



CATHOLIC  
SOCIAL  
SERVICES

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*Hope!*

# Total Compensation Framework

Employee Guidebook

November 2020

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## Background

Providing the right balance of total compensation is vital for attracting and retaining talented employees, delivering high quality services and achieving strategic objectives. A comprehensive compensation framework is the foundation that reflects the full value a person receives as an employee of Catholic Social Services. It also creates an environment that recognizes and rewards employee performance and helps to establish a strong culture of employee engagement.

Catholic Social Services (the Agency) has created a competitive, equitable and sustainable total compensation program to ensure a transparent and consistent approach to employee compensation. It should provide a clear framework for compensation that is understood by all employees, while maintaining the confidentiality of individual information.

The Total Compensation Framework will be reviewed periodically, but no less than once every five (5) years to ensure that it continues to be aligned with the Agency strategic and operational objectives.

The goals of the framework are to:

- Contribute to the strategic goals the Agency has articulated in its strategic plan by creating a sustainable program that attracts and retains talented employees who help achieve organizational excellence in these areas.
- Recognize and reward performance and the individual contributions of our employees.
- Facilitate agility to adapt to organizational climate and strategic changes.
- Enable the recruitment and retention of high-quality candidates, ensuring turnover rates and time to fill measures remain within an acceptable industry standard and overall employee engagement is positively impacted.

Our approach:

- Compensation decisions are objective and based upon a consistent framework.
- Establish compensation levels, salary ranges and benefits plans that ensure our total compensation is competitive with other organizations within the labour market. To do this it is important to benchmark similar jobs within the same industry and geographic region to inform a pay structure. The Agency's compensation program provides market-competitiveness at approximately the fiftieth percentile and a minimum of four comparative organizations must be selected.
- Establish the relative worth of job positions by measuring the composite value of skill, education, experience, responsibility and working conditions. Differentiation of salary is supported through defining the scope of positions.
- Regular salary and benefit audits are conducted. Markets change, therefore it is important to perform routine audits to ensure salary ranges and benefits reflect current compensation trends in our industry and economic environment.
- Pay for performance processes are in place to ensure the work of our employees is meeting agency objectives, is aligned with the mission of the Agency and is assessed on a

regular basis. Processes are established that encourage, reinforce and reward performance through measurable standards that support and promote a performance-based culture. These processes include the development of annual goals, performance appraisals and learning and development goals.

- Ensure regulatory and legal compliance to legislation such as Human Rights and Labour standards.
- Control costs. Create a sustainable total compensation plan that is subject to our government contracts and budget constraints.
- Work life effectiveness including practices that actively help employees achieve success at both work and home

The total compensation framework consists of the following process elements:

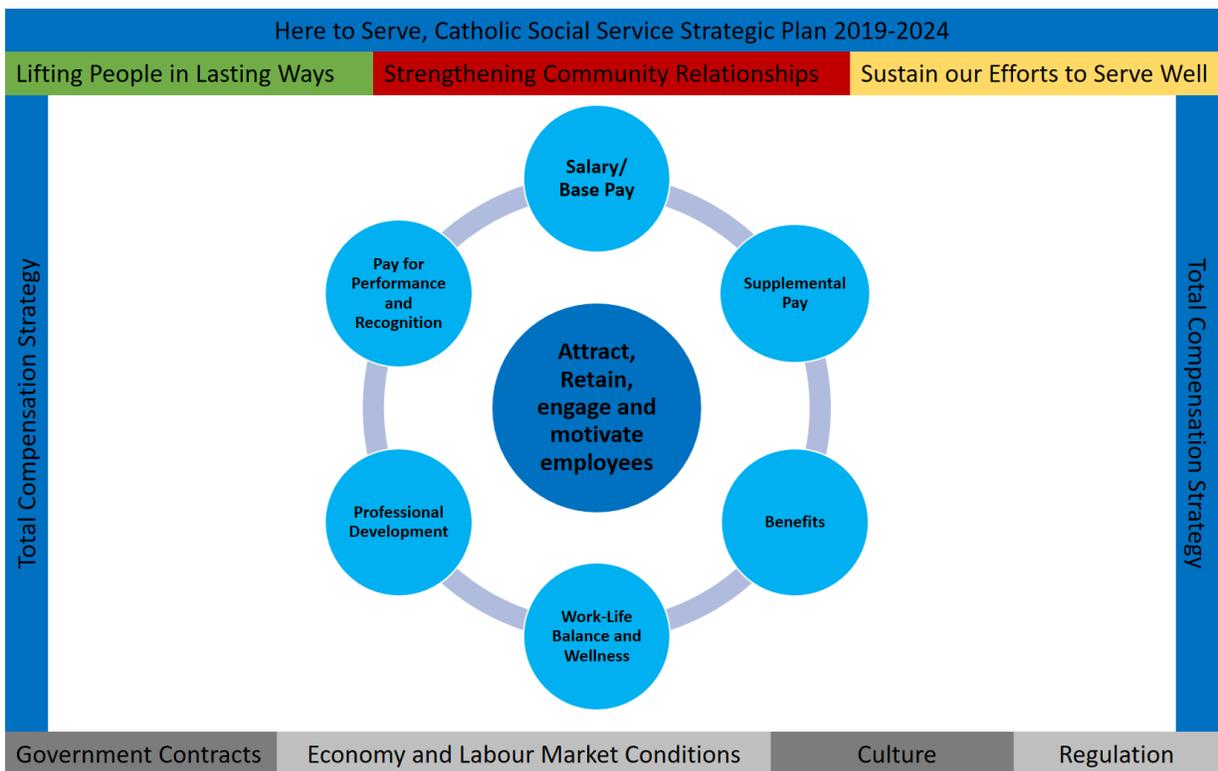
- Total Compensation Components
- Job and Pay Structure
- Roles and Responsibilities

## Total Compensation Components

The following key components make up total compensation and helps us achieve our strategic goals:

1. Direct Compensation: Salary / Base Pay
2. Supplemental Pay such as overtime, on call pay, allowances, etc.
3. Benefits
4. Work Life Balance and Wellness
5. Professional Development
6. Pay for Performance and Recognition

Government contracts, the economy, labour market, culture and regulation are all external influences that impact the design of our total compensation strategy.



## Compensation Breakdown for Employees

### 1. Direct Compensation: Base Pay/ Salaries

Base salaries provide regular compensation to employees for their contributions to the Agency. Salary grids are based on factors such as skill, education, effort, responsibility, working conditions, relative accountabilities and scope within the organization. From there individual base salaries within the grid may vary considering their tenure and experience.

## 2. Supplemental Pay

Supplemental pay provides employees with money in addition to their regular wages. This could include overtime, on call, statutory or general holiday pay, allowances, etc. The details of these can be found under Human Resource Management policies on the portal.

On-call rates are left to the reasonable discretion of the Vice President or C-Team Officer.

## 3. Benefits

**Group Health and Dental Benefits:** Consistent with the Agency policies, a pension and benefits plan are provided to eligible employees. Group Benefits are a condition of employment and mandatory for regular full-time employee and regular part-time employee who work a guaranteed 20 (awake) hours per week. The Agency conducts an annual review of benefits as part of the total compensation offered to employees.

Group Health and Dental Benefit Plan include:

- Life Insurance
- Accidental Death & Dismemberment
- Dependent Life
- Short-Term Disability
- Long-Term Disability
- Extended Health Care
- Paramedical Coverage (massage therapy, physiotherapist, chiropractic, acupuncture, naturopath, osteopath, dietician, audiologist or hearing therapist, ergo therapist, psychologist, social worker or guidance counsellor, physiatrist, speech therapist, osteopath)
- Dental Care
- Critical Illness
- Employee and Family Assistance Program
- Travel Assistance
- Health Spending Account

**Pension Plan:** The Agency's Pension Plan was developed to provide employees with a retirement program that is competitive in the industry and that enables employees to save money towards financial needs upon retirement.

The Agency matches 5% contribution of an employee's gross annual income dollar for dollar (increasing to 7% after five years of service).

The mean employer match for Defined Contribution Pensions is 4.3% with a range of 2% to 7.5%

The Agency's Pension Plan is well above the average.

Source: Benefits Canada CAP Report

Regular full-time employees in the service of CSS may join the pension plan on the first day of any month following the date on which they complete 12 months of continuous employment.

Regular part-time employees may elect to join the pension plan on the first day of any month following the date on which they complete 24 months of continuous employment, provided they have earned at least 35% of the year’s maximum pensionable earnings level as defined under the Canada Pension Plan in each of the past 2 consecutive calendar years of continuous employment with the Agency immediately prior to joining the plan.

#### 4. Work-life Balance and Wellness

The details of these programs can be found under Human Resources policies on the portal.

**Vacation:** The Agency provides vacation benefits to all employees who meet or exceed legislative requirements under the Alberta Employment Standards Code. The Agency provides annual vacation entitlements for employees based on their date of hire and level of experience upon hire in the organization.

The vacation plan at Catholic Social Services exceeds the Employment Standards requirement by as much as 50%  
Source: Alberta Employment Standards Code

Length of Service	Vacation Time
1-5 years of continuous employment	Approximately 15 days per year (accrued as 6% of gross earnings each pay period).
6-10 years of continuous employment	Approximately 20 days per year (accrued as 8% of gross earnings each pay period).
11-15 years of continuous employment	Approximately 25 days per year (accrued as 10% of gross earnings each pay period).
16 + years of continuous employment	Approximately 30 days per year (accrued as 12% of gross earnings each pay period).

**Personal Days:** Eligible employees are provided with 2 working days with pay per calendar year to use as personal days.

**Sick Time:** The Agency provides eligible employees with paid sick time up to a maximum of 10 working days per calendar year.

**Other Leaves of Absence:** The Agency is committed to providing a work-life balance for all employees and recognizes that there are life events that will occur, which may require time off. Examples include maternity/ parental, compassionate care, personal and family responsibility, bereavement, domestic violence, death, disappearance or critical illness of a child, court appearances, citizenship ceremony, and reservist leaves. These requests for leave are given due consideration and decisions are made in accordance with any legislation, regulation, or agency contextual factors that may be applicable.

**Employee and Family Assistant Program (EFAP):** The EFAP provides Counselling Services. There is no cost to employees, their family members, or dependents for these services. Counselling

Services are provided through an outside provider with a model of counselling that is short-term in focus with clearly defined goals and outcomes. It is meant to help employees to understand their concern and develop a plan of action to address them. A maximum of six (6) sessions per member per incident is offered. More information can be found on the Portal.

**Wellness Initiatives:** Wellness initiatives can take many different forms within the Agency. Employees and teams develop specific wellness activities, events, and opportunities that employees can benefit from. Activities are ongoing such as health and well-being initiatives, personal financial workshops, tips for personal safety, seasonal celebrations, access to leisure and recreational activities through the municipality and the YMCA, etc.

## 5. Professional Development Opportunities

Catholic Social Services acknowledges the importance that employees have the relevant knowledge, skills and expertise to perform their duties to high standards, and to achieve their full potential. The Agency upholds the belief that continuous learning and development are significant contributors to the success of individual employees, teams and the organization and is committed to providing employees with opportunities for learning.

In order to maintain and build upon its excellence in service provision, the Agency offers an extensive list of training and professional development opportunities.

Training falls into three categories:

- Mandatory
- Mandatory by Service
- Elective Professional Development

### Professional Memberships:

The Agency shall pay, on behalf of the employee, the annual dues owing so as to maintain the employee's membership in those professional associations for which membership is a requirement as per:

- a) Stipulations in a service contract with the purchaser of services (i.e. government), or
- b) Job requirements internal to the Agency, as outlined in the formal job description, or
- c) Government legislation (statute or regulation), and job requirements internal to the Agency, as outlined in the formal job description

Where such requirements outlined above are not met, and the applicable Vice President or Executive C-Team member deems that membership of the employee in a certain professional association would be of significant benefit to the Agency, that Vice President or Executive C-Team member retains discretion to substitute allocations designated within their budget, for training purposes, to pay for the employee's membership dues in that professional association.

Where potential membership in a particular professional association bears upon the employees supervised by more than one Vice President or Executive C-Team member, those Vice

President(s) and/or Executive C-Team members are required to consult and adopt a common approach so as to ensure Agency-wide consistency as to whether the employees' membership dues are to be paid by the Agency. Where agreement cannot be reached, the Chief Services Officer will render the final decision.

## 6. Pay for Performance and Recognition

Catholic Social Services recognizes the importance of motivating, rewarding and developing employees.

### Performance Reviews

To ensure quality service, continual development, career planning and recognition of service, written performance appraisals shall be completed for all employees by the hiring anniversary date of the employee using the appropriate Agency-issued template. A written assessment of the employee's performance will include quality and quantity of job responsibilities, objectives for future performance and recommendations for further training and skill building. The evaluation shall be completed and signed by both the immediate supervisor and by the employee. The employee receives a copy of their completed performance appraisal. Once complete, the completed performance review will be forwarded to one level above for awareness and then sent to HR for filing.

The performance review shall result in one of the following assessments:

- Exemplary performance
- Very good performance
- Satisfactory performance
- Needs Improvement

**Pay for Performance:** The total compensation processes allow for merit increases which consists of an in-range salary progression to recognize performance. Full-time employees who are not yet at the top of the salary grid are eligible to receive the applicable adjustments to their pay upon each successful completion of twelve (12) months service and a satisfactory written performance appraisal. Leave of absences of more than 3 months during the review period will result in the review period being adjusted to extend the length of the leave of absence. Note: Merit increases for Immigration Settlement Service employees are dependent on available funding from the primary funder, Immigration, Refugees and Citizenship Canada (IRCC).

Hourly and part-time employees are eligible for a merit increase upon the successful completion of the amount of hours equal to the the the fulltime equivalent for their positions and a satisfactory written performance appraisal. For most hourly employees this will equate to 2088 hours.

The amount of the merit award shall correspond with performance and shall correspond with one step on the salary grid. The progression within the salary grids have been developed with an approximate 3% progression between levels.

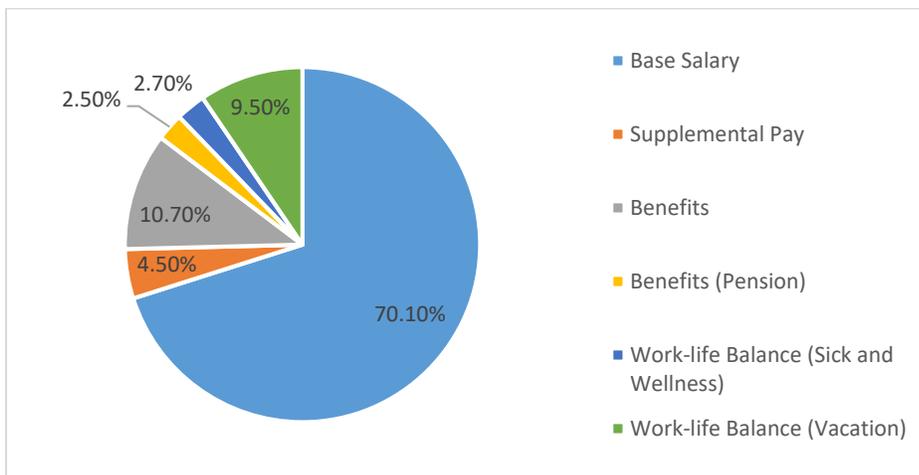
If the written performance review is not completed upon the completion of twelve months of service for fulltime employees or the fulltime equivalent for hourly and part-time employees, retroactive payments will be made as long as performance was satisfactory.

If the employee receives a needs improvement rating, the next opportunity for a merit increase would be a year from the needs improvement performance review date.

**Recognition:** The importance of every day appreciation is valued throughout the Agency. Individual and team efforts are recognized and empowered to work to the fullest extent of their capabilities. The Agency recognizes that the employees are the most valuable asset of the organization. There are formal and informal practices in place to recognize and reinforce the value of the employees:

- Informal Recognition: This recognition is unstructured, timely and easy to deliver. It focuses primarily on performance achievements, goal accomplishments, and other milestones by individuals or teams. This includes no or low-cost mementos, team celebrations and development opportunities. This informal recognition is given in a timely manner, either right at or immediately after a specific positive action has occurred. Recognition is attached to specific accomplishments so the employees are aware of the reason they are being recognized, thus creating long-lasting recognition experience.
- Formal Recognition: Formal recognition programs promote organizational goals and values and foster a sense of unity and pride in the work done at the Agency. This recognition involves a structured process, where employees, departments or teams are nominated for an achievement award. Employees and/or teams are recognized at an agency level event. Formal recognition currently includes Servus Dei Awards and Service Milestones.

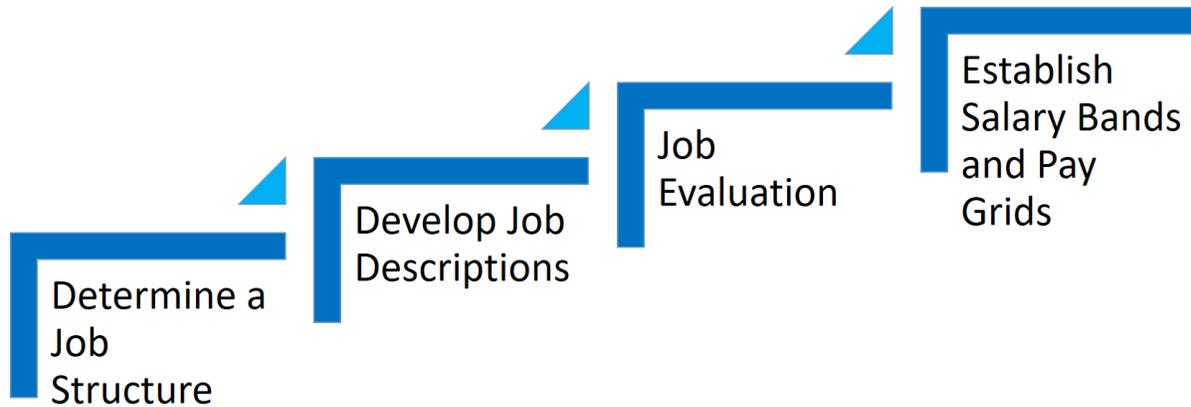
**Approximate Percentage Breakdown of Total Compensation Dollars Excluding Professional Development Snapshot June 2020**



Source: GL balances, payroll records

## Determining the Job and Pay Structure

There are several steps involved in establishing job and pay structures:



### Job Structure

The job structure has been designed with the intention of maintaining a common language across the Agency. Jobs are placed on levels based on job responsibilities and role of the position. Each job level is assigned a pay grid. The pay grids have been developed using a combination of economic, market data, budgeting as per contract agreements and internal equity factors. Internal equity is defined as the comparison of positions (responsibilities, rewards and work conditions), as compared to other similar positions in the same organization. Job titles are created based on the role and responsibilities of the position.

### Job Descriptions

A written job description, stating clearly the position title, accountability, qualifications, skills and responsibilities, shall be prepared for each Agency position or group of like positions. Each employee filling the position shall be given a copy of the job description upon hire. Job descriptions shall be reviewed periodically, but no less than once every five (5) years, to assure that the qualification requirements and areas of responsibilities are appropriate to the position and align to the mission and strategic goals of the Agency.

New job descriptions are developed by the service supervisor in consultation with HR and the service area Manager, Director or Vice President based on the position. The description is used for job posting, recruitment, training and development, performance evaluation, disability management and health and safety requirements.

The manager drafts a job description which is reviewed and edited by the HR Service Partner/Manager based on the following criteria:

- **Scope of the position** using the following for collection of data:
  - A job Evaluation with the appropriate Program Manager
  - Minimum qualifications of the position based on funder requirement
  - Council of Accreditation (COA) standard for the position, if applicable
- **Reporting relationships**
- **Funding Requirements**
  - Determine the budget for the new position as per contract agreement
  - Determine funding needs for hours per week and FTE
- **Position Purpose**
  - Define the main purpose of the new position
  - Define key activities. Describe each by a phrase and estimate the percentage (to the nearest 5%) of time per year spent on each.
- **Minimum Qualifications**
  - Education
  - Experience
  - Skills, Competencies and Working Conditions
- **Job Evaluation Summary including:**
  - Impact, Complexity, Judgment
  - Education
  - Experience
  - Initiative
  - Risk Management
  - Contacts
  - Character of Supervision
  - Scope of Supervision
  - Working Conditions
  - Physical Demands Analysis

## Job Evaluation

The job evaluation concept is considered the foundation of the Agency's pay structure. In this context, job evaluation is that process in which the Agency establishes the relative worth of different positions in relation to each other.

The job evaluation methodology used by the Agency is based on three fundamental principles:

- An understanding of the content of the job to be measured
- An understanding of the context within which the job is performed
- The direct comparison of a job with other similar jobs, both inside and outside of the Agency, to determine relative value

It is important to note that all positions in the Agency have been evaluated using the same method. The Agency uses the factor comparison system method which is based on compensable factors. Common compensable factors include:

- Impact, Complexity and Judgment
- Education
- Experience
- Initiative
- Result of errors
- Contacts
- Character of supervision
- Scope of supervision
- Physical and mental demands
- Working conditions

## Establishing Salary Grids

Catholic Social Services is committed to a program of salary administration, which considers internal equity and is externally competitive, and equitable within the industry. The Agency strives to ensure that the salary grid system recognizes and encourages individual performance, and is financially feasible.

All positions are assigned to a salary grid. Salary grids have defined steps within in them.

The salary grids for positions have been established by HR based on contract agreements and a benchmarking review of pay practices across similar organizations. In general, the midpoint (middle value) of a salary grid represents the estimated market value for jobs in that pay grid.

The Agency considers the following factors when developing salary grids:

- Provisioning within the government contracts
- Compensation trends in the work sector
- Impact of salary on attracting and retaining qualified employees
- Percentage of operating budget designated to compensation
- Internal equity
- Salary grids are developed using an approximate 3% spread between salary levels within the salary grid.
- Salary compression

The following is the factor comparison system used at the Agency:

Factor	Points
<p><b>Scope of Impact, Complexity and Judgment:</b> This factor deals with the decision-making aspects of the position. Scope of impact refers to the reach and impact that the decisions made by this position will have on the agency. Complexity refers to the variety and relative difficulty of the material or information upon which decisions are based. Judgment refers to the use of knowledge and experience in making the decisions.</p>	<p>10 - 150</p>

Factor	Points
<b>Education:</b> This reflects the level of formalized knowledge necessary to fulfil the requirements of the position. This factor is closely associated with Experience. Rating under the Experience factor should reflect the educational level assigned in this factor.	10 - 120
<b>Experience:</b> Work experience measures the length of time in years required to learn, the essential techniques and skills called for by the job. The experience will be gained on the job, as well as on prior jobs.	10 - 150
<b>Initiative:</b> Refers to the degree of independent action required. It also considers ingenuity and creative thought which may be required on the job. This factor is closely related to the complexity of the job and the judgement exercised. The initiative factor increases as the complexity of the job and the judgement exercised on the job rises.	10 - 90
<b>Risk Management:</b> This factor identifies risks that are managed by this position and appraises the likelihood and the probable effect of errors on the job. The extent of losses to the organization resulting from mistakes or from insufficiently decisions judgments is considered. Result of Errors is also used to evaluate responsibility for the safety of others.	5 - 100
<b>Contacts:</b> This factor considers the requirement of applying different levels of interpersonal and communication skills. Contacts refer to the relative importance of working relationships of the position holder with other people. The contacts can be internal or external to the organization. Contacts are of a personal nature: talking face-to-face, on the telephone, making presentations, written communication, providing instructions, counselling or public appearances.	5 -100
<b>Character of Supervision:</b> This factor considers the degree of the supervisory responsibility.	0 - 80
<b>Scope of Supervision:</b> Appraises the size of the direct-line responsibilities measured in total number of people within the organizational unit supervised.	0 - 50
<b>Physical/Mental Demands:</b> Considers the degree and severity of exertion associated with the position. The intensity and severity of the physical effort, mental or visual attention required by the job is considered, as well as the continuity and frequency of that effort.	5 - 30
<b>Working Conditions:</b> Considers the frequency of exposure to disagreeable environmental conditions or hazards (i.e. dirt, temperature extremes, and chemicals) under which the work is performed. It also includes the degree of health hazard and any aspects of necessary travel. Only the conditions or hazards inherent in the nature of the work are considered.	5 - 40

The sum of these measures, expressed in job evaluation “points”, is the basis for determining the value of the whole job.

In order to determine the position level, the Agency follows these guideposts. Note: This chart groups many positions together and there may be multiple salary grids within these guideposts.

Grade	Points From	Points to	Position Level
1	795	895	Chief Executive Officer
2	695	795	Chief Officer
3	595	695	Vice President
4	495	595	Director

Grade	Points From	Points to	Position Level
5	395	495	Manager (Multiple Salary Grids)
6	295	395	Supervisor/Specialist Position (Multiple Salary Grids)
7	195	295	Coordinator/Team Leader (Multiple Salary Grids)
8	95	195	Front-line position (Multiple Salary Grids)

## Compensation Trends in the Work Sector

### Benchmarking and Assessing our External Market Competitiveness

The comparison not only considers salary, but also total compensation (benefits, pension, vacation, etc.). It is important to note that the Agency uses information gathered from Compensation Surveys and compares total compensation to other organizations. In addition, the Agency participates in a compensation group of 35 current members representing Alberta organizations from different sectors.

The Agency selects comparative organizations based on the following factors:

**The scope of responsibilities:** Comparative organizations are selected that have positions with similar responsibilities, competencies (knowledge, skill and abilities), to those at Catholic Social Services. The comparative positions that are selected have substantially similar accountabilities to the position summaries outlined in the Appendix 1.

The information gathered includes benchmarking information specific to similar positions in Alberta, the Government of Alberta, and the overall non-profit sector in Canada.

**The type of organization:** From an operational perspective, the selected comparative organizations tend to have similar programs, services and operations. The Agency is most closely aligned to positions within the Social Services Sector. However, the Agency also completes comparative compensation reviews within the private sector, where applicable.

**The industries where the Agency sources candidates:** The majority of talent recruited for Agency positions have a social services background. Therefore organizations in the social services sector in Alberta are primarily considered in the selection of comparators.

**The size of the organization:** When assessing the size of potential comparative organizations, the primary consideration is total operating budget (revenue) and number of employees.

**The location of the organization:** Catholic Social Services operates in Alberta. Given the lack of appropriate comparators within a close geographic proximity of all Catholic Social Services sites, consideration is given to similar organizations (based on size, operations and complexity) throughout Alberta. Rural and urban settings are also considered.

Three external benchmarks are always chosen for external benchmarking:

**Alberta Learning Information System** collects significant data that includes all occupations and types and sizes of organizations throughout Alberta. This data provides a very high level view of the salaries of similar positions.

**The Boland Survey** is conducted by Peter Boland, a well-established Alberta-based non-profit compensation expert whose data has been contracted by both funders and agencies to complete compensation reviews. The data from the Survey represents the not-for-profit sector in Canada. Boland conducts a comprehensive, sector-wide compensation comparison which Catholic Social Services participates in every year. The limitation of the data collected is that the non-profit sector includes many small organizations that may not reflect the scope and complexity of an agency such as Catholic Social Services.

**The Government of Alberta:** The Agency has benchmarked to the Alberta Government because the size and complexity of the Agency warrants attracting similar levels of talent. However, consideration has been given to the following variables:

- Job match. Government positions would assess higher on contacts and result of error categories.
- Government pay band placement. The government tends to place employees higher on the pay band, reserving the lower level for developmental employees. Historically Catholic Social Services has considered any salary band that was within 20% of the government band to be acceptable.
- It is recognized that the Government of Alberta offers a total compensation packages that is, in most cases, out of reach for Catholic Social Services.

## Comparators

The Agency has currently selected 26 similar organizations to comprise the comparative group, and establishes that salary and performance-related pay shall aim to approximate the fiftieth percentile of appropriate comparative organizations.

## Approval Processes

The approval matrix below uses the RAPID decision making model and reflects the principle of subsidiarity where decisions ought to be made at the most decentralized level possible and the most centralized level necessary.

	<b>Recommend</b>	People in this role are responsible for making a proposal, gathering input, and providing the right data and analysis to make a sensible decision in a timely fashion. In the course of developing a proposal, recommenders consult with the people who provide input, not just hearing and incorporating their views but also building buy in along the way.
	<b>Agree</b>	Individuals in this role have veto power—yes or no—over the recommendation. Exercising the veto triggers a debate between themselves and the recommenders, which should lead to a modified proposal. If that takes too long, or if the two parties simply can't agree, they can escalate the issue to the person who has the Decision authority.
	<b>Decision</b>	Is the formal decision maker. Is ultimately accountable for the decision, for better or worse, and has the authority to resolve any impasse in the decision-making process and to commit the organization to action. Where agreement is reached the group making the Recommendation is effectively the Decision maker.
	<b>Inform</b>	These people are consulted on the decision. Because the people who provide input are typically involved in implementation, recommenders have a strong interest in taking their advice seriously. No input is binding, but this shouldn't undermine its importance. If the right people are not involved and motivated, the decision is far more likely to falter during execution.
	<b>Perform</b>	Once a decision is made, a person or group of people will be responsible for executing it. In some instances, the people responsible for implementing a decision are the same people who recommended it.

