



SALARY REVIEW REPORT

Background

Apex Performance Consultants was engaged to provide a salary review for the positions as per Appendix A.

Process

Our process was as follows:

- Review existing job information and other information provided by Regina Open Door Society
- Conduct external market review
 - Identify comparator organizations (refer to Appendix B for list of comparator organizations)
 - Utilize primarily secondary data including various surveys and databases
- Analyze external data
- Summarize data into salary ranges
- Review with client and finalize

Salary Structure

Based on our external market review and analysis of the external data, we developed a salary structure based on the 50th percentile (50% of positions in the market are paid lower; 50% of positions in the market are paid higher). Organizations typically use the 50th percentile as the basis for their external market review and therefore we used the 50th percentile for Regina Open Door Society.

The salary structure is built on a 30% band spread. What this means is that there is a 30% range across the band, with the minimum of the band at 15% below the mid-point and the maximum of the band at 15% above the mid-point. We used a 30% spread to reflect the size of the organization. A wider band allows employees to remain and progress in their role for a longer period of time and recognizes that progression with an increased salary as they spend more time developing in the role.

Based on the above, we developed the salary ranges on the external data as follows:

	Salary Range				
	85.0%	92.5%	100.0%	107.5%	115.0%
	Target for new hire "green employee"	Developing in the role	Estimated market value of role	Mastering and perfecting the role	Ready for next level or expert in role
	Employee meets qualifications as outlined in job profile or demonstrates adequate skills and knowledge for first time in similar role.	Employee is developing knowledge and skills, demonstrating the ability to learn from experience to address situations. Requires coaching and direction.	Employee is fully competent, fully proficient in all aspects of the job, typically a number of years in specific role and meets all expectations of role.	Employee has mastered the role and has additional knowledge, skills and abilities beyond normal proficiency; is astute in decision making; can function independently; identifies opportunities for the organization.	Employee is regarded as expert in role within organization and is mentoring other employees. Most likely ready for next level when available or desired.
Position					
Executive Director	\$91,885	\$99,993	\$108,100	\$116,208	\$124,315
Director Operations	\$89,250	\$97,125	\$105,000	\$112,875	\$120,750
Senior Manager	\$79,645	\$86,673	\$93,700	\$100,728	\$107,755
Manager	\$69,955	\$76,128	\$82,300	\$88,473	\$94,645
Team Lead	\$51,680	\$56,240	\$60,800	\$65,360	\$69,920
Budget Officer	\$69,785	\$75,943	\$82,100	\$88,258	\$94,415
IT Officer	\$58,820	\$64,010	\$69,200	\$74,390	\$79,580
Employment Readiness Instructors	\$53,295	\$57,998	\$62,700	\$67,403	\$72,105
Language Instructors	\$55,590	\$60,495	\$65,400	\$70,305	\$75,210
Employment Counsellors	\$50,235	\$54,668	\$59,100	\$63,533	\$67,965
Social Workers	\$24.48	\$26.64	\$28.80	\$30.96	\$33.12
Case Workers	\$22.48	\$24.47	\$26.45	\$28.43	\$30.42
Youth Workers	\$21.42	\$23.31	\$25.20	\$27.09	\$28.98
Program Support	\$20.06	\$21.83	\$23.60	\$25.37	\$27.14
Payroll Admin	\$45,730	\$49,765	\$53,800	\$57,835	\$61,870
Accounts Payable Admin	\$42,160	\$45,880	\$49,600	\$53,320	\$57,040
Cleaning and Light Maintenance	\$16.11	\$17.53	\$18.95	\$20.37	\$21.79

We also propose a salary progression and placement framework. This framework helps to identify where current employees and new hires should be placed within the salary range, based on their competence level.

Target for new hire "green employee"	Developing in the role	Estimated market value of role	Mastering and perfecting the role	Ready for next level or expert in role
Employee meets qualifications as outlined in job profile or demonstrates adequate skills and knowledge for first time in similar role.	Employee is developing knowledge and skills, demonstrating the ability to learn from experience to address situations. Requires coaching and direction.	Employee is fully competent, fully proficient in all aspects of the job, typically a number of years in specific role and meets all expectations of role.	Employee has mastered the role and has additional knowledge, skills and abilities beyond normal proficiency; is astute in decision making; can function independently; identifies opportunities for the organization.	Employee is regarded as expert in role within organization and is mentoring other employees. Most likely ready for next level when available or desired.

Next Steps

Given the new salary structure, the Executive Director and Manager, Human Resources will need to finalize grouping job classifications, develop a framework for salary progression, and determine placement for current employees.

For example, if an employee is fully competent in their role, their salary should be around the mid-point of the range. If the level of competence of the employee does not align with the salary placement, a plan will need to be developed to guide any transition.

Appendix A – Summary of Positions

1. Executive Director
2. Director Operations
3. Senior Manager (LINC, Settlement)
4. Managers (Finance, HR, Marketing, Employment Services)
5. Payroll Admin.
6. Accounts Payable Admin.
7. Budget Officer
8. IT Officer
9. Team Lead (all departments)
10. Program Support (all departments)
11. Employment Counsellors
12. Employment Readiness Instructors
13. Case Workers
14. Social Workers
15. Youth Workers
16. Language Instructors
17. Cleaning and Light Maintenance

Appendix B – Summary of Comparator Organizations

- Canadian Mental Health Association
- Central Urban Metis Federation
- City of Regina
- EGADZ
- eHealth Saskatchewan
- Elmwood Residences
- Family Service
- Gabriel Dumont Institute
- Government of Saskatchewan
- International Women of Saskatoon
- John Howard Society
- Northern Teacher Education Program
- Ranch Ehrlo
- Regina Public School Division
- Regional Colleges
- Royal Canadian Legion
- Saskatchewan Cancer Agency
- Saskatchewan Workers Compensation Board
- Saskatoon Internal House
- Saskatoon Open Door Society
- Saskatoon Services for Seniors
- SaskCulture
- Saskatchewan Polytechnic
- Saskatoon Industry Education Council
- STR8 UP
- Thunder Creek Rehabilitation
- Turning Leaf Community Support Services
- University of Regina
- University of Saskatchewan
- United Way
- YMCA of Regina
- YMCA of Saskatoon
- Other:
 - Private companies in Regina and Saskatoon and other locations across Saskatchewan
 - Publicly published data about organizations in Regina and Saskatoon and across Saskatchewan
 - Proprietary databases with similar roles in Regina, Saskatoon and across Saskatchewan