

Alberta Council of Disability Services

Compensation Review
February 2008

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Terms of Reference

- Provide accurate external market compensation information for six jobs:
 - Community Disability Services Worker
 - Community Disability Services Practitioner
 - Team Leader
 - Coordinator
 - Program Director
 - Specialist/Consultant

Methodology

1. **Evaluate the jobs using the Hay Guide Chart – Profile Method of Job Evaluation**
 - Know-How – All knowledge, skills and abilities no matter how acquired for successful performance
 - Problem Solving – Applying knowledge to creative thinking and issue resolution
 - Accountability – Value added of the position in terms of the outcomes expected of it

2. **Obtain market data from Hay Group Compensation Database**
 - Market chosen was Western Canadian Broader Public Sector
 - Provided data at P10, P25, P50, P75, P90 and Average
 - Provided data on Base Salaries and Total Cash Compensation

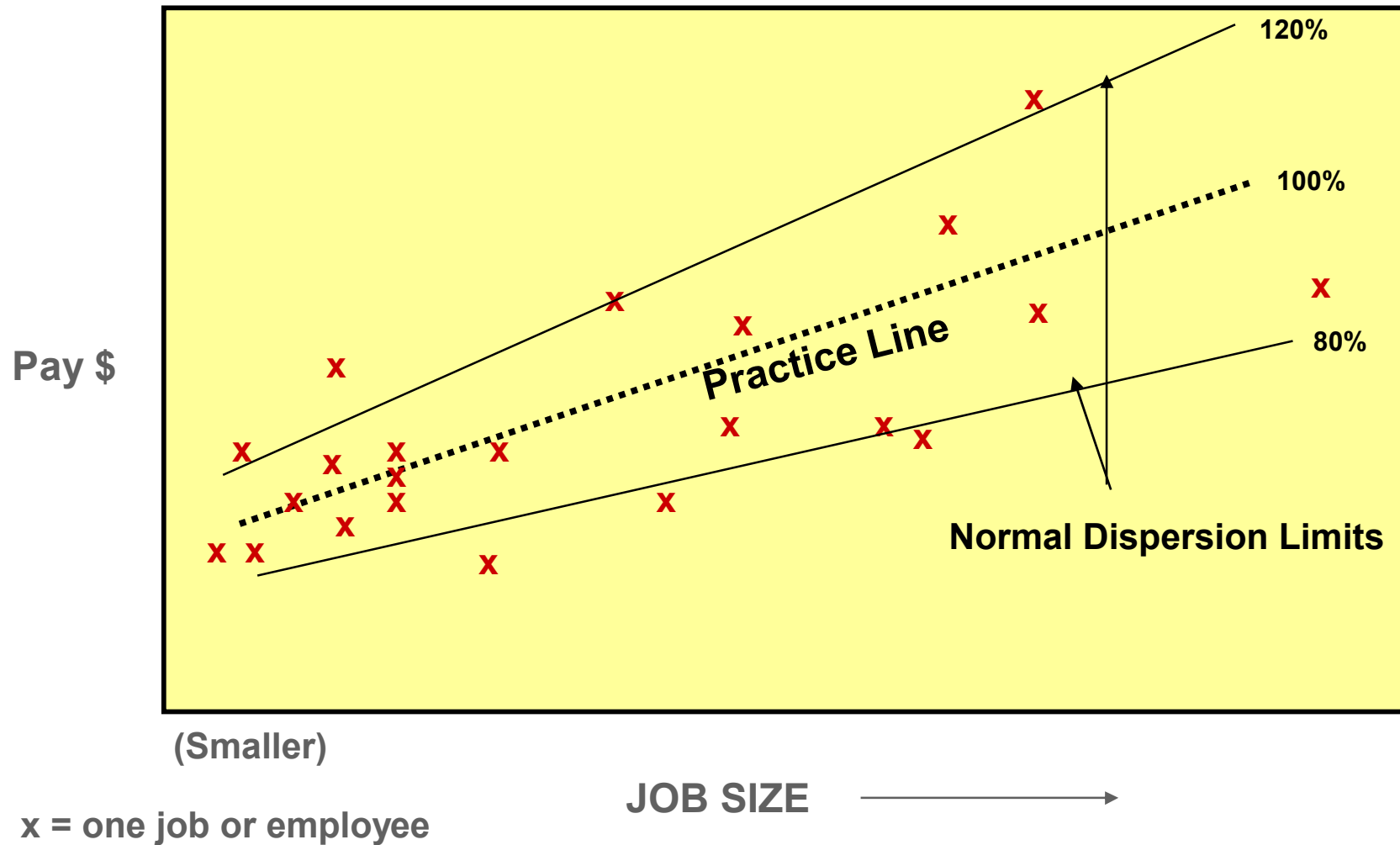
Evaluations

- **Director** – 1040 points: Large management or small executive tier job
- **Coordinator** – 636 points: First level manager (true managerial integration)
- **Specialist/Consultant** – 404 points: Seasoned professional work (e.g. requires a degree and considerable experience)
