



Alberta Council of Disability Services

ACDS Survey of Salaries and Selected Human Resource Practices

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Report prepared for ACDS
by
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I. Introduction

In order for the ACDS to understand the practices of its member organizations with respect to wages and selected human resource practices an on-line confidential survey of the membership has been conducted. Five positions, representing the classifications of the standardized ACDS job classification structure have been surveyed. The positions surveyed are:

Community Disability Service Worker
Community Disability Service Practitioner
Team Leader,
Coordinator,
Program Director.

Descriptions used for matching purposes may be found in the appendix.

This report discusses the methodology and summarizes the findings.

II. Confidentiality, Survey Methodology and General Information

The ACDS office initially communicated with all member organizations requesting cooperation and willingness to participate in the survey. The seventy three organizations that indicated that they would participate were then sent a package of information including access information for the on-line data submission system. Organizations have provided survey data with the understanding that their information will remain confidential and will not be identifiable in the report. In order to ensure confidentiality, data are presented in aggregated form. We have not reported statistics where there are fewer than three organizations reporting for a position. Further, in preparing the summary statistics, calculations have only been performed where there are sufficient data to ensure confidentiality. Where there are insufficient data to calculate the statistic a dash (-) is shown. Zeros and blanks have been ignored when calculating summary statistics.

Following are definitions of the statistics calculated and the calculation rules applied.

Average: The Average is the arithmetic average of the data set. Averages have been calculated where there are at least three data points available.

Median: The Median is the value that represents the middle value of the data. (Sometimes referred to as the 50th percentile) Fifty percent of the observations are above the median and 50% are below. The median is often more representative of the central tendency of the data than is the average because it is less affected by extreme values. Medians have been calculated where there are at least five data points.

Percentiles: Percentiles provide valuable information about the distribution of the data and are helpful in determining where your organization falls. Percentile values have been calculated, where sufficient data exist, at the:

10th percentile: At the 10th percentile, 10% of the data falls below and 90% above the value shown. The 10th percentile has been calculated where there are at least ten data points.

25th percentile: The point that separates the lowest 25% of the sample from the highest 75%. The 25th percentile is calculated where there are at least six data points.

50th percentile: See Median above.

75th percentile: The point that separates the lowest 75% of the sample from the highest 25%. The 75th percentile is calculated where there are at least six data points.

90th percentile: At the 90th percentile, 90% of the data falls below and 10% above the value shown. The 90th percentile is calculated where there are at least ten data points.

The salary data have been analysed in total and in six sub regions. A separate salary table is included for the All Alberta summary as well as each of the regions.

- All Alberta

organizations • Sub

Regional samples

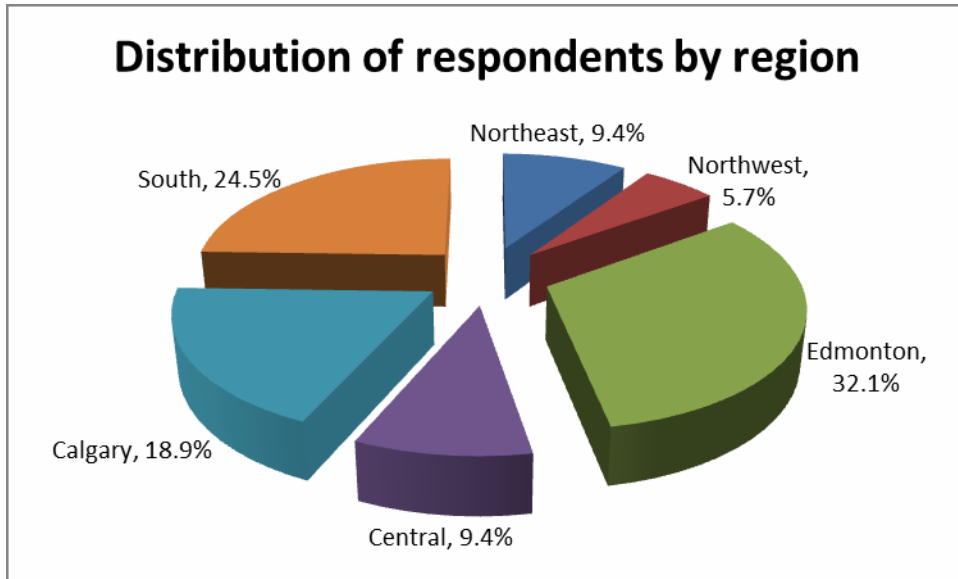
- Northeast
- Northwest
- Edmonton
- Central
- Calgary
- South

- Human resource policy information and benefits are reported on an all Alberta basis.

In the following sections you will find profiles of the participants in each of the size based sub-groups, summarized salary and bonus information including year over year trends, general human resource practices and benefits.

I. Participant Profiles – Alberta

Data were received from fifty three organizations. The following charts illustrate the distribution of responses by region and size.



