



Alberta Council of Disability Services

**ACDS Survey of Salaries and Selected
Human Resource Practices**

November 2017

Report prepared for ACDS by
Peter T. Boland & Associates

Table of Contents

I. Introduction 3

II. Methodology..... 3

III. Participant Profiles 5

IV. ACDS Survey Participants 6

V. Human Resource Practices 7

VI. Staff Development and Training..... 9

VII. Professional Fees 11

VIII. Employee Benefit Practices 11

IX. Wage comparison 2015 to 2017..... 13

X. Wage and Bonus Tables..... 14

This report is copyright and is intended solely for the internal use of the ACDS and its member organizations. No part of this report may be copied or reproduced without the express permission of Peter T. Boland & Associates Inc. Any use of the data in other publications must reference the source.

I. Introduction

Since 2013 ACDS has surveyed compensation and selected human resource practices of member organizations periodically. This 2017 survey is the third such survey, updating data from 2013 and 2015. This 2017 survey report reflects data from **thirty-nine** member organizations.

The 2017 survey is consistent with the earlier surveys with respect to positions surveyed and other content. The five standardized ACDS job descriptions surveyed in both prior surveys have been supplemented this year by two additional positions.

The positions surveyed are:

- Community Disability Service Worker
- Community Disability Service Practitioner
- Team Leader
- Coordinator
- Program Director
- Support Home Operator (Contractor)
- Complex Needs Specialist

The description of each position used for matching purposes may be found in the summary wage tables at the end of this report.

This report discusses the methodology and summarizes the findings along with comparison to 2015 where practical. In the following sections you will find profiles of the participants, summarized wage and bonus information including year over year trends, general human resource practices and benefits.

II. Methodology

The ACDS office initially communicated with all member organizations requesting cooperation and willingness to participate in the survey. The fifty-one 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.

2017 ACDS Survey of Salaries and Selected Human Resource Practices

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.

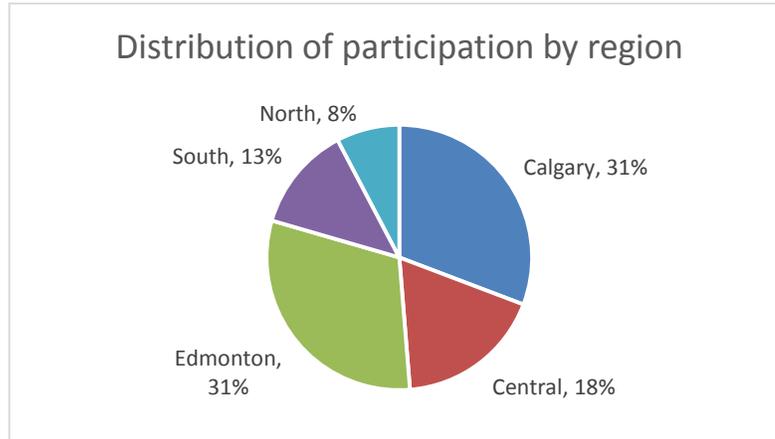
The salary data have been analysed in total and in five sub regions. Salary tables displaying hourly rates are provided for all Alberta and for the Calgary, Edmonton and Central regions. The other regions did not have sufficient data to warrant reporting separately.

- All Alberta organizations
- Sub Regional samples
 - Calgary
 - Central
 - Edmonton

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

III. Participant Profiles

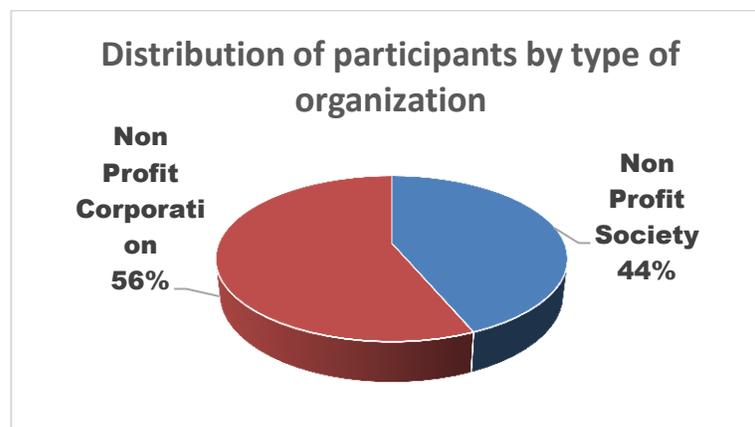
Data were received from thirty-nine organizations. The following charts illustrate the distribution of responses by region and size.



Participant profile by region

Region	N	Operating Budget		Total Revenue		Staff count	
		Average	Median	Average	Median	Average	Median
Calgary	12	\$ 9,474,754	\$ 6,966,549	\$ 9,497,771	\$ 6,915,478	109.9	81.0
Central	7	\$ 8,601,085	\$ 5,058,000	\$ 8,745,995	\$ 5,245,647	128.8	81.0
Edmonton	12	\$ 12,239,670	\$ 7,642,886	\$ 12,325,120	\$ 7,642,886	263.8	148.7
South	5	\$ 6,171,618	\$ 6,529,297	\$ 6,201,969	\$ 6,586,106	104.0	87.9
North (includes Northeast and Northwest)	3	\$ 8,894,838	-	\$ 9,591,589	-	116.2	-
All Alberta	39	\$ 9,700,597	\$ 6,529,297	\$ 9,817,468	\$ 6,586,106	160.4	104.5

Most of the responding organizations are non-profit corporations.



IV. ACDS Survey Participants

Accredited Supportive Living Services
Association for the Rehabilitation of the Brain Injured (ARBI)
Beehive Support Services Association
Blue Heron Support Services Association
Calgary Community Day Services
Camrose Association for Community Living
Catholic Social Services
Columbia Training Center
Community Living Alternative Services Ltd (Calgary)
Core Association
Developmental Disabilities Resource Centre of Calgary (DDRC)
Drumheller and Region Transition Society (DARTS)
E.C.H.O. Society
Edmonton Integrated Services
Key Support Services
Lacombe Action Group
Lethbridge Family Services
McMan Youth, Family & Community Services Association (Edmonton/North Region)
MirkaCare Services Inc.
New Age Services Inc.
Parkland C.L.A.S.S
Prospect Human Services Society
Regional Living Skills
Rehabilitation Society of Southwestern Alberta
Rehoboth Christian Ministries - Edmonton
Resourceful Futures
Robin Hood Association
Rocky Support Services Society
Selections Career Support Services
Skills Society
Southern Alberta Community Living Association
Southern Alberta Society for the Handicapped (SASH)
Springboard Centre for Adults with Disabilities
The Calgary Society of Community Opportunities
Transitions
Universal Rehabilitation Service Agency
Vecova Centre for Disability Services and Research
Wetaskiwin & District Association for Community Service
Winder Inclusive Communities Service (WICS)

V. Human Resource Practices

Pension Plans: Twenty Eight of the 39 survey respondents reported having a pension plan. In all cases the plan is a Defined Contribution/RRSP plan. The average employer contribution to a pension plan is included in the wage/salary tables in Section X.

Vehicle Allowance: Six organizations reported paying a car allowance (other than per kilometre reimbursement) to at least some positions. The average annual allowances are as follows. Only the Team Leaