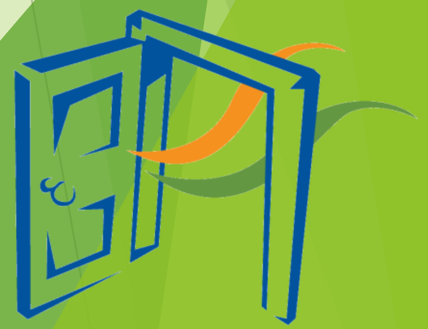
Regina Open Door Society Inc.

Salary Review

January 2024



Background

- Within the current 5 year contract with IRCC, RODS and other PNT Agencies were capped at 1.5% for annual cost of living increases.
- Efforts to secure a higher % increase have been unsuccessful, in spite of efforts from individual agencies and provincial umbrella organizations.
- Several agencies are making one last at attempt and requesting 2% for the last year of the contract. Those discussions with the program officers are pending.
- As mentioned to the Board previously, we are experiencing the departure of long tenured staff due to compensation levels and other higher paying opportunities. While the value proposition, (work culture, mission and organizational environment) remain a strong factor in staff retention, the increasing cost of living and need to 'pay the bills' has seen many long service staff leave, with $ the deciding factor. Staff are not leaving RODS to go to other settlement agencies, but to government, Crowns, and the private sector.
- Recruitment has also become more challenging, with the availability of other higher paying opportunities changing the candidate pool we are seeing. That being said, over the past several months, we have fielded many applications from individuals from other local settlement agencies, and in turn have hired several.

Salary Grid

- The current RODS salary grid has 3 steps. During the previous IRCC CFP, a modified 7 step grid and corresponding increases in staff salaries were incorporated into the proposals and budgets, but based on the significantly smaller delivery budgets provided by IRCC the organization was forced to return to the previous 3 step grid. As mentioned earlier, mandated 1.5% increases to the grid only allowed for below inflation increases to the grid itself.

Compensation Review

- In an effort to address what we believe to be RODS challenges around compensation, we reviewed the market for appropriate compensation surveys for Saskatchewan or the PNT that would provide appropriate data. A review of compensation surveys available did not provide enough Saskatchewan rich data nor relevant sector data, and so after interviews with several HR Consulting firms we hired APEX Consulting.
- APEX conducted primary research with agencies in the community/province, as well as utilizing secondary data from their internal data base and compensation surveys they had access to. In all, compensation data from 32 organizations was reviewed across 17 staff positions.
- APEX advised that RODS should strive to find itself at 50% of the market, with ½ of the organizations above and below. APEX rolled up the information and presented us with a model of what the data revealed as to where RODS may want to be within a 30% band spread.

Compensation Review

- When we compared the results of the compensation review laid out in the APEX model with our current salary grid, the impact of the below inflation 1.5% increases to the grid over 5 years and the historical limitations of the 3 step grid were clear.
- Considering the legacy of the current grid, the following changes were made to the compensation assumptions for the CFP and proposed salary grid:

  - Add steps 4 & 5 to the current grid effective in the 2025/26 fiscal year, the first year of the potential new 5 year contract. The % increase between steps 3 & 4, and 4 & 5 are 2%
  - Propose to IRCC that 3% cost of living increases be applied to the grid annually starting in the 2025/26 fiscal year for 5 years.