Participant profiles by region

Region	staff size		Operating budget	
	Average	Median	Average	Median
Northeast	71.2	52.00	\$ 4,737,835	\$ 2,844,439
Northwest	33.5	30.00	\$ 1,517,157	\$ 1,428,668
Edmonton	174.4	123.92	\$ 13,144,699	\$ 6,613,000
Central	90.3	66.69	\$ 4,367,458	\$ 4,275,466
Calgary	138.0	75.27	\$ 7,855,316	\$ 4,017,590
South	64.4	55.00	\$ 3,595,589	\$ 2,138,129

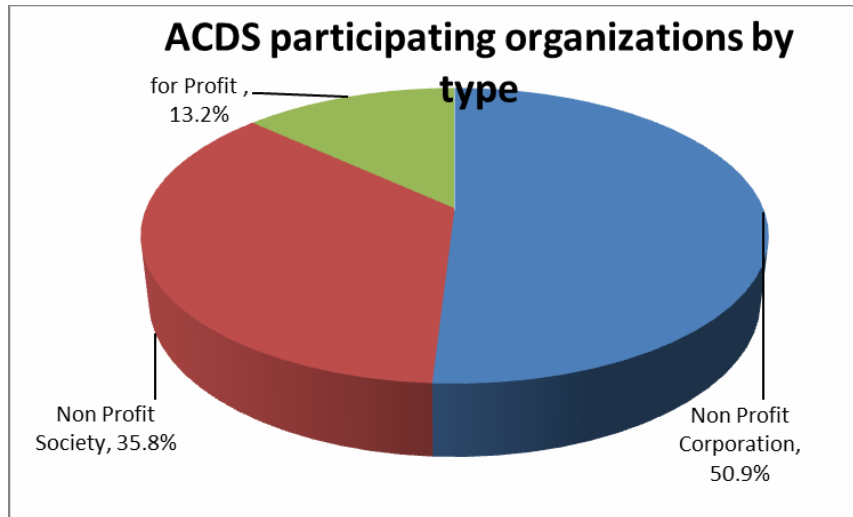
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II. ACDS Survey Participants

Accredited Supports to the Community
Adaptabilities
Beehive Support Services Association
Blue Heron Support Services Association
Blue Heron Athabasca
Bluefox Association
Calgary Community Day Services
Catholic Social Services
Chrysalis
Columbia Training Center
Cosmos Group of Companies
Crowsnest Community Support Society
Developmental Disabilities Resource Centre
of Calgary (DDRC)
Drumheller and Region Transition Society (DARTS)
Falher Friendship Corner Association
Key Support Services
Kigep Management Ltd./Community Living Alternative
Services (CLAS)
L'Arche Calgary
Lac La Biche Disability Services
Lacombe Action Group
Leduc Community Living Association
Lethbridge Family Services
McMan Youth, Family & Community Services Association
MIRA Facilitation Centre
MirkaCare Services Inc.
Mountain Plains Community Services Society of the North
New Age Services
New Beginnings Association
Newell Community Action Group
Prince Charles Residence
Quest Support Services Inc
Rehabilitation Society of Southwestern Alberta
Rehoboth Christian Ministries - Calgary
Rehoboth Christian Ministries - Central
Rehoboth Christian Ministries - Edmonton
Rehoboth Christian Ministries - Northwest
Rehoboth Christian Ministries - South
Robin Hood Association
Skills Society
Southern Alberta Community Living Association
Southern Alberta Individualized Planning Association
Southern Alberta Society for the Handicapped (SASH)
Springboard Centre for Adults with Disabilities
St. Paul Abilities Network
Supported Lifestyles Ltd
Taber Special Needs Society
The Good Samaritan Society
The Salvation Army
Transitions
Vecova Centre for Disability Services and Research
Wheat Country Special Needs Society
Winder Inclusive Communities Service (WICS)
Winnifred Stewart Association

III. Types of Organizations

Most of the responding organizations are non-profit corporations.



IV. Human Resource Practices

Vehicle Allowance: Seven respondents reported paying a car allowance (other than per kilometre reimbursement) to at least some positions. The most common positions are the Coordinator and Program Director positions. Summary statistics regarding the vehicle allowances are included as part of the summary tables where sufficient data were present.

Vacation Practices: Organizations reported vacation practices as follows. Separate tables are shown for Management and Other Staff.

The percent value in each cell represents the number of organizations providing the vacation entitlement shown on the horizontal at the length of service shown on the vertical.

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Vacation Policy - Management Staff

Vacation entitlement in Weeks

Service Requirement	1 Week	2 Weeks	3 Weeks	4 Weeks	5 Weeks	6 Weeks
At Hire	17.00%	24.50%	45.30%	11.30%	1.90%	0.00%
End of Year 1	1.90%	35.80%	47.20%	13.20%	1.90%	0.00%
End of Year 2	1.90%	20.80%	58.50%	17.00%	1.90%	0.00%
End of Year 3	1.90%	15.10%	58.50%	22.60%	1.90%	0.00%
End of Year 4	1.90%	15.10%	47.20%	30.20%	3.80%	1.90%
End of Year 5	0.00%	1.90%	30.20%	49.10%	15.10%	3.80%
End of Year 9	0.00%	0.00%	13.20%	49.10%	28.30%	9.40%
End of Year 14	0.00%	0.00%	11.30%	15.10%	45.30%	28.30%
End of Year 19	0.00%	0.00%	11.30%	9.40%	35.80%	43.40%
Year 20+	0.00%	0.00%	11.30%	9.40%	28.30%	50.90%

Vacation Policy - Other Staff

Vacation entitlement in Weeks

Service Requirement	1 Week	2 Weeks	3 Weeks	4 Weeks	5 Weeks	6 Weeks
At Hire	17.00%	45.30%	37.70%	0.00%	0.00%	0.00%
End of Year 1	1.90%	49.10%	49.10%	0.00%	0.00%	0.00%
End of Year 2	1.90%	30.20%	64.20%	3.80%	0.00%	0.00%
End of Year 3	1.90%	24.50%	67.90%	5.70%	0.00%	0.00%
End of Year 4	1.90%	20.80%	60.40%	17.00%	0.00%	0.00%
End of Year 5	0.00%	1.90%	39.60%	52.80%	5.70%	0.00%
End of Year 9	0.00%	0.00%	18.90%	58.50%	20.80%	1.90%
End of Year 14	0.00%	0.00%	13.20%	26.40%	47.20%	13.20%
End of Year 19	0.00%	0.00%	13.20%	18.90%	39.60%	28.30%
Year 20+	0.00%	0.00%	15.10%	15.10%	32.10%	37.70%

Vacation carry forward: The majority of responses (49.1%) report allowing vacation to be carried forward at a manager's discretion. In many cases the amount of carry forward is limited. One or two weeks' vacation or one year's entitlement are frequently cited as the maximum vacation carry forward.

Vacation carry forward

<i>Practice</i>	<i>Number reporting</i>	<i>Percent of total</i>
No carry forward	9	17.0%
Carry forward at management discretion	26	49.1%
Carry forward at employee request	18	34.0%

Hours of Work: Hours of work range from 30 hours per week to 48 hours per week. The most common practice is 40 hours per week (2080 hours per year). The average work week reported is 38.1 hours.

Weekly hours of work

Weekly hours	Number reporting	% of total
less than 35	3	5.7%
35	9	17.0%
35 - 37.5	1	1.9%
37.5	13	24.5%
37.5 - 40	1	1.9%
40	24	45.3%
More than 40	2	3.8%

Personal days, defined for the purposes of this survey as a policy that provides paid days off taken at either the employee's discretion or fixed are offered by 9 respondents. The number of personal days reported ranged from 1 to 12 with an average number available being 5.3 per year. Personal days do not include days off granted in lieu of overtime compensation.

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The average total annual hours of work excluding statutory days off, but after “flex” days, is 1976.8 hours.

Flexible hours: Respondents were asked to report whether they had a policy that allows employees to work flexible hours, i.e. varying start and finish times. This practice is offered by 16 organizations (30.2%).

Working from home: Telecommuting is not commonly offered by ACDS members with 6 respondents (11.3%) reporting that they have a policy that permits employees to work from home.

Sick Leave: The most common type of sick leave policy reported is to allocate a specified number of days per year. In most cases the days were earned at X days per month to a maximum but in other cases a fixed number of days is granted at the beginning of the year. The policies grouped as “full or partial pay” below include self insured STD plans and other approaches that result in employees receiving full or partial pay until commencement of a long term disability plan. Where “family illness days are permitted in addition to the employee sick days these have been included in the counts. Paid days granted for bereavement or compassionate leave have not been included in this summary.

Among the “Other” approaches included wellness programs that combine personal days off with sick days. This approach appears to be becoming more popular

Management

Sick Leave Practice	Organizations Providing (% of sample)
No Paid Sick Leave	15.1%
Full or partial Pay till beginning of EI or insured program	1.9%
Days per year (earned or fixed):	73.6%
Less than 10	5 (9.4%)
10	5 (9.4%)
11	1 (1.9%)
12	27 (50.9%)
13	0 (0.0%)
15	1 (1.9%)
16	0 (0.0%)
18	2 (3.8%)
More than 18	1 (1.9%)
Other	9.4%

Other Employees

Sick Leave Practice	Organizations Providing (% of sample)
No Paid Sick Leave	15.1%
Full or partial Pay till beginning of EI or insured program	0.0%
Days per year (earned or fixed):	77.4%
Less than 10	4 (7.5%)
10	4 (7.5%)
11	1 (1.9%)
12	28 (52.8%)
13	0 (0.0%)
15	1 (1.9%)
16	0 (0.0%)
18	2 (3.8%)
More than 18	1 (1.9%)
Other	7.5%

V. Staff Development and Training

Forty two respondents (79.2%) reported having a formal development and training budget.

Staff development budgets are surveyed as falling into one of three general types

- Global budget – An overall organizational budget expressed as a percentage of payroll. This type may be arrived at in several ways (e.g. overall budget is calculated as \$x.xx times number of employees) but for survey purposes is reported as a percent of payroll
- Individual allocation – Each employee is allocated a specific development budget.
- Other

Policy	Percentage of organizations with a policy
Global Budget	78.6%
Individual Allocation	2.4%
Other	19.0%

The average Global Budget reported is 1.80% of payroll.

“Other” practices included:

- Fixed dollar budget based on funding considerations.
- Allocation based on individual, program or department needs.

VI. Professional Fees

Sixty-six percent of respondents reported having no formal policy regarding the reimbursement of professional fees. Where fees are reimbursed the most common (88.9%) reimbursement is at 100%.

