
% Differential to the Overall RVT Average Hourly Wage	10%	5%	1%	14%
<b>Over 50</b>	\$29.31	\$27.58	\$28.59	\$30.24
Differential to the Overall RVT Average Hourly Wage	\$3.56	\$1.83	\$2.84	\$5.51
% Differential to the Overall RVT Average Hourly Wage	12%	7%	10%	27%

## Break down by years of practice:

Hourly Rate by Years of Practice	Overall	Manitoba	Saskatchewan	Alberta
<b>less than 3 years of practice</b>	\$22.65	\$21.33	\$20.63	\$23.77
Differential to the RVT Overall Average Hourly Wage	\$(3.10)	\$(4.42)	\$(5.12)	\$(1.98)
% Differential to the Overall RVT Average Hourly Wage	-12%	-17%	-20%	-8%
<b>3 to 5 years of practice</b>	\$24.57	\$23.24	\$22.30	\$25.75
Differential to the Overall RVT Average Hourly Wage	\$(1.18)	\$(2.51)	\$(3.45)	0
% Differential to the Overall RVT Average Hourly Wage	-5%	-10%	-13%	-0%
<b>6 to 10 years of practice</b>	\$26.18	\$25.11	\$24.82	\$27.05
Differential to the Overall RVT Average Hourly Wage	\$0.43	\$(0.64)	\$(0.93)	\$1.30
% Differential to the Overall RVT Average Hourly Wage	2%	-3%	-4%	5%
<b>11 to 15 years of practice</b>	\$27.25	\$25.54	\$25.91	\$28.26
Differential to the Overall RVT Average Hourly Wage	\$1.50	\$(0.21)	\$0.16	\$2.51
% Differential to the Overall RVT Average Hourly Wage	6%	-1%	1%	9%

Break down by years of practice CONTINUED: (\*\*data set is not large enough to report on)

Hourly Rate by Years of Practice	Overall	Manitoba	Saskatchewan	Alberta
<b>16 to 20 years of practice</b>	\$26.78	\$26.37	\$24.66	\$28.06
Differential to the Overall RVT Average Hourly Wage	\$1.03	\$0.62	\$(1.09)	\$2.31
% Differential to the Overall RVT Average Hourly Wage	4%	2%	-4%	8%
<b>21 to 25 years of practice</b>	\$28.76	\$26.37	\$27.47	\$30.07
Differential to the Overall RVT Average Hourly Wage	\$3.01	\$0.62	\$1.72	\$4.32
% Differential to the Overall RVT Average Hourly Wage	10%	2%	6%	14%
<b>26 to 30 years of practice</b>	\$32.05	\$34.68	\$30.57	\$31.59
Differential to the Overall RVT Average Hourly Wage	\$6.30	\$8.93	\$4.82	\$5.84
% Differential to the Overall RVT Average Hourly Wage	20%	26%	16%	18%
<b>31 to 35 years of practice</b>	\$28.45	**	\$24.75	\$30.37
Differential to the Overall RVT Average Hourly Wage	\$2.70	**	\$1.0	\$4.62
% Differential to the Overall RVT Average Hourly Wage	9%	**	4%	15%
<b>Over 36 years of practice</b>	\$31.13	**	\$35.58	\$30.63
Differential to the Overall RVT Average Hourly Wage	\$5.38	**	\$9.83	\$4.88
% Differential to the Overall RVT Average Hourly Wage	17%	**	28%	16%

The following provides further detail for new graduates for each province:

Starting hourly rate of pay for those that graduated in last 2 years	Manitoba	Saskatchewan	Alberta
<b>Average</b>	\$18.69	\$18.83	\$20.14
Differential to the Overall Average Hourly Wage	\$(7.06)	\$(6.92)	\$(5.61)
% Differential to the Overall Average Hourly Wage	-27%	-27%	-22%
<b>Rural Average Wage</b>	\$17.63	\$19.14	\$19.41
Differential to the Overall Average Hourly Wage	\$(8.12)	\$(6.61)	\$(6.34)
% Differential to the Overall Average Hourly Wage	-32%	-26%	-25%
<b>Urban Average Wage</b>	\$19.19	\$18.67	\$20.29
Differential to the Overall Average Hourly Wage	\$(6.56)	\$(7.08)	\$(5.46)
% Differential to the Overall Average Hourly Wage	-25%	-27%	-21%
Lowest Hourly Wage	\$12.00	\$7.50	\$8.00
Highest Hourly Wage	\$25.00	\$38.00	\$27.50