Outlines the minimal level of approval required for the following activities:	CEO	Senior Executive Officer	Vice President	Director	HR
Changes to the Total Compensation Framework					
Performance Review Ratings	Decision is two levels above employee				
Creating a New Position – Manager and Above					
Creating a New Position Below the Manager Level					
Position Classifications and Reclassification					
Salary Grids					
Offering a starting salary above midpoint-Manager and Above					
Offering a starting salary above midpoint-Manager and below					
Choosing a starting salary up to midpoint					
New Job Descriptions and edits to Job Descriptions above the Manager level					
New Job Descriptions and edits to Job Descriptions below the Manager level					
Paying for Professional Memberships					
Elective Professional Development					

# Process for Creating New Positions or Reviewing the Compensation for an Existing Position

## Steps to Create a New Position

New positions may be created when a new service is added or there are changes and/or growth within an existing service. To create a new position you must follow these steps:

- The Service Director or designate is required to send a written request to the HR Director. The request describes a background of the need.
- Obtain the appropriate approvals as defined in the approval matrix on page 20.
- Once approved, the service supervisor starts the job description in consultation with HR and the service area Manager, Director or Vice President based on the position and completes the process as indicated earlier in the document on page 10- Job Descriptions.
- Position equivalencies are determined by identifying similar positions within the Agency and external positions in the labour market. Benchmarking and an external market analysis is conducted, contract requirements are reviewed and a salary grid recommendation is generated by HR. Approval processes then take place as per the approval matrix on page 20.

## Compensation Reviews for Existing Positions

For any additional compensation reviews, the following steps must be followed:

- The Service Director or designate is required to send a written request to the HR Vice President. The request describes a background of the need.
- The HR Vice President will advise the Compensation Manager about the need of a compensation review. The compensation review will be conducted within 30 business days.
- The compensation review will be delivered to the HR Vice President who will then meet with the applicable Executive C-Team member and Vice President to discuss the results.
- In the event that a compensation review results in a reclassification of a position where the employee's salary exceeds the top of the new salary range, the employee will be red circled for a period of two years after which time the salary of the employee will be reduced to the maximum of the position salary band. Red circling will not be retroactive to any earlier date.
- In the event that a compensation review results in a reclassification of a position where the employee's salary is below the minimum of the new salary range, the employee's salary will be increased to the minimum level of the salary range. The Agency will not have positions that are green circled (employees performing the work being paid below the established pay grid for the position).

## Defining Starting Salary Level

Starting base pay is determined as follows:

- Internal candidates moving into a position with a higher salary grid, will be placed on the minimum of the new salary range. If the employee is already at the minimum, they will receive a one-step increase effective the start date of their new position.
- A new hire with limited experience, or who has not yet fully developed the skills required to master the job, will be paid a starting pay below the midpoint of the pay grid associated with that particular job.
- Candidates who are fully experienced and/or possess advanced skills for a given job will generally be paid at the midpoint of the relevant pay grid.
- In exceptional circumstances, situations where a uniquely skilled individual is required for a given job or the market environment makes hiring below the midpoint difficult, it is possible that a starting pay be offered above the midpoint. Offers above the midpoint require additional approvals. It is important to consider internal equity when making pay decisions by comparing the relevant experience and qualifications of current employees to the candidate.

## Pay Grid Adjustments

- When budget permits or a contract agreement change comes into effect, a wage increase can be implemented. Generally, in these scenarios, employees who fall within the contract receive a set percentage increase (general increase).
- Salary compression will be factored into the pay grid adjustment reviews. There will be a minimum of a 3% wage difference between a supervisor and the employee they supervise where possible unless a contract specifies otherwise.
- Internal equity will be viewed from an Agency perspective. It is noted that there may be differences in pay grids for similar positions as defined by the contracts. As a principle, the Agency will maximize wages within the contract and acknowledges that this may cause differences in pay grids for similar work. Outside of contract requirements, similar positions will receive a similar level of pay in order to balance internal equity.
- Minimum Wage Adjustments will be consistent with employment standards.

## Position Review Schedule

The position review will include job description updates and a review of salary compared to the marketplace, including any recommendations for adjustment depending on the outcome of the review. Note: Schedule dates reflect a date we hope to have the reviews complete but may be impacted by staffing levels as a result of pandemic response.

Description	Next Review Date	# of Position Types within the Grouping
Front-line Positions	March 31, 2021	96
Coordinators/Specialists	August 31, 2021	50
Supervisors/Managers	March 31, 2022	23
Directors/Vice Presidents	March 31, 2022	2

Chief Officers	March 31, 2022	1
<b>Total</b>		<b>172</b>

The position review schedule by Service is outlined in the Appendix 2.

## Appendix 1. Position Summaries

Children, Family and Community Service (CFCS)

Position	Description
Administrative Manager	The Administrative Manager serves as the primary point of contact for CFCS while delivering a wide variety of administrative services and support.
Administrative Support	The Administrative Support is responsible for the reception, and administrative support duties for the Agency Services, which may involve a high volume of incoming telephone and walk-in inquiries.
Child and Youth Care Support Worker	This position will assist in the supervision and support of the client located at the program facility ensuring basic needs are met (food, clothing, shelter, healthcare, safety). The Child and Youth Care Support Worker will maintain a safe, warm and positive environment where children/youth feel welcomed and loved.
Child and Youth Care Worker	The Child and Youth Care Worker assesses the needs of the children and responds to their needs by providing physical, psychological and spiritual care to them. The Child & Youth Care Worker also maintains a safe, warm and positive environment where children feel welcomed and loved.
Clinical Counselor	This Positions provides therapeutic counselling to individuals, couples, and families by assessing, evaluating, and providing interventions to children, youth, adults, couples, and families.
Community Outreach Worker	The Community Outreach Worker assists individuals or families impacted by Fetal Alcohol Spectrum Disorder or sexually exploited children. This position connects individuals and families with appropriate community resources.
Cultural Aide	The Cultural Aide provides holistic care for indigenous children, youth, and family in a healing and reconciliation capacity. In recognition that Indigenous culture and ceremony are key elements in recovery from trauma, this position ensures that Indigenous cultural resources are available to meet their needs.
Cultural Connector	The Cultural Connector supports employees and clients to explore cultural identity and support them to access resources that will further enrich their identity. The Cultural Connector coordinates and develops a resource bank of both internal and external resources and ensures that all services have the information accessible to meet client's cultural needs.
Facility Coordinator	The Facility Coordinator monitors after-hours building activity, cleaning of complex living units, re-direct residents to their support staff for issues that are non-emergency, and performs light maintenance duties.
Family Aide	In consultation with Family, Child and Family Services Authority (CFSA), The Family Aide and other key players, develop a Family Intervention Plan. This position provides information and teaches skills which supports family (e.g. parenting,

Position	Description
	communication, boundaries, behaviour management, and non-physical discipline, child development effective problem solving, or other relevant information related to goals).
Family Capacity Building	This position facilitates and assists in the design, development, and organization of Family Group Conferences (FGC). Meet with family members, referral sources, and conference participants to discuss goals and address any barriers or concerns.
Family and Child Coordinator	The Family and Child Coordinator serves as a liaison between parents/guardians and program employees to ensure a clear and timely communication is maintained. This position develops individualized service goals, provides direction of service intervention/support to strengthen children and youth resiliency and wellbeing.
Family Enrichment Worker	The Family Enrichment Worker works collaboratively with the regional employees to meet the client's needs under the casework practice model. This positions performs risk assessments, delivers services, and organizes service delivery with the families, stakeholders, and internal services.
Family Living Program Facilitator	The Family Living Program Facilitator conducts and facilitates psycho-educational workshops. This position assesses and if necessary, refers participants who may not be a "good fit" to the workshop to other programs.
Family Living Program Facilitator	The Family Living Program Facilitator conducts and facilitates psycho-educational workshops. This position assesses and if necessary, refers participants who may not be a "good fit" to the workshop to other programs.
Family Support Worker	This position supports families to access/link with relevant community resources. The support worker reviews Family Intervention Plan included in the monthly progress report with the family, CFSA worker and other key players every 30 days.
Health Services Coordinator	The Health Services Coordinator will act as a resource to Agency employees with respect to medical procedures, support, and supervision.
Intake Coordinator	The Intake Coordinator has extensive knowledge about Children, Family, and Community Service. They assess the needs of children, youth, caregivers, and families from diverse cultural, ethnic and socio-economic background with challenging problems and life situations.
Onboarding Advisor	The Onboarding Advisor is responsible for providing guidance, support and information to new /existing employees on aspects related to their service with CFCS. This position works with leaders to support them with the orientation process of employees.
Placement Coordinator, Foster Care	The Placement Coordinator completes a comprehensive assessment of family functioning and appropriateness of homes as foster/kinship placements and make recommendations based on findings
Program Assistant	This position assists programs with the related administrative responsibilities. Answer incoming telephone inquiries; monitor distribution of client satisfaction surveys; assist in maintaining building and equipment according to Agency standards; ensure that all office equipment (photo-copier, fax and phones) are maintained at all times
Program Coordinator	This position oversees the planning, implementation and/or evaluation of projects or programs and provides solutions to the challenges that arise.
Program Manager	The Program Manager is responsible for the coordination, management, and continuity of services for individuals with diverse and complex needs. The

Position	Description
	Manager is also required to coordinate the scheduling, delegation, logistics, and budgeting to ensure the successful facilitation of the service in accordance with all applicable legislation, Agency policies, practices, and procedures, and accreditation standards.
Program Supervisor	The Program Supervisor ensures that the service delivery by the family enrichments workers for vulnerable children, youth, and families are focused on achievement of the child safety, child wellbeing, and family support.
Recruitment Administrator	The Recruitment Administrator coordinates and communicates recruitment and hiring related activities for potential employees and student placements.
Seniors Resource Coordinator	The Senior Resource Coordinator works with a team that receives, assesses, and addresses reports of elder abuse in Edmonton. This positions provides quality assistance to seniors at risk or experiencing abuse.
Team Leader	The Team Leader provides key support, supervision, and leadership to members of the team in a collaborative framework to ensure successful program delivery.