Reimbursement policy	Number reporting	% of total
none/no policy	35	66.1%
when required	18	33.9%
all	0	0.0%

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VII. Employee Benefit Practices

Organizations were asked to report the availability of various benefits to employees. In most cases all benefits are available to all employees however in a few cases certain benefits are limited to the top executive or senior managers. Three organizations reported not having an employee benefit plan.

Employee Benefits

Benefit	Percent of Organization Providing at each organizational level		
	All Employees	Top Executive Only	Senior Managers Only
Employee Life Insurance	92.5%	0.0%	1.9%
Dependent Life Insurance	79.2%	0.0%	1.9%
Accidental Death & Dismemberment (24 Hour)	90.6%	0.0%	1.9%
Travel Accident (only in the event of business travel related loss)	79.2%	0.0%	0.0%
Extended Healthcare	84.9%	0.0%	0.0%
Prescription Drugs	92.5%	0.0%	0.0%
Dental Care	92.5%	0.0%	0.0%
Vision Care	58.5%	0.0%	1.9%
Healthcare Spending Account	13.2%	1.9%	0.0%
Optional/Voluntary Benefits	28.3%	0.0%	0.0%
Short Term Disability	35.8%	0.0%	1.9%
Long Term Disability	79.2%	0.0%	1.9%
Employee & Family Assistance Plan (counselling programs)	43.4%	0.0%	0.0%
Pension Plan (Defined Benefit)	13.2%	0.0%	1.9%
Pension/ RRSP	54.7%	1.9%	1.9%
Savings Plan	9.4%	0.0%	0.0%
Company Car	1.9%	13.2%	0.0%
Car Allowance (lump sum not mileage reimbursement)	3.8%	5.7%	7.5%
Fitness/Social Club Membership	7.5%	0.0%	1.9%
Business Club Membership	0.0%	0.0%	0.0%
Business Class Travel	0.0%	0.0%	1.9%
Spouse Travel	0.0%	0.0%	0.0%
Educational Assistance (tuition, books, etc.)	24.5%	0.0%	1.9%
Child Care	0.0%	0.0%	0.0%
Cell Phone/Blackberry/PDA	9.4%	9.4%	37.7%
Laptop Computer	1.9%	3.8%	37.7%
Parking paid or subsidy	30.2%	1.9%	3.8%
Transit pass	3.8%	0.0%	0.0%
Home Internet Connection	0.0%	0.0%	3.8%
Personal Financial Planning	3.8%	0.0%	0.0%
Individual Coaching/Counselling	20.8%	1.9%	0.0%

Benefit Cost Sharing between the employee and employer was reported as follows.

Employee Benefits Cost Sharing Practices

Employer share of benefit costs	Number of organizations	% of those with plans
less than 50%	7	14.0%
50%	19	38.0%
51% - 75%	20	40.0%
76% - 99%	2	4.0%
100%	2	4.0%

Benefit costs as percent of base salary. In addition to providing the above detail regarding the cost sharing of employee benefits, respondents were asked to provide the total cost of all statutory and other benefits (exclusive of paid time off) as a percentage of base pay.

Responses ranged from 12% to 30% with a median value of 15% and an average of 13.8%

VIII. Wage and Bonus Tables

This section summarizes the salary and bonus information for each of the 5 positions surveyed. Separate tables are included, for All Alberta and each of the regions.

Five types of data are displayed in each table:

- Salary/wage range information,
- actual wages/salaries
- Funded rates
- bonus plan eligibility
- actual bonus awards
- Employer contributions to pension plans
- Vehicle allowances

Not all respondents reported all items and the statistics shown are based on the data reported. The following glossary defines the approach used in calculating each of these values.

Number of Organizations:	This is the number of organizations that reported data on the position.
Median Gross Budget:	To provide an indication of the size of the organizations reporting on the position a median operating budget is shown.
Number of incumbents	The number of employees employed in the position.
Wage Range Data:	Averages and Medians are shown for the salary range Minimums and Maximums.
Actual Wage Rates:	Each participant reported the current average actual salary for all incumbents in the matched position(s). The reader should note that the data are organizationally weighted. This means that each organization contributes equally to the statistic regardless of the number of incumbents they may have.
Funded Rate	The Funded Rate is the gross hourly rate, inclusive of benefits funded by the Government of Alberta for the position.

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Bonus Data:	% Bonus Eligible. - The percentage of reporting organizations that indicated that the position is either eligible under a formal bonus plan or where an <i>ad hoc</i> bonus had been paid in the prior period.
Total Cash Compensation:	The total of the actual salary and bonus. This value represents the total amount of cash compensation received by the employee.
Pension Data:	These data reflect amounts paid by the employer to a Defined Contribution pension plan or RRSP on behalf of the employee.