- **Specialist/Consultant** – 342 points: Intermediate level professional
- **Team Leader** – 333 points: Senior technical (supervisor)
- **Community Disability Practitioner** – 233 points: Technical level requiring significant post secondary training (e.g. two year program)
- **Community Disability Worker** – 169 points: Experienced/skilled work by not requiring much post secondary training

Data Elements Reported

- **Base Salary Policy:** Annual salary an organization is prepared to pay for fully satisfactory performance by a fully trained and oriented incumbent. The target salary a satisfactory performer will usually achieve in a number of years (e.g. 3 to 5) *Job Rate, Market Reference Point*
- **Total Cash Design:** Base salary policy plus the target bonus. Typically for the levels of job in this study, annual bonuses are modest or nil.
- **Base Salary:** The annual salary an incumbent is earning (exclusive of bonuses, premiums, overtime, etc.). Usually, lower than Base Salary Policy
- **Total Cash:** Base salary plus the most recent actual bonus payout (not typical in public sector)

Internal Salary Structures



x = one job or employee

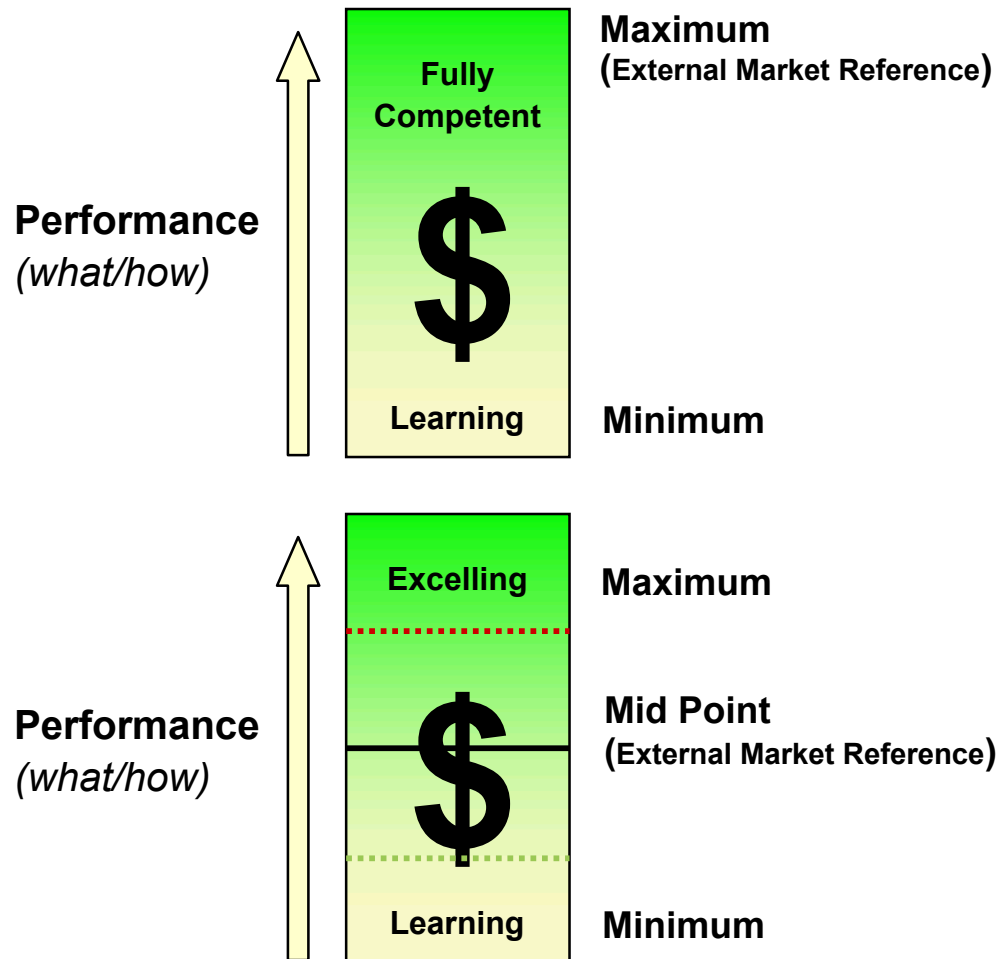
Interpreting the Data – Base Salary Policy