#### Community Outreach and Disability Service (CODS)

Position	Description
Addictions Support Worker	This position will assist in the supervision and support of the client located at the program facility ensuring basic needs are met (food, clothing, shelter, healthcare, safety). The Child and Youth Care Support Worker will maintain a safe, warm and positive environment where children/youth feel welcomed and loved.
Administrative Support	The Administrative Support is responsible for reception and administrative support duties for the Agency Ministries, which may involve a high volume of incoming telephone and walk-in inquiries.
Case Worker	The Case Worker works closely with the Team Leader to ensure all aspects of program delivery are met, as well as in assisting clients in identifying and solving the practical problems involved in their successful reintegration into the community. This position supports, and assesses the men or women on parole from federal institutions.
Clinical Administrative Lead	The Clinical Administrative Lead is responsible for planning and overseeing the administrative support and office services for Mercy Counselling.
Community Disability Counselor	The Community Disability Counsellor is responsible for assisting individuals with disabilities with all aspects of Individual care. This position has additional administrative requirements that support the smooth delivery of service to the individuals in care such as report writing and liaising with external stakeholders.
Community Disability Worker	The Community Disability Worker is responsible for assisting individuals with disabilities with all aspects of Individual care, including meal preparation, housekeeping, personal care and hygiene, grooming, dressing, socialization, transfers from assistive devices or beds, supervising exercises, and medicine administration.
Intake Coordinator	The intake coordinators have extensive knowledge about Community Service. They assess the needs of children, youth, caregivers and families from diverse cultural, ethnic and socio-economic background with challenging problems and life situations.

Position	Description
Lead Welcome Home	The Welcome Home Lead supervises the day to day activities of the Welcome Home Program. This position supervises employees and volunteers, to ensure that support is provided to newly housed individuals focusing on reducing feelings of isolation and loneliness.
Program Assistant	This role assists programs with the related administrative responsibilities. Answers incoming telephone inquiries; monitors distribution of client satisfaction surveys; assists in maintaining building and equipment according to Agency standards; and ensures that all office equipment (photo-copier, fax and phones) are maintained at all times.
Program Coordinator	This position oversees the planning, implementation and/or evaluation of projects or programs and provides solutions to the challenges that arise.
Program Manager	The Program Manager is responsible for the coordination, management, and continuity of services for individuals with diverse and complex needs. The Manager is also required to coordinate the scheduling, delegation, logistics, and budgeting to ensure the successful facilitation of the service in accordance with all applicable legislation, Agency policies, practices, and procedures, and accreditation standards.
Program Worker	The Program Worker assists the Team Leader in the day to day activities of the Service. This position focuses on providing compassionate care to the residents and enhancing the quality of life to the dying. Significant administrative duties are attached to this position.
Registered Psychologist	The Registered Psychologist works as an integral part of a multi-disciplinary team with Mercy Counselling, using methods and findings from clinical or counselling psychology to assess, evaluate, and provide interventions to children, youth, adults, couples, and families.
SIL Outreach Worker	The Supporting Independent Leaving Outreach Worker meets individuals either at their home or in the community and provides emotional and practical support to foster independence.
Team Leader	The Team Leader provides key support, supervision and leadership to members of the team in a collaborative framework to ensure successful program delivery.

### Immigration and Settlement Service (ISS)

Position	Description
Administrative Support	The administrative Support is responsible for reception and administrative support duties for the Agency Ministries, which may involve a high volume of incoming telephone and walk-in inquiries.
Career and Education Counsellor	The Career and Educational Counsellor assists in the implementation of the Program, including the planning and coordination of its various activities.
Community Support Worker	The Community Support Worker is responsible for in-home support, but not limited to other duties, for the Immigration & Settlement Service. The position will support activities involving interpretation, shopping, bus orientation, life skills support, and other general settlement tasks.
Facility Caretaker	The Facility Caretaker is responsible for cleaning common areas of complex, and for performs light maintenance duties.

Position	Description
Family Counsellor	This position will primarily be responsible for counselling, but not limited to other duties, for the Immigration & Settlement Service. The position will support activities involving client care/service, program planning/implementation, administrative duties, contact with stakeholders, and other general counselling tasks.
Immigration Partnership Coordinator	The Local Immigration Partnership Coordinator is responsible for the coordination and support of inquiries or requests from the community and immigrants. This position measures trends, identify needs and mobilize community resources as needed.
Intake Worker	The Intake Worker provides newcomers to Canada with quality initial assessment and referral to settlement and language services available. Responsibilities may include informing newcomers and educating the public about programs offered at Immigration and Settlement service
Intercultural Facilitator	The Intercultural Facilitator facilitates training for the Immigration & Settlement Service. The position will support activities involving client care/service, and program planning/implementation.
Language Assessor	This position will primarily be responsible for language, but not limited to other duties, for the Immigration & Settlement Service. The position will support activities involving client care/service, program planning/implementation, administrative duties, and contact with stakeholders.
Language and Vocational Assessment Counsellor	This position will primarily be responsible for language assessment and educational counselling, but not limited to other duties, for the Immigration & Settlement Service. The position will support activities involving client care/service, program planning/implementation, administrative duties, contact with stakeholders, and other general counselling tasks.
Office Manager	The Office Manager oversees the day-to-day activities of the office as the main point of contact for the reception area. Also, administer and manage inbound/outbound mail, including priority post, packages, courier services, and other correspondence Follow up janitorial, cleaning, repair, and maintenance services with IAM, and supervises the guest experience and ensure a personal, friendly experience is provided.
Program Assistant	This positions assists programs with the related administrative responsibilities. Answers incoming telephone inquiries; monitors distribution of client satisfaction surveys; assists in maintaining building and equipment according to Agency standards; and ensures that all office equipment (photo-copier, fax and phones) are maintained at all times.
Program Manager	The Program Manager is responsible for the coordination, management, and continuity of services for individuals with diverse and complex needs. The Manager is also required to coordinate the scheduling, delegation, logistics, and budgeting to ensure the successful facilitation of the service in accordance with all applicable legislation, Agency policies, practices, and procedures, and accreditation standards.
Program Supervisor	The Program Supervisor coordinates and supervises the daily operations of settlement programs in the agency's Immigration and Settlement Service. This includes supervising multiple programs, employees and facilities.

Position	Description
Program Coordinator	This position oversees the planning, implementation and/or evaluation of projects or programs and provides solutions to the challenges that arise.
Residential Worker	The Residential Worker prepares documents, room, keys, accompanies clients to apartment. Check client's health. Delivers Life Skills sessions. Issue food and incidental funds and keep record of it.
Residential Support Worker	The Residential Support Worker cleans common areas of the complex and perform light maintenance duties.
Settlement Counsellor	The Settlement Counselor provides quality settlement services to newcomers to Canada, helping them to understand their rights and responsibilities; assessing their needs such as: education, housing, health care, transportation, employment;
Special Projects Coordinator	The Special Projects Coordinator assists in providing services to clients. May assist with writing monthly, quarterly and yearly reports as requested by the Funder.
Team Leader	The Team Leader provides key support, supervision and leadership to members of the team in a collaborative framework to ensure successful program delivery.
Volunteer Coordinator	The Volunteer Coordinator monitors the day to day operations of the volunteer program.

#### Central Region – Central North

Position	Description
Administrative Support	The Administrative Support is responsible for reception and administrative support duties for the Agency Services, which may involve a high volume of incoming telephone and walk-in inquiries.
Children Outreach Worker	This position provides information and model and teach skills that support families. For example; parenting, communication, boundaries, behaviour management, discipline, child development, effective problem solving, or other relevant information-related to goals.
Child Service Coordinator	The Child Service Coordinator Foster Care/FSCD is responsible for the coordination of support services to individual clients and their families. This position, will be tasked with conducting initial assessment, service planning and conducting follow up meetings to verify that the needs and requirements of individuals and their families are being met.
Clinical Counselor	Provides therapeutic counselling to individuals, couples, and families by assessing, evaluating, and providing interventions to children, youth, adults, couples, and families.
Community Worker	The Community Outreach Worker assists individuals or families impacted by Fetal Alcohol Spectrum Disorder or sexually exploited children. This position connects individuals and families with appropriate community resources.
Community Disability Worker	The Community Disability Worker is responsible for assisting individuals with disabilities with all aspects of individual care, including meal preparation, housekeeping, personal care and hygiene, grooming, dressing, socialization, transfers from assistive devices or beds, supervising exercises, and medicine administration.

Position	Description
Family Outreach Worker	The Family Outreach Worker monitors and reports changes in client behavior/health, also develops service plan for clients. This position provides support home visits and ensure the safety of the children, It also assists the family with parenting strategies.
Program Assistant	This role assists programs with the related administrative responsibilities. Answers incoming telephone inquiries; monitors distribution of client satisfaction surveys; assists in maintaining building and equipment according to Agency standards; and ensures that all office equipment (photo-copier, fax and phones) are maintained at all times.
Program Coordinator / Seniors Connection	This position oversees the planning, implementation and/or evaluation of projects or programs and provides solutions to the challenges that arise.
Program Manager	The Program Manager is responsible for the coordination, management, and continuity of services for individuals with diverse and complex needs. The Manager is also required to coordinate the scheduling, delegation, logistics, and budgeting to ensure the successful facilitation of the service in accordance with all applicable legislation, Agency policies, practices, and procedures, and accreditation standards.
Program Supervisor	The Program Supervisor, as a member of the Central Region's management team, oversees a grouping of programs. This role is responsible to provide day to day support to supervisors and programs while providing crucial information to the program manager to support the success of the Service /Region overall.
Service Coordinator	The Service Coordinator provides key support, supervision, and leadership to members of the team in a collaborative framework to ensure successful program delivery.
Team Leader	The Team Leader provides key support, supervision, and leadership to members of the team in a collaborative framework to ensure successful program delivery.

#### Central Region – Central North

Position	Description
Administrative Support	The Administrative Support is responsible for reception and administrative support duties for the Agency Services, which may involve a high volume of incoming telephone and walk-in inquiries.
Children Outreach Worker	This position provides information and model and teach skills that support families. For example; parenting, communication, boundaries, behaviour management, discipline, child development, effective problem solving, or other relevant information-related to goals.
Child Service Coordinator	The Child Service Coordinator Foster Care/FSCD is responsible for the coordination of support services to individual clients and their families. This position, will be tasked with conducting initial assessment, service planning and conducting follow up meetings to verify that the needs and requirements of individuals and their families are being met.
Community Worker	The Community Outreach Worker assists individuals or families impacted by Fetal Alcohol Spectrum Disorder or sexually exploited children. This position connects individuals and families with appropriate community resources.