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IX. Table 1 – All Alberta

ACDS Survey wage rates summary - All Alberta

		Survey title				
		Community Disability Service Worker	Community Disability Service Practitioner	Team Leader	Coordinator	Program Director
Survey position code		1	2	3	4	5
Number of organizations reporting		53	42	50	47	45
Number of incumbents		3393	1319	591	178	94
Median operating budget		\$ 3,893,708	\$ 3,901,613	\$ 3,896,854	\$ 3,893,708	\$ 3,900,000
Wage Rangedata	Average Range Minimum	\$ 14.01	\$ 16.48	\$ 19.26	\$ 22.78	\$ 30.30
	Median Range Minimum	\$ 13.98	\$ 16.17	\$ 19.03	\$ 23.00	\$ 30.00
	Average Range Maximum	\$ 17.78	\$ 20.06	\$ 23.32	\$ 27.77	\$ 37.41
	Median range Maximum	\$ 17.60	\$ 19.25	\$ 23.03	\$ 27.01	\$ 36.59
Actual wage rates	Average	\$ 15.98	\$ 18.44	\$ 21.43	\$ 26.08	\$ 35.85
	P10	\$ 14.46	\$ 16.18	\$ 17.55	\$ 20.19	\$ 25.86
	P25	\$ 14.99	\$ 16.82	\$ 20.09	\$ 24.03	\$ 28.20
	Median	\$ 15.63	\$ 18.03	\$ 21.48	\$ 25.98	\$ 33.57
	P75	\$ 16.69	\$ 19.63	\$ 23.27	\$ 29.96	\$ 39.16
	P90	\$ 17.57	\$ 20.91	\$ 24.82	\$ 34.73	\$ 39.16
Funded Rate	Average	\$ 18.06	\$ 20.38	\$ 23.63	\$ 26.80	\$ 33.84
	P10	\$ 14.61	\$ 17.03	\$ 15.12	\$ 20.19	\$ 25.86
	P25	\$ 16.50	\$ 17.91	\$ 19.79	\$ 24.03	\$ 28.20
	Median	\$ 17.34	\$ 19.79	\$ 24.28	\$ 25.98	\$ 33.57
	P75	\$ 18.24	\$ 21.64	\$ 25.96	\$ 29.96	\$ 39.16
	P90	\$ 20.80	\$ 23.90	\$ 26.85	\$ 34.73	\$ 39.16
Bonus	Bonus eligible	3.8%	4.8%	4.0%	4.3%	6.7%
	Bonus paid average	\$ 1,010	\$ 1,553	\$ 2,167	\$ 2,100	\$ 4,643
RRSP/Pension - Employer contribution	Average	\$ 3,435	\$ 1,690	\$ 1,393	\$ 1,841	\$ 3,714
	Median	\$ 1,217	\$ 1,385	\$ 1,370	\$ 1,344	\$ 2,764
Vehicle Allowance	Eligible	1.9%	2.4%	2.0%	10.6%	6.7%
	Average	-	-		\$ 1,310	\$ 503

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Supplementary analysis of funded rates

A review of the Funded Rate information versus the actual wage rates suggested a need to do more detailed analysis to determine the relationship between the Funded Wage Rate, exclusive of benefits, and the Actual Paid Wage rate. A supplementary survey of those organizations that submitted data was conducted asking specifically for the Funded Wage rate exclusive of benefits. Some organizations responded that their funding was in the form of a Unit Rate and it was impossible to isolate the wage rate component.

Eighteen organizations responded with supplementary information. The table following shows the relationship between the Average pay rate (as paid) , the Average funded wage rate (exclusive of benefits) and the average gross funded rate (including benefits) the Paid wage rate, The Funded Rate including benefits and the Funded Wage rate, exclusive of Benefits. The reader will note that as the sample represented by these data is only a part of the sample reflected in Table 1, the values may not correspond.

ACDS Funded Wage Rates vs Gross Funded Rates

Position	survey title	N	Average pay rate	Average funded wage rate	average gross funded rate	Funded wage rate vs Actual paid wage rate
1	Community Disability Service Worker	18	\$ 15.39	\$ 15.53	\$ 17.76	100.9%
2	Community Disability Service Practitioner	15	\$ 18.19	\$ 17.63	\$ 20.56	96.9%
3	Team Leader	18	\$ 21.85	\$ 21.61	\$ 24.18	98.9%
4	Coordinator	13	\$ 26.63	\$ 24.49	\$ 27.84	92.0%
5	Program Director	9	\$ 36.25	\$ 32.56	\$ 31.79	89.8%

This additional data suggests that as the Funded wage rate is generally less than the paid wage rate, organizations are using funds from other sources to subsidize payroll costs.

The following tables show the same information as in Table 1 for the several regions.

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X. Table 2 – Northeast Region