The above does not include the 12 participant responses (2 in Manitoba; 4 in Saskatchewan; 6 in Alberta) that indicated they had 0 as a starting wage. It is noted 5 survey respondents indicated their hourly rate of pay was lower than the minimum wage identified Provincial Employment Standards (Alberta: 1 at \$8.00 and 1 at \$10.00; Saskatchewan: 1 at \$7.50 and 1 at \$8.00; Manitoba: 1 at \$12.00) The above chart represents starting rates survey participants provided in the survey from the last 2 years, they may not reflect what they are currently earning that is captured in the RVT Hourly Wage.

The following provides further detail on overtime rates for each province:

Overtime Hourly (Hrly) Rate	Manitoba	Saskatchewan	Alberta
<b>Average</b>	\$35.53	\$35.99	\$38.83
Differential to the Overall Average	\$(2.12)	\$(1.66)	\$1.18
% Differential to the Overall Average	-6%	-4%	3%
<b>Rural Average</b>	\$35.94	\$32.60	\$35.04
Differential to the Overall Average Hrly Wage	\$(1.71)	\$(5.05)	\$(2.61)
% Differential to the Overall Average Hrly Wage	-5%	-13%	-7%
Differential to the Overall Rural Average Hrly Wage	\$1.57	\$(1.77)	\$0.67
% Differential to the Overall Rural Average Hrly Wage	5%	-5%	2%
<b>Urban Average</b>	\$35.44	\$37.48	\$39.68
Differential to the Overall Average Hrly Wage	\$(2.21)	\$(0.17)	\$2.03
% Differential to the Overall Average Hrly Wage	-6%	0%	5%
Differential to the Overall Urban Average Hrly Wage	\$(3.06)	\$(1.02)	\$1.18
% Differential to the Overall Urban Average Hrly Wage	-8%	-3%	3%
Lowest Hourly Wage	\$20.00	\$15.00	\$15.00
Highest Hourly Wage	\$50.25	\$90.00	\$105.04

The above does not include the following outlier 67 participant responses (15 in Manitoba; 28 in Saskatchewan; 24 in Alberta) that indicated they had 0 to \$3.00 overtime hourly rate. Additionally, there were three exceptionally high hourly rates that slightly increased the average rates (\$99.00 and \$105.04 in Alberta and \$90.00 in Saskatchewan- all in urban locations).

# APPENDIX TWO

Reflects common compensation and benefits available to employers and employees

## Comprehensive Compensation Statement Outline

Recommended information to be included in a comprehensive compensation statement:

1. Rate of Pay
2. Scheduled increases (COLA plus minimum 3.5% annual merit increase)
3. Increases based on changes to Provincial minimum wage
4. Overtime and on call rate per hour
5. Seasonal Bonuses / Profit Sharing
6. Vacation leave (ensure, at minimum, aligns with Provincial Employment Standards)
7. Sick leave - recommendation is 5 days annually
8. Personal leave - recommendation is 5 days annually
9. Paid Continuing Education/Volunteer hours
10. Date for next annual review of compensation

## Comprehensive Benefits Statement Outline

List of sample employer benefits to include:

- Discounted pet food
- Discounted medications
- Discounted in practice services and procedures
- Pet insurance premiums
- Child care
- Fuel allowance or mileage reimbursement
- Reimbursement for continuing education
- Uniform allowance
- Association dues
- Disability insurance
- Life insurance
- Cell phone allowance
- Employer paid dental
- Employer paid optical
- Employer paid drug plan
- Employer paid ambulance
- Employer paid travel health
- Employer/Employee paid dental
- Employer/Employee paid optical
- Employer/Employee paid drug plan
- Employer/Employee paid ambulance
- Employer/Employee paid travel health
- Employee paid dental
- Employee paid optical
- Employee paid drug plan
- Employee paid ambulance
- Employee paid travel health