Position	Description
Community Disability Worker	The Community Disability Worker is responsible for assisting individuals with disabilities with all aspects of individual care, including meal preparation, housekeeping, personal care and hygiene, grooming, dressing, socialization, transfers from assistive devices or beds, supervising exercises, and medicine administration.
Family Outreach Worker	The Family Outreach Worker monitors and reports changes in client behavior/health, also develops service plan for clients. This position provides support home visits and ensure the safety of the children, It also assists the family with parenting strategies.
Program Manager	The Program Manager is responsible for the coordination, management, and continuity of services for individuals with diverse and complex needs. The Manager is also required to coordinate the scheduling, delegation, logistics, and budgeting to ensure the successful facilitation of the service in accordance with all applicable legislation, Agency policies, practices, and procedures, and accreditation standards.
Program Supervisor	The Program Supervisor, as a member of the Central Region’s management team, oversees a grouping of programs. This role is responsible to provide day to day support to supervisors and programs while providing crucial information to the program manager to support the success of the Service /Region overall
Service Coordinator, Disability	The Service Coordinator provides key support, supervision, and leadership to members of the team in a collaborative framework to ensure successful program delivery.

Service: Central Region – Central South

Position	Description
Administrative Support	The Administrative Support is responsible for reception and administrative support duties for the Agency Services, which may involve a high volume of incoming telephone and walk-in inquiries.
Child and Youth Care Worker	The Child and Youth Care Worker assesses the needs of the children and responds to their needs by providing physical, psychological, and spiritual care to them. The Child & Youth Care Worker also maintains a safe, warm, and positive environment where children feel welcomed and loved.
Child and Youth Health Worker	The Child and Youth Health Worker assesses the needs of client and assists them to obtain support, and ensures client's basic needs are met (food, clothing, shelter, healthcare, safety). This position teaches/supervises basic life and community/family living skills.
Children Outreach Worker	This position provides information and model and teach skills that support families. For example; parenting, communication, boundaries, behaviour management, discipline, child development, effective problem solving, or other relevant information-related to goals.

Position	Description
Child Service Coordinator	The Child Service Coordinator Foster Care/FSCD is responsible for the coordination of support services to individual clients and their families. This position, will be tasked with conducting initial assessment, service planning and conducting follow up meetings to verify that the needs and requirements of individuals and their families are being met.
Clinical Counselor	Provides therapeutic counselling to individuals, couples, and families by assessing, evaluating, and providing interventions to children, youth, adults, couples, and families.
Community Worker	The Community Outreach Worker assists individuals or families impacted by Fetal Alcohol Spectrum Disorder or sexually exploited children. This position connects individuals and families with appropriate community resources.
Community Disability Worker	The Community Disability Worker is responsible for assisting individuals with disabilities with all aspects of individual care, including meal preparation, housekeeping, personal care and hygiene, grooming, dressing, socialization, transfers from assistive devices or beds, supervising exercises, and medicine administration.
Community Family Counselor	This position will primarily be responsible for counselling, but not limited to other duties, for the Immigration & Settlement Service. The position will support activities involving client care/service, program planning/implementation, administrative duties, contact with stakeholders, and other general counselling tasks.
Crisis Intervention Worker	The Crisis Intervention Worker provides after-hours Crisis Intervention support for adult residential, adult outreach teams, children's residential programs and support homes.
Intervention Support Worker	The Intervention Support Worker position focuses on providing supports to women when they are accessing the Morning Star Drop-In Centre, with the potential for those supports to be extended through outreach service.
Health Services Coordinator	The Health Services Coordinator will act as a resource to Agency employees with respect to medical procedures, support, and supervision.
Healthcare Worker	The health care worker provides personal care ensuring that client's needs are met while promoting their independence. Also provides emotional support to the client and their family members by interacting with mother, employees, and designated professional support services to provide high-quality care.
Manager Office	The Office Manager oversees the day-to-day activities of the office as the main point of contact for the reception area. Also, administer and manage inbound/outbound mail, including priority post, packages, courier services, and other correspondence. Follow up janitorial, cleaning, repair, and maintenance services with IAM, and supervises the guest experience and ensures a personal, friendly experience is provided.

Position	Description
Program Manager	The Program Manager is responsible for the coordination, management, and continuity of services for individuals with diverse and complex needs. The Manager is also required to coordinate the scheduling, delegation, logistics, and budgeting to ensure the successful facilitation of the service in accordance with all applicable legislation, Agency policies, practices, and procedures, and accreditation standards.
Program Supervisor	The Program Supervisor, as a member of the Central Region's management team, oversees a grouping of programs. This role is responsible to provide day to day support to supervisors and programs while providing crucial information to the program manager to support the success of the Service /Region overall.
Regional Coordinator	This position oversees the planning, implementation and/or evaluation of projects or programs and provides solutions to the challenges that arise.
Service Coordinator	The Service Coordinator provides key support, supervision, and leadership to members of the team in a collaborative framework to ensure successful program delivery.
Volunteer Program Liaison Worker	The Volunteers Program Liaison Worker monitors the day to day operations of the volunteer program.

#### Administrative Services

Position	Description
Accounts Analyst	The Accounts Analyst role is responsible for Accounts Payable & Accounts Receivable. It is a non-supervisory role although mentoring of colleagues is encouraged. The Accounts Analyst I role entails a thorough understanding of AP and AR processes, internal controls and intermediate level accounting.
Administrative Support	The Administrative Support is responsible for reception and administrative support duties for the Agency Services, which may involve a high volume of incoming telephone and walk-in inquiries.
Application Analyst	The Application Analyst will work with a high degree of independence as part of IT. The Application Analyst is responsible for the delivery of the support, maintenance, enhancements, and implementation of Microsoft Dynamics GP and third-party applications, including but not limited to LMS, Diamond, Time Force, Kronos, Manager Plus, ShareVision. The position requires strong technical and functional skills in Microsoft SQL.
Communications Coordinator	The Communications Coordinator will work closely with the Manager of Communications to develop communications strategies to support the marketing and promotion of agency events, and will oversee the development of promotional materials, advertisements, and communications collateral to support these initiatives.
Computer Technician	The Computer Technician will provide the first line of technical support to the Agency's employees. The Computer Technician is responsible for the software and hardware installation for all computers within the Agency. This position requires strong technical skills, strong communication skills, and the ability to work independently as required.

Position	Description
Development Manager	The Development Manager will be an essential leader in Catholic Social Services' community and donor development. This position will manage all aspects of donor engagement including agency and foundational relations, major gifts/grants, planned giving, in-kind donations, individual donor development, and support to fundraising events.
Development Specialist	The Development Specialist provides fundraising, event management, and administrative support to Community Engagement. This position supports the Development Manager for acquiring, expanding and maintaining a base of donors and or event sponsors.
Disability Management Specialist	The Disability Management Specialist will be responsible for the management of employees away from work as a result of injury or illness focusing on the development, negotiation and implementation of rehabilitation, return to work plans and duty to accommodate agreements.
Executive Administrator	The Executive Administrator enhances executive effectiveness by providing information management support in one-on-one working relationships. The Executive Administrator serves as the primary point of contact for the Chief Financial Officer while delivering a wide variety of administrative services and support.
Executive Assistant	The Executive Assistant performs confidential, executive secretarial and administrative duties as assigned throughout the executive department.
Faith and Community Liaison	The Parish Relations Liaison as a member of the Parish Relations team, assists with the coordination and implementation of programs within Parish Relations. This position will engage the individual in community and church based programs addressing homelessness, domestic violence, and social justice initiatives.
Financial Analyst	The Financial Analyst will be responsible for assisting regional management with negotiating funding agreements; cost allocations among programs; preparation and monitoring of budgets; monitoring, testing and strengthening of internal controls; preparation of monthly financial statements; contract financial reporting; analysis of current systems/processes and recommending improvements; assisting residential employees with bookkeeping responsibilities and other duties as assigned.
HR Analyst	The Humans Resources Analyst is responsible for maintaining the Agency Compensation System and ensuring that employee salaries are competitive. Functions include evaluating, salaries benchmarking, compensation data analysis, records management, metrics, and reporting.
HR Coordinator	This position will be primarily responsible for sourcing, attracting, and engaging talent at all levels, while communicating with all stakeholders. Creating recruitment plans and identifying needs analysis while engaging leaders to drive the full-cycle recruitment process.
HR Service Partner	The HR Service Partner provides consultation and assistance to Program Supervisors/Managers in the recruitment and selection of new employees to the Agency; good practices, employee relations and strategic planning.

Position	Description
Infrastructure & Asset Management Coordinator	The Infrastructure and Asset Management Coordinator is primarily responsible for providing direct administrative and office management support to IAM Manager and all other members of the department.
Maintenance Worker	<p>The Maintenance Worker is responsible for performing variety of semi-skilled and skilled repairs, installations and troubleshooting for Catholic Social Services facilities.</p> <p>This position performs a variety of duties in the areas of plumbing, carpentry, painting according to the established safety guidelines and procedures. The Maintenance Worker II also performs basic repairs and maintenance on boilers, heating, ventilation and air conditioning (HVAC) found within our Agency buildings.</p>
Learning Development Consultant	The Learning and Development Consultant is responsible for running the day to day operations of the training department which include, but not limited to, training scheduling, training data management, administration of the Learning Management System (LMS), and providing technical support to employees interacting with the LMS. Additionally, the consultant is involved with course design including e-Learning instructional design, working with trainers to create course materials both on-line and classroom based that target learning objectives and aim to improve employee performance.
Manager Communications	The Communications Manager will be communicating Catholic Social Services mission both internal and external to the Agency. This will include the oversight of all day to day communications to clients, stakeholders, and the general public. This position will develop and deliver communication plans that feature current media tools while integrating modern trends and styles.
Manager Finance	The Finance Manager will provide support to the financial, accounting, and administrative affairs of the Agency. This position also encompasses general accounting duties including supervising, mentoring and developing an accounting team.
Manager HR	The Human Resources Manager will be responsible for implementing HR Strategies and initiatives aligned with the overall agency objectives. This position will bridge management and employee relations by addressing demands, performance and change management opportunities.
Manager Infrastructure & Asset Management	The IAM Manager is responsible for the direction and leadership of the Agency maintenance operations, including day to day management of trades, and maintenance employees in support of the Agency Property Asset Management Plan & Facilities Management Strategy.
Director, Information Technology	The Manager – Information Technology is responsible for all aspects of the Information Technology department including, but not limited to: staffing, budgeting, project management, software development, hardware/network oversight, etc.
Manager Office	The Office Manager oversees the day-to-day activities of the office as the main point of contact for the reception area. Also, administer and manage inbound/outbound mail, including priority post, packages, courier services, and other correspondence. Follow up janitorial, cleaning, repair, and maintenance services with IAM, and supervises the guest experience and ensures a personal, friendly experience is provided.

Position	Description
Manager Payroll	The Payroll Manager is responsible for ensuring the accuracy of preliminary and final payroll, reports, time sheets, spreadsheets, reconciliation; assuring compliance with all applicable federal and provincial regulations, and Agency policies and procedures.
Manager Project	The Project Manager organizes project activities associated with specific functional/operational roles of the Agency.
Network Administrator	The Network Administrator is responsible for the day to day operations of the Agency network. The Network Administrator will assist with the implementation of network software and hardware.
Payroll Advisor	The Payroll Advisor will review submitted timesheets, verify coding; review data for new hires, changes, terminations and timesheets; ROE's, T4's, Tax Forms; ensure accuracy and timelines are met as per Federal Legislation.
Payroll Analyst	The Payroll Analyst provides end user support for the Time and Attendance Modules. The Payroll Applications Analyst will work closely with payroll team members as well as IT and Human Resources Service Partners.
Payroll Applications Analyst	The Payroll Applications Analyst provides end user support for the Kronos Scheduling and Time and Attendance Modules. It requires excellent communication skills and business acumen. The Payroll Applications Analyst will work closely with payroll team members as well as IT and human resources service partners.
Procurement Specialist	The Procurement Specialist will be responsible for developing and implementing strategies for procuring, storing, and distributing goods and services for the Agency. The role will include: negotiating vendor contracts, tracking and claiming rebates and warranties, tendering projects, assessing regional service area needs and assisting with specific program requirements, monitoring trends, projecting and budgeting costs and developing/nurturing positive vendor relationships.
Quality Improvement Analyst	The Quality Improvement Analyst will administer and support existing portfolios (primarily), and proposed portfolios (as secondary), as assigned by the Quality Improvement Director.
Senior Financial Analyst	The Senior Financial Analyst will be responsible for the finance function in one or more of our service areas. The role includes: assisting Management with negotiating funding agreements; cost allocations among programs; preparation and monitoring of budgets; monitoring, testing and strengthening of internal controls; preparation of monthly financial statements; contractual financial reporting; liaising with internal and external auditors; analysis of current systems/processes and recommending improvements; mentoring service area employees on financial matters and other duties as assigned.
Senior Systems Analyst	The Senior System Analyst will use analysis and design techniques to solve business problems. The Senior System Analyst will meet with end users to identify organizational improvements, design applications to make those improvements, and train others to use those applications.
Visual Communications Specialist	The Visual Communications Specialist will play a key role in bringing the agency's vision and mission to life through creative, collaborative

Position	Description
	communications strategies and tactics, utilizing cutting-edge media and design techniques.
Volunteers Program Administrator	The Volunteers Program Administrator will demonstrate leadership in fostering an organizational environment where volunteers are valued, supported, and recognized appropriately for their contribution.
Volunteer Manager	The Agency Volunteer Resources Manager sets the strategic direction for the Volunteer Resources department and evolves the overall volunteer ministry. This position collaborates with employees to enhance the delivery of programs and services by effectively placing and managing volunteers.
Senior Executive Assistant	The Senior Executive Assistant reports to the Chief Executive Officer (CEO/CSO) and performs confidential, executive secretarial and administrative duties as assigned throughout the executive department.
Chaplain	Guided by the agency's mission and values, the Chaplain offers spiritual care and emotional support to the people we serve who come from all faith backgrounds, including those who do not identify with any faith community. The Chaplain will create open opportunities to bring the Gospel message to the people we serve with compassion, tenderness, and respect
Staff Spiritual Animator	The Staff Spiritual Animator supports the spiritual development of all staff in Catholic Social Services as it relates to our mission. This is done through the development and delivery of ethics training, and continuing education programs for personnel that promote recognition and awareness of spiritual needs, as well as nurture the practical application of humility, compassion and respect towards others in the provision of care. Included in the continuing education programs is responsibility for the coordination of Sophia Talks that impart wisdom related to our organizational mission and how it can be fulfilled and understood.

### Leadership Positions

Position	Description
Chief Executive Officer (CEO)	The CEO ensures the effective and efficient operation of Catholic Social Services according to the Agency's stated philosophy, mission, values and strategic plans. Working within broad strategic guidelines and board policy, leads the organization to attain short and longer term strategic, financial, and operational goals. Plans, directs, and monitors all aspects of the Agency's operational policies and fund development objectives. Develops business plans in collaboration with the Board. May liaise or advocate with various levels of government, community partners, and other stakeholders to further the goals of the Agency.

Position	Description
Chief Financial Officer (CFO)	The Chief Financial Officer plays a critical role in developing and implementing the business and financial strategy of Catholic Social Services. Key accountabilities include direction of the Agency's finance, property management, performance and quality improvement, accounting and payroll functions, development and interpretation of financial and business reporting, stewardship of the Agency's assets and strategic risk management.
Chief Services Officer	This position is responsible and accountable for the quality and the delivery of all Agency services within approved budget. This position ensures that all internal operational activities are consistent with the Agency mission, vision, policies, goals, and objectives and that they are consistent with the highest standards and best practices of the various social service professions and accredited agencies. This position directly supervises the Agency Vice Presidents of Service and the Spiritual Care team and oversees and supports the employment, supervision and training of all service employees within the Agency.
Chief Administrative Officer (CAO)	The CAO works closely with the CEO to build the necessary human and information technology strategies and programs to drive the Agency continued growth. This position will be instrumental in cultivating an environment that fosters engaged employees and volunteers who embody the mission and values of Catholic Social Services. This position oversees the areas of strategic resource development and agency communications and all fundraising and resource development activities.
Vice President	The Vice President of Service leads an array of comprehensive services. This position is part of the Leadership Cabinet Team that carries out the overall strategy of the Agency. The key responsibilities include assessing community needs, leading development, and building strong stakeholder relationships in accordance with the Agency's mission, values, goals and objectives.
Directors	The Director plans, organizes, and directs the activities of the various departments. This position carries out the overall strategy to develop, implement, monitor and evaluate programs. The Director promotes traditional and non-traditional partnership approaches implementing initiatives designed to integrate services and braid funding to maximize resources and service impact within the community. The Director ensures quality of services delivered and compliance with regulatory requirements. This includes planning and development of programs and procedures in accordance with the Agency mission.

## Appendix 2. Position Review Schedule by Service

Note all schedule dates reflect a goal for completion however they may be delayed to accommodate for pandemic response.

Review Schedule - CFCS

Position Code and Name	Last Review	Next Review
PC126 Recruitment Administrator	August 1, 2019	March 31, 2021
FA101 Cultural Aide	April 1, 2019	March 31, 2021
FB102 Family Capacity Building	November 28, 2018	March 31, 2021
AS112 Admin Support II	August 1, 2018	March 31, 2021
CC100 Cultural Connector	March 1, 2017	March 31, 2021
FE100 Fam Enrichment Worker	February 1, 2015	March 31, 2021
CM102 Community Outreach Worker/PSECA	April 1, 2014	March 31, 2021
CM106 Community Outreach Worker	April 1, 2014	March 31, 2021
CS101 Child & Youth Care Support Worker	April 1, 2014	March 31, 2021
CW106 Child & Youth Care Worker	April 1, 2014	March 31, 2021
FA100 Fam Aide	April 1, 2014	March 31, 2021
FL100 Fam Living Program Facilitator	April 1, 2014	March 31, 2021
FS100 Fam Support Worker	April 1, 2014	March 31, 2021
PA102 Program Assistant	April 1, 2014	March 31, 2021
TL111 Team Leader	April 1, 2014	March 31, 2021
CA104 Facility Coordinator	February 16, 2018	August 30, 2021
AO100 Onboarding Advisor	March 1, 2017	August 30, 2021
HC101 Health Services Coordinator	August 1, 2016	August 30, 2021
IW106 Intake Coordinator	May 25, 2015	August 30, 2021
FC106 Family and Child Coordinator	February 1, 2015	August 30, 2021
CL101 Clinical Counsellor	April 1, 2014	August 30, 2021
PC109 Program Coordinator	April 1, 2014	August 30, 2021
PL100 Placement Coordinator	April 1, 2014	August 30, 2021
SR100 Seniors Resources Coordinator	April 1, 2014	August 30, 2021
OM104 Administrative Manager	August 1, 2018	March 31, 2022
PM101 Program Manager	April 1, 2014	March 31, 2022
PS100 Program Supervisor	April 1, 2014	March 31, 2022

Review Schedule - CODS

Position Code and Name	Last Review	Next Review
AC103 Addictions Support Worker	August 1, 2019	March 31, 2022
TL107 Team Leader Elpida	July 1, 2017	March 31, 2022
LP100 Lead Welcome Home	September 1, 2015	March 31, 2022
AS111 Administrative Support	April 1, 2015	March 31, 2022
PA104/PA117 Program Assistant	October 1, 2014	March 31, 2022
PW102 Program Worker	October 1, 2014	March 31, 2022

DC102 Community Disability Counsellor	April 1, 2014	March 31, 2022
DC107 SIL Outreach Worker	April 1, 2014	March 31, 2022
DW108 Community Disability Worker	April 1, 2014	March 31, 2022
TL113 Team Leader	April 1, 2014	March 31, 2022
WC100 Case Worker	July 1, 2017	March 31, 2022
PY100S Registered Provisional Psychologist	December 1, 2019	August 30, 2021
CL100 Registered Psychologist.	April 1, 2019	August 30, 2021
IW106 Intake Coordinator	May 25, 2015	August 30, 2021
AS115 Clinical Administrative Lead	April 1, 2015	August 30, 2021
PC102 Program Coordinator	April 1, 2014	August 30, 2021
PM100 Program Manager	April 1, 2014	March 31, 2022