ACDS Survey wage rates summary -

Northeast

Survey title

		Community Disability Service Worker	Community Disability Service Practitioner	Team Leader	Coordinator	Program Director
Survey position code		1	2	3	4	5
Number of organizations reporting		5	5	4	5	4
Number of incumbents		247	47	30	15	7
Median operating budget		\$ 2,844,439	\$ 2,844,439	\$ 4,446,946	\$ 2,844,439	\$ 4,446,946
Wage Range data	Average Range Minimum	\$ 15.51	\$ 18.01	\$ 21.06	\$ 23.07	\$ 28.65
	Median Range Minimum	\$ 15.50	\$ 16.50	\$ 21.50	\$ 23.00	\$ 26.00
	Average Range Maximum	\$ 17.61	\$ 19.81	\$ 22.85	\$ 28.01	\$ 38.76
	Median range Maximum	\$ 18.09	\$ 19.28	\$ 23.10	\$ 27.01	\$ 41.00
Actual wage rates	Average	\$ 17.53	\$ 20.25	\$ 23.25	\$ 25.33	\$ 35.75
	P10	-	-	-	-	-
	P25	-	\$ 19.02	-	-	-
	Median	\$ 17.05	\$ 19.36	-	\$ 24.00	-
	P75	-	\$ 21.93	-	-	-
	P90	-	-	-	-	-
Funded Rate	Average	\$ 19.53	\$ 26.53	\$ 22.78	\$ 24.87	\$ 31.20
	P10	-	-	-	-	-
	P25	-	\$ 17.88	-	-	-
	Median	\$ 17.88	\$ 19.39	-	\$ 24.00	-
	P75	-	\$ 22.80	-	-	-
	P90	-	-	-	-	-
Bonus	Bonus eligible	0.0%	0.0%	0.0%	0.0%	0.0%
	Bonus paid average	-	-	-	-	-
RRSP/Pension - Employer contribution	Average	-	\$ 1,132	-	-	-
	Median	-	-	-	-	-
Vehicle Allowance	Eligible	20.0%	0.0%	0.0%	0.0%	0.0%
	Average	-	-	-	-	-

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XI. Table 3 – Northwest Region

ACDS Survey wage rates summary -

Northwest

Survey title

		Community Disability Service Worker	Community Disability Service Practitioner	Team Leader	Coordinator	Program Director
Survey position code		1	2	3	4	5
Number of organizations reporting		3	1	3	3	2
Number of incumbents		47	9	9	3	2
Median operating budget		\$ 1,428,668	\$ 2,096,558	\$ 1,428,668	\$ 1,428,668	\$ 1,477,916
Wage Rangedata	Average Range Minimum	\$ 13.19	\$ 15.03	\$ 17.35	\$ 19.47	\$ 26.93
	Median Range Minimum	\$ 13.00	\$ 15.03	\$ 16.00	\$ 16.00	\$ 26.93
	Average Range Maximum	\$ 19.40	\$ 19.03	\$ 24.13	\$ 26.72	\$ 42.50
	Median range Maximum	\$ 16.29	\$ 19.03	\$ 22.75	\$ 25.50	\$ 21.25
Actual wagerates	Average	\$ 17.33	-	\$ 20.28	\$ 22.94	-
	P10	-	-	-	-	-
	P25	-	-	-	-	-
	Median	-	-	-	-	-
	P75	-	-	-	-	-
	P90	-	-	-	-	-
Funded Rate	Average	\$ 19.30	-	-	-	-
	P10	-	-	-	-	-
	P25	-	-	-	-	-
	Median	-	-	-	-	-
	P75	-	-	-	-	-
	P90	-	-	-	-	-
Bonus	Bonus eligible	0.0%	0.0%	0.0%	0.0%	0.0%
	Bonus paid average	-	-	-	-	-
RRSP/Pension - Employer contribution	Average	-	-	-	-	-
	Median	-	-	-	-	-
Vehicle Allowance	Eligible	0.0%	0.0%	0.0%	0.0%	0.0%
	Average	-	-	-	-	-

2013 ACDS Survey of Salaries and Selected Human Resource Practices

XII. Table 4– Edmonton Region

ACDS Survey wage rates summary -

Edmonton

Survey title

		Community Disability Service Worker	Community Disability Service Practitioner	Team Leader	Coordinator	Program Director
Survey position code		1	2	3	4	5
Number of organizations reporting		15	14	15	11	13
Number of incumbents		1709	606	303	55	46
Median operating budget		\$ 6,613,000	\$ 6,306,500	\$ 6,000,000	\$ 7,300,799	\$ 6,613,000
Wage Range data	Average Range Minimum	\$ 14.08	\$ 16.15	\$ 18.56	\$ 22.58	\$ 31.77
	Median Range Minimum	\$ 14.01	\$ 16.28	\$ 18.87	\$ 22.26	\$ 30.00
	Average Range Maximum	\$ 17.61	\$ 19.81	\$ 22.85	\$ 28.01	\$ 38.76
	Median range Maximum	\$ 17.61	\$ 19.28	\$ 23.10	\$ 27.01	\$ 41.00
Actual wage rates	Average	\$ 15.73	\$ 18.26	\$ 21.12	\$ 26.37	\$ 36.71
	P10	\$ 14.88	\$ 16.32	\$ 18.10	\$ 23.00	\$ 28.90
	P25	\$ 15.26	\$ 17.54	\$ 20.37	\$ 23.66	\$ 31.28
	Median	\$ 15.55	\$ 18.28	\$ 21.52	\$ 26.31	\$ 35.01
	P75	\$ 16.15	\$ 18.91	\$ 22.45	\$ 28.06	\$ 41.00
	P90	\$ 16.76	\$ 20.08	\$ 23.36	\$ 29.00	\$ 46.16
Funded Rate	Average	\$ 17.27	\$ 20.72	\$ 25.18	\$ 25.78	\$ 31.64
	P10	\$ 16.39	\$ 18.25	\$ 23.60	-	-
	P25	\$ 16.93	\$ 19.12	\$ 24.68	-	-
	Median	\$ 17.34	\$ 21.64	\$ 25.96	-	\$ 32.76
	P75	\$ 17.34	\$ 21.64	\$ 25.96	-	-
	P90	\$ 17.34	\$ 21.64	\$ 25.96	-	-
Bonus	Bonus eligible	6.7%	0.0%	0.0%	0.0%	0.0%
	Bonus paid average	\$ 875	-	-	-	-
RRSP/Pension - Employer contribution	Average	\$ 1,102	\$ 1,193	\$ 1,600	\$ 1,739	\$ 4,564
	Median	\$ 1,091	\$ 1,266	\$ 1,484	\$ 1,092	\$ 2,671
Vehicle Allowance	Eligible	0.0%	0.0%	0.0%	0.0%	0.0%
	Average	-	-	-	-	-