An organization will build a salary range around a Market Reference Point

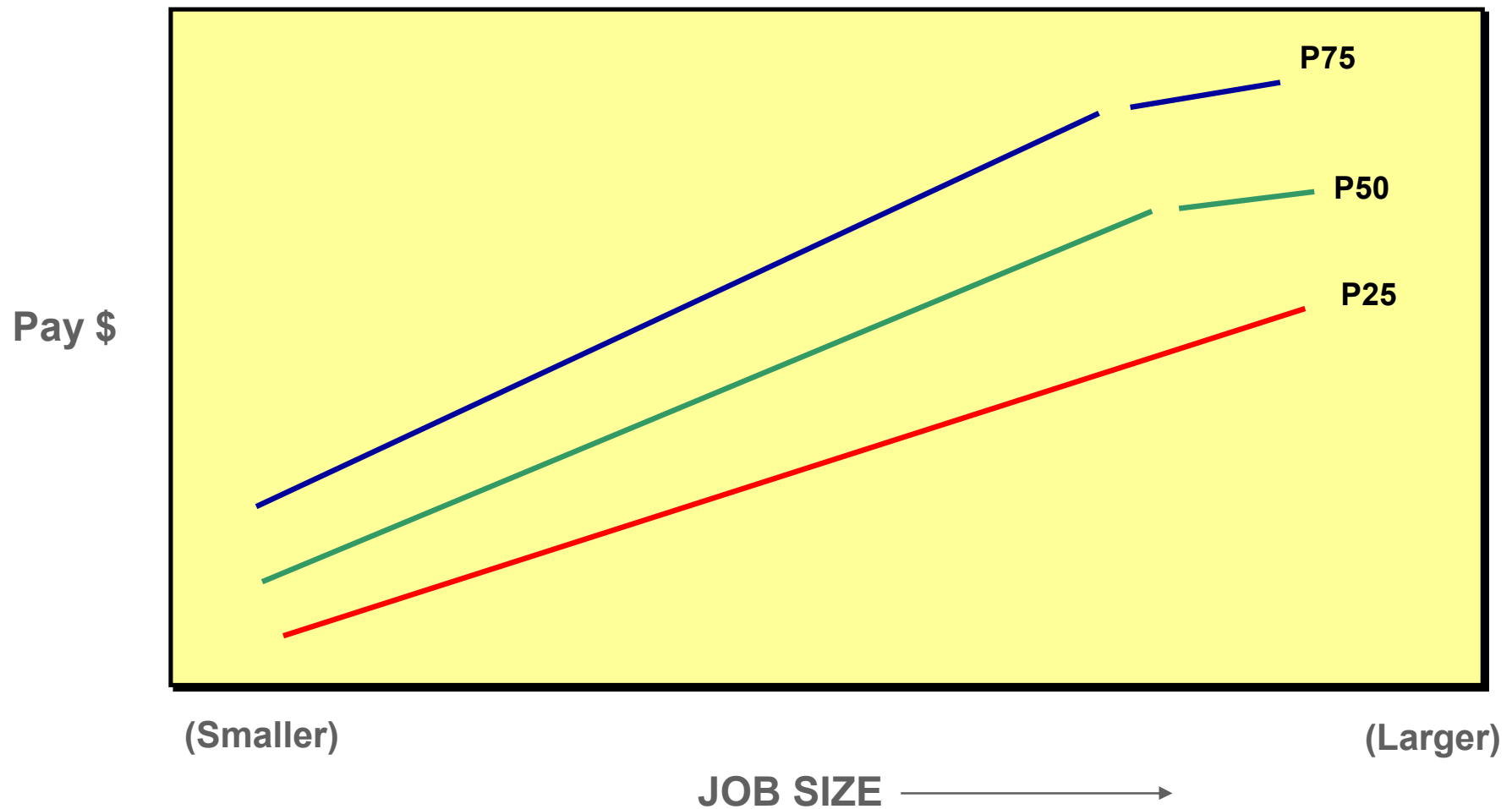
Two Typical Methods:

