2016 INTERNATIONAL MANAGEMENT SURVEYS



INTRODUCTION SOURCE OF INFORMATION

The 2016 Renard International Salary review was finalized in February 2016 using a variety of sources. The outcomes were accumulated from a comprehensive attitudinal analysis extracted from Renard International's own database of 45,000 candidates and supplemental 15,000 contacts. The sources also include, written answers to our global survey sent to Executives in over 50 countries.

The information was also taken from thousands of resumes received monthly by Renard offices and Consultants worldwide, which confirm in writing individuals current remuneration, benefits, bonuses.

They also signpost desired salary information, preferred location and ideal role.

We also take into consideration the information which has been shared with us in confidence by Clients, when they retain Renard for executive searches.

After completing an important assignment in Mongolia, Renard International has now completed a search in every major nation worldwide.

In 2015 alone, Renard Consultants worked on assignments in over 40 countries from Culinary to the CEO of major Hotels and Restaurants. We have now assisted Clients in nations that were non-existent when we commenced business 46 years ago.

Our Salary surveys are produced using an **average format** in which the information if totaled and divided by the number of replies, or, in a **median format**, which is calculated using data mid-range to extremes.



2016 CARIBBEAN SALARY SURVEY Revised in February 2016						
Positions	Lowest received International Career Expert		Highest received International Career Expert		Average International Career Expert	
	2011	2016	2010	2016	2011	2016
General Manager	73	98	³ 315**	4550	95.4	126
Resident Manager +	58	61	³ 134	160	60	67
Rooms Division Manager	48	45	66.5	³ 85	49.5	54.5
Front Office Manager	39	36.9	55	³ 68	43	47.1
Executive Housekeeper	41	45	72	105	49	64
Chief Engineer	48	48	³ 115	215	60	³ 72
Laundry Manager	Local Hires		Local Hires		Local Hires	
Food & Beverage Director ++	48	49	80	³ 118	62	³ 68.5
Oriental Chef in Chinese	No Info		No Info	481.5	No Info	62
Social Network MSR	No Info		No Info	70.5	No Info	48
Restaurant Manager * (Fine Dining Room)	36	36	51.5	55	43.9	46
Catering Manager (Sales) *	31•	32	56•	63	38•	44
Banquet Manager (Operations) *	31•	32	36•	48.5	36•	37
Executive Chef	48	52	105	³ 135	58	64.5
Gourmet Restaurant Chef	37	44	84	105	45	54.1
Executive Sous Chef	35	36.9	60	60	46.8	48.7
Italian Chef	38	42	76.1	88	50	54.6
Pastry Chef	37.3	36.5	78	80	48.1	51
Comptroller	48.5	54	98	⁴ 220	68	77
Human Resources & Training Manager	46.1	44.1	76	95	48.5	54.8
Sales & Marketing Director	48	58	³ 101	4159	64	76
Sales Manager (No. 2) or Dir. of Sales	34	36.2	60	475	39	48
Revenue Manager	35.2	35	55	63	41	44.3
IT Manager	35.6	36	54	60	44	46.4

** Most resorts in Caribbean are small and have less than 200 rooms except in Bahamas where some go up to 2000 rooms like Atlantis and Bahamar. Salaries in Bahamas are "stand-alone" as these large properties in Nassau offer very unique career opportunities and salaries. Bahamas is difficult to get a work visas in and cost of living is very high.

+ Sometimes can be called EAM/Rooms or EAM/F&B deputizes for GM.

• Gratuities not included.

~ Most local hires instead of expat hires due to visa restriction.

Note: This survey is for generally expatriate-paid jobs. Most Caribbean islands hire expats for a variety of roles in the luxury brands. Still many islands due to work visa restrictions will offer these same roles to qualified

local residents. Therefore, these local professionals are paid the same salaries, but not always with the same benefits as expatriate employees. Locals pay tax where applicable; as expatriates have taxes paid for them. Expatriates can always also be hired where the island has not enough local workers available to fill hotel or restaurant management needs.

The higher salaries (highest reported) are generally from "very high end" Leading Hotels of the World" or "Trophy Resorts". Some of these have less than 50 keys and an average room of over \$1000/night. Strangely enough, the higher the room rate did not always equate to higher salaries for staff. In some cases, they were on the bottom of the salaries paid. The survey was complicated as independent privately owned resorts pay salaries as to what they "feel like" without concern for budgets or any salary ranges. Private owners who run resorts themselves do not disclose their true salaries or funds they take personally or from the operation either.

RENARD INTERNATIONAL HOSPITALITY SEARCH CONSULTANTS*



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