#### Review Schedule - ISS

Position Code and Name	Last Review	Next Review
AS110 Administrative Support	April 1, 2017	March 31, 2022
IW105 Intake Worker	October 1, 2016	March 31, 2022
PA110 Program Assistant CR	December 1, 2013	March 31, 2022
CA101 Facility Caretaker	April 1, 2013	March 31, 2022
IE100 Intercultural Facilitator	April 1, 2013	March 31, 2022
IH100 Community Support Worker	April 1, 2013	March 31, 2022
PA101 Program Assistant	April 1, 2013	March 31, 2022
RH104 Residential Worker	April 1, 2013	March 31, 2022
RS100 Residential Support Worker	April 1, 2013	March 31, 2022
TL109 Team Leader	April 1, 2013	March 31, 2022
IM100 Immigration Partnership Coordinator CR	April 1, 2017	August 30, 2021
CE102 Career & Edu Counsellor	April 1, 2015	August 30, 2021
LV100 LVA Counsellor	April 1, 2015	August 30, 2021
SC102 Settlement Counsellor CR	December 1, 2013	August 30, 2021
LA100 Language Assessor	September 1, 2013	August 30, 2021
PC108 Program Coordinator	September 1, 2013	August 30, 2021
FC105 Family Counsellor	April 1, 2013	August 30, 2021
PC110 Program Coordinator CR	April 1, 2013	August 30, 2021
SC100 Settlement Counsellor	April 1, 2013	August 30, 2021
SC101 Settlement Counsellor, Children and Youth	April 1, 2013	August 30, 2021
SC103 Settlement Counsellor Seniors	April 1, 2013	August 30, 2021
SP100 Special Projects Coordinator	April 1, 2013	August 30, 2021

Position Code and Name	Last Review	Next Review
VC100 Volunteer Coordinator	April 1, 2013	August 30, 2021
OM102 Office Manager	April 1, 2017	March 31, 2022
PS115 Program Supervisor	September 1, 2013	March 31, 2022
PM102 Program Manager	April 1, 2013	March 31, 2022

Review Schedule - Central Region

Position Code and Name	Last Review	Next Review
CR101 Intervention Support Worker	October 7, 2019	March 31, 2021
HC100 Health Service Coordinator	October 15, 2018	March 31, 2021
CO101 Children OR Worker	October 1, 2018	March 31, 2021
CO101 Children OR Worker I	October 1, 2018	March 31, 2021
AS113 Admin Support II	August 1, 2018	March 31, 2021
CR100 Crisis Intervention Worker	June 1, 2018	March 31, 2021
CW101 C&Y Care Worker	April 1, 2018	March 31, 2021
PA110 Program Assistant	May 1, 2017	March 31, 2021
SV110 Child Service Coordinator II	May 1, 2016	March 31, 2021
CO104 Children Outreach Worker IV	March 1, 2016	March 31, 2021
HE100 Healthcare Worker I	January 1, 2016	March 31, 2021
HE101 Healthcare Worker II	January 1, 2016	March 31, 2021
AS106 Admin Support	April 1, 2015	March 31, 2021
AS105 Admin Support I	April 1, 2015	March 31, 2021
AS107 Admin Support	April 1, 2015	March 31, 2021
CM105 Community Worker I	April 1, 2014	March 31, 2021
CO100 Children OR Worker	April 1, 2014	March 31, 2021
DW107 Community Disability Worker I	April 1, 2014	March 31, 2021
FO100 Fam Outreach Worker	April 1, 2014	March 31, 2021
SV106 Service Coordinator I Disability	April 1, 2014	March 31, 2021
SV107 Service Coordinator II/Disability	April 1, 2014	March 31, 2021
CM105 Community Worker I	April 1, 2014	March 31, 2021
CO100 Children OR Worker/FSCD	April 1, 2014	March 31, 2021
CO102 Children OR Worker II	April 1, 2014	March 31, 2021
CO103 Children Outreach Worker III	April 1, 2014	March 31, 2021
DW107 Community Disability Worker I	April 1, 2014	March 31, 2021
FO100 Fam Outreach Worker	April 1, 2014	March 31, 2021
SV104 Child Service Coordinator II	April 1, 2014	March 31, 2021
SV106 Service Coordinator I/Disability	April 1, 2014	March 31, 2021
SV107 Service Coordinator II/Disability	April 1, 2014	March 31, 2021

Position Code and Name	Last Review	Next Review
CH100 C&Y Health Worker	April 1, 2014	March 31, 2021
CM100 Community Worker II	April 1, 2014	March 31, 2021
CO102 Children OR Worker II	April 1, 2014	March 31, 2021
CO103 Children Outreach Worker III	April 1, 2014	March 31, 2021
DW107 Community Disability Worker I	April 1, 2014	March 31, 2021
DW109 Community Disability Worker II	April 1, 2014	March 31, 2021
DW110 Community Disability Worker III	April 1, 2014	March 31, 2021
SV104 Child Service Coordinator II	April 1, 2014	March 31, 2021
SV106 Service Coordinator I/Disability	April 1, 2014	March 31, 2021
SV107 Service Coordinator II. Disability	April 1, 2014	March 31, 2021
SV108 Service Coordinator III/Disability	April 1, 2014	March 31, 2021
SV109 Children's Service Coordinator III	April 1, 2014	March 31, 2021
VP100 Volunteer Program Liaison worker	April 1, 2014	March 31, 2021
TL105 Team Leader	December 1, 2013	March 31, 2021
RC100 Regional Coordinator CR	August 1, 2018	August 30, 2021
PC124 Program Coordinator, /Seniors Connection	February 1, 2015	March 31, 2021
CL103 CL Counsellor	April 1, 2014	March 31, 2021
PS116 Program Supervisor	April 1, 2014	March 31, 2021
CL103 CL Counsellor	April 1, 2014	March 31, 2021
FC100 Community Family Counsellor	April 1, 2014	March 31, 2021
OM102 Manager Office	April 1, 2017	March 30, 2022
PM110 Program Manager	April 1, 2014	March 30, 2022
PS116 Program Supervisor	April 1, 2014	March 30, 2022
PM110 Program Manager	April 1, 2014	March 30, 2022
PM110 Program Manager	April 1, 2014	March 30, 2022
PS116 Program Supervisor	April 1, 2014	March 30, 2022

#### Review Schedule – Administration

Position Code and Name	Last Review	Next Review
EA101 Executive Administrator	May 30, 2019	March 30, 2021
HR103 Human Resources Coordinator	September 1, 2018	March 30, 2021
CH101 Chaplain (24 h/week)	July 1, 2018	March 30, 2021
MP101 Maintenance Worker II	May 1, 2018	March 30, 2021
CT129 Computer Tech II	April 1, 2018	March 30, 2021
NA131 Network Administrator	April 1, 2018	March 30, 2021
VA101 Volunteer Program Administrator	January 1, 2016	March 30, 2021
AA104 Accounts Analyst II	December 1, 2015	March 30, 2021

Position Code and Name	Last Review	Next Review
AD106 Payroll Advisor	December 1, 2015	March 30, 2021
AS102 Administrative Support II	December 1, 2015	March 30, 2021
MP100 Maintenance Worker I	December 1, 2015	March 30, 2021
EA100 Executive Assistant	December 1, 2015	March 30, 2021
PR101 Faith Community Liaison	December 1, 2015	March 30, 2021
AH100 Staff Spiritual Animator (8h/week)	December 1, 2015	March 30, 2021
SX100 Senior Executive Assistant	April 1, 2015	March 30, 2021
SX10 Senior Executive Assistant	April 1, 2015	March 30, 2021
QA100 Quality Improvement Analyst	February 21, 2019	August 30, 2021
AD107 Payroll Applications Analyst	February 7, 2019	August 30, 2021
CS102 Visual Comm. Specialist	January 25, 2019	August 30, 2021
PU100 Procurement Specialist	August 1, 2018	August 30, 2021
SF100 Senior Financial Analyst	August 1, 2018	August 30, 2021
DS103 Communications Coordinator	January 1, 2020	August 30, 2021
DM100 Disability Management Specialist	September 30, 2019	August 30, 2021
HR104 HR Analyst	June 1, 2019	August 30, 2021
SS126 Senior Systems Analyst	April 1, 2018	August 30, 2021
SN125 Senior Network Administrator	April 1, 2018	August 30, 2021
TA100 Application Analyst	April 1, 2018	August 30, 2021
TD123 Learning & Development Consult.	December 11, 2017	August 30, 2021
HR101 HR Service Partner	January 1, 2017	August 30, 2021
AN107 Payroll Analyst	July 1, 2016	August 30, 2021
FI101 Financial Analyst	December 1, 2015	August 30, 2021
PO100 Infra and Asset Mgt Coordinator	December 1, 2015	August 30, 2021
DS100 Development Specialist	December 1, 2015	August 30, 2021
MC100 Manager Communications	August 1, 2018	March 30, 2022
MD116 Development Manager	August 1, 2018	March 30, 2022
MT100 Manager IT	April 1, 2018	March 30, 2022
MA140 Manager Project	February 1, 2018	March 30, 2022
OM101 Manager Office	April 1, 2017	March 30, 2022
MA141 Manager Human Resources	January 1, 2017	March 30, 2022
VM101 Volunteer Resources Manager	September 1, 2016	March 30, 2022
MF100 Manager Finance	December 1, 2015	March 30, 2022
MI100 Manager Infra and Asset Mgt.	December 1, 2015	March 30, 2022
ML100 Manager Payroll	December 1, 2015	March 30, 2022

Review Schedule - Leadership Cabinet

Position Code and Name	Last Review	Next Review
Chief Administrative Officer	May 10, 2018	March 30, 2022
Chief Executive Officer	July 1, 2017	March 30, 2022
Chief Financial Officer	July 1, 2017	March 30, 2022
Chief Services Officer	July 1, 2017	March 30, 2022
Vice President	April 1, 2017	March 30, 2022
Director	April 1, 2017	March 30, 2022