- 1. The Market Reference Point (e.g. P50) is chosen as the Salary Maximum. and a Minimum is calculated as a percentage of it (often 80%). This is typical in the public sector.**
- 2. Some organizations create a premium pay zone by grossing up the Market Reference Point (sometimes by 120%) to create a higher Maximum. This premium zone is almost always tightly controlled and only anomaly situations go beyond the Market Reference Point.**

Interpreting the Data – Base Salary Design



External Market Data



Findings – Base Salary Design

| Position | Total | Pricing | Base Salary Policy - (\$000) | | | | | |
|-----------------------------------|--------|---------|------------------------------|-------|-------|-------|------|-------|
| | Points | Point | P90 | P75 | P50 | P25 | P10 | AVG |
| Director | 1040 | 967 | 138.2 | 130.4 | 115.0 | 107.6 | 96.7 | 117.1 |
| Coordinator | 636 | 674 | 105.0 | 98.4 | 92.1 | 84.8 | 75.6 | 91.6 |
| Specialist/Consultant - Bigger | 404 | 404 | 76.8 | 73.5 | 66.5 | 62.6 | 56.7 | 67.2 |
| Specialist/Consultant - Smaller | 342 | 342 | 72.1 | 66.8 | 59.4 | 56.5 | 48.0 | 60.9 |
| Team Leader | 333 | 342 | 72.1 | 66.8 | 59.4 | 56.5 | 48.0 | 60.9 |
| Community Disability Practitioner | 233 | 248 | 56.0 | 51.0 | 47.6 | 43.1 | 41.1 | 48.1 |
| Community Disability Worker | 169 | 176 | 49.4 | 45.1 | 42.3 | 38.7 | 34.8 | 41.9 |

Interpreting the Data

Not all organizations will position themselves exactly at the same level in the market place as compensation is only one aspect of Total Reward. Other considerations are:

- **Developmental opportunities,**
- **Promotional opportunities,**
- **How interesting and/or rewarding is the work,**
- **Work/Life balance, etc.**
- **What can they afford to pay**
- **Internal Equity**

All organizations must pay close attention to their Recruitment & Retention experience

Benefits

| Position | Total Points | Pricing Point | Average Remuneration Distribution (as a % of Base Salary) | | | | |
|-----------------------------------|--------------|---------------|---|------------|-------------|-------------|---------------|
| | | | Group | Retirement | Employee | Holiday and | Total |
| | | | Benefits | Benefits | Perquisites | Vacation | Benefit Value |
| Director | 1040 | 967 | 8.0 | 10.4 | 2.5 | 3.2 | 24.0 |
| Coordinator | 636 | 674 | 8.4 | 9.3 | 0.9 | 3.0 | 21.7 |
| Specialist/Consultant - Bigger | 404 | 404 | 9.5 | 8.9 | 0.9 | 2.8 | 22.1 |
| Specialist/Consultant - Smaller | 342 | 342 | 9.8 | 8.8 | 1.0 | 2.8 | 22.4 |
| Team Leader | 333 | 342 | 9.8 | 8.8 | 1.0 | 2.8 | 22.4 |
| Community Disability Practitioner | 233 | 248 | 10.7 | 8.3 | 1.2 | 2.8 | 22.9 |
| Community Disability Worker | 169 | 176 | 11.7 | 8.5 | 1.1 | 2.5 | 23.9 |

Note: Percentages may not total due to rounding.

Questions