2013 ACDS Survey of Salaries and Selected Human Resource Practices

XIII. Table 5 Central Region

ACDS Survey wage rates summary -

Central

Survey title

	Community Disability Service Worker	Community Disability Service Practitioner	Team Leader	Coordinator	Program Director	
Survey position code	1	2	3	4	5	
Number of organizations reporting	6	5	5	6	6	
Number of incumbents	307	63	52	30	9	
Median operating budget	\$ 4,275,466	\$ 3,893,708	\$ 4,657,224	\$ 4,275,466	\$ 4,275,466	
Wage Range data	Average Range Minimum	\$ 13.48	\$ 15.93	\$ 18.69	\$ 21.02	\$ 28.37
	Median Range Minimum	\$ 13.75	\$ 16.00	\$ 19.00	\$ 20.35	\$ 25.98
	Average Range Maximum	\$ 16.38	\$ 18.66	\$ 21.31	\$ 24.50	\$ 34.70
	Median range Maximum	\$ 16.22	\$ 18.00	\$ 21.07	\$ 24.97	\$ 34.34
Actual wage rates	Average	\$ 15.58	\$ 17.52	\$ 20.07	\$ 22.88	\$ 32.28
	P10	-	-	-	-	-
	P25	\$ 14.74	-	-	\$ 20.73	\$ 36.23
	Median	\$ 15.80	\$ 17.30	\$ 20.62	\$ 22.18	\$ 32.44
	P75	\$ 16.24	-	-	\$ 25.19	\$ 36.23
	P90	-	-	-	-	-
Funded Rate	Average	\$ 17.72	\$ 19.29	\$ 21.52	\$ 24.83	\$ 28.79
	P10	-	-	-	-	-
	P25	-	-	-	\$ 24.11	\$ 27.84
	Median	\$ 18.24	\$ 19.79	\$ 19.79	\$ 24.11	\$ 27.84
	P75	-	-	-	\$ 25.39	\$ 27.84
	P90	-	-	-	-	-
Bonus	Bonus eligible	0.0%	0.0%	0.0%	0.0%	0.0%
	Bonus paid average	-	-	-	-	-
RRSP/Pension- Employer contribution	Average	\$ 4,087	\$ 3,381	-	\$ 3,524	\$ 5,658
	Median	-	-	-	-	-
Vehicle Allowance	Eligible	0.0%	0.0%	0.0%	0.0%	16.7%
	Average	-	-	-	-	-

2013 ACDS Survey of Salaries and Selected Human Resource Practices

XIV. Table 6 Calgary Region

ACDS Survey wage rates summary -

Calgary

Survey title

	Community Disability Service Worker	Community Disability Service Practitioner	Team Leader	Coordinator	Program Director	
Survey position code	1	2	3	4	5	
Number of organizations reporting	9	9	9	10	8	
Number of incumbents	436	496	104	35	12	
Median operating budget	\$ 3,900,000	\$ 4,017,590	\$ 4,017,590	\$ 3,959,602	\$ 3,959,602	
Wage Range data	Average Range Minimum	\$ 14.64	\$ 16.51	\$ 20.70	\$ 25.95	\$ 31.70
	Median Range Minimum	\$ 14.00	\$ 16.21	\$ 21.00	\$ 24.96	\$ 32.89
	Average Range Maximum	\$ 17.50	\$ 19.88	\$ 25.11	\$ 31.56	\$ 38.27
	Median range Maximum	\$ 17.50	\$ 19.23	\$ 25.03	\$ 30.93	\$ 34.39
Actual wage rates	Average	\$ 16.30	\$ 18.75	\$ 23.34	\$ 31.00	\$ 41.65
	P10	-	-	-	\$ 26.49	-
	P25	\$ 15.56	\$ 17.19	\$ 22.26	\$ 28.03	\$ 32.86
	Median	\$ 16.50	\$ 18.18	\$ 23.28	\$ 30.37	\$ 37.33
	P75	\$ 16.84	\$ 19.44	\$ 24.91	\$ 34.64	\$ 41.45
	P90	-	-	-	\$ 36.46	-
Funded Rate	Average	\$ 17.92	\$ 25.53	\$ 25.01	\$ 31.14	\$ 38.87
	P10	\$ 16.78	\$ 17.03	-	-	-
	P25	\$ 17.03	\$ 17.03	\$ 24.45	-	-
	Median	\$ 17.87	\$ 18.51	\$ 24.59	\$ 30.50	-
	P75	\$ 18.34	\$ 20.39	\$ 26.40	-	-
	P90	-	-	-	-	-
Bonus	Bonus eligible	0.0%	0.0%	0.0%	10.0%	12.5%
	Bonus paid average	-	-	-	\$ 3,000	\$ 7,750
RRSP/Pension - Employer contribution	Average	-	-	-	-	-
	Median	-	-	-	-	-
Vehicle Allowance	Eligible	0.0%	0.0%	0.0%	0.0%	0.0%
	Average	-	-	-	-	-

2013 ACDS Survey of Salaries and Selected Human Resource Practices

XV. Table 7 South Region

ACDS Survey wage rates summary -

South

Survey title

	Community Disability Service Worker	Community Disability Service Practitioner	Team Leader	Coordinator	Program Director	
Survey position code	1	2	3	4	5	
Number of organizations reporting	15	8	14	12	12	
Number of incumbents	647	98	93	40	18	
Median operating budget	\$ 2,086,513	\$ 3,333,710	\$ 2,112,321	\$ 2,426,966	\$ 2,452,774	
Wage Range data	Average Range Minimum	\$ 13.44	\$ 16.58	\$ 19.15	\$ 21.91	\$ 29.96
	Median Range Minimum	\$ 13.65	\$ 16.13	\$ 19.42	\$ 22.70	\$ 31.49
	Average Range Maximum	\$ 18.07	\$ 20.37	\$ 22.63	\$ 26.63	\$ 35.87
	Median range Maximum	\$ 18.29	\$ 19.57	\$ 22.60	\$ 25.75	\$ 38.41
Actual wage rates	Average	\$ 15.40	\$ 18.10	\$ 20.75	\$ 24.41	\$ 33.73
	P10	\$ 13.90	-	\$ 17.38	\$ 19.06	\$ 27.56
	P25	\$ 14.58	\$ 16.65	\$ 18.58	\$ 19.70	\$ 36.79
	Median	\$ 15.00	\$ 17.29	\$ 20.69	\$ 25.75	\$ 34.25
	P75	\$ 16.53	\$ 19.95	\$ 22.63	\$ 26.97	\$ 36.79
	P90	\$ 17.28	-	\$ 24.51	\$ 30.14	\$ 39.80
Funded Rate	Average	\$ 18.40	\$ 21.20	\$ 22.79	\$ 27.39	\$ 36.32
	P10	\$ 14.58	\$ 16.80	\$ 17.15	\$ 19.72	\$ 28.09
	P25	\$ 14.93	\$ 18.04	\$ 19.28	\$ 24.29	\$ 44.04
	Median	\$ 19.48	\$ 21.31	\$ 21.36	\$ 26.52	\$ 37.53
	P75	\$ 20.86	\$ 24.12	\$ 27.06	\$ 31.50	\$ 44.04
	P90	\$ 22.50	-	\$ 28.50	\$ 34.29	\$ 45.27
Bonus	Bonus eligible	6.7%	0.0%	7.1%	0.0%	8.3%
	Bonus paid average	\$ 1,500	-	\$ 1,500	-	\$ 1,500
RRSP/Pension-Employer contribution	Average	\$ 3,490	\$ 1,917	\$ 1,253	\$ 1,717	\$ 2,407
	Median	-	-	-	-	-
Vehicle Allowance	Eligible	0.0%	0.0%	0.0%	0.0%	0.0%
	Average	-	-	-	-	-

XVI. Appendix – Survey position descriptions

Job 001 Community Disability Service Worker

Under the direction of a Team leader, Coordinator or a more experienced support provider this developmental level position supports and facilitates the development of client skills and competencies to help them fulfil their goals. Implements person-centred plans to support adults, youths and children with individual development, community /disability development, behavior management or personal care. Assists and supports clients to enable them to participate in a meaningful way in their personal life planning and develop basic living and related skills.

Job 002 Community Disability Service Practitioner

This is a working level practitioner, typically with a diploma or equivalent formal education and specialized training. Works independently to provide direct support to clients with complex specialized needs; participates in assessment, person-centred planning and plan implementation. Participates with the client and their support network to facilitate and support the development and documentation of individualized, person centred plans that provide a framework for on-going support and assistance.

Job 003 Team Leader

Provides front line leadership, training and support to less experienced practitioners and workers along with direct client support services. Leads risk assessments, and develops person-centred plans in collaboration with other direct support service providers. Contributes to the development of team scheduling, budgets, and funding proposals. Collaborates with other service providers to facilitate and coordinate client services and supports. Is the team resource for interpreting policy, procedures, regulations and service protocols.

Job 004 Coordinator

Provides operational leadership for a set of services or processes within an agency. Develops and ensures the implementation of process guidelines, service monitoring and evaluation, service delivery coordination and intervention, budget administration, funding proposal development and community liaison. Leads staff planning relative to a service area, provides direct leadership and support to Team Leaders. Engages communities to encourage and support community options, bridges and supports.

Job 005 Program Director

Reporting to the agency's top executive or chief operating officer, contributes to the development and achievement of organizational strategy and business priorities and carries direct responsibility for ensuring delivery of a significant part of the agency's business/service plan. Ensures that appropriate policies and procedures are developed and implemented to support key performance elements and accreditation standards.

Develops and implements staffing plans inclusive of recruitment, selection, training and development to ensure that the organization can meet its strategic mandate. Leads the development of funding/grant proposals. Negotiates significant funding or multilateral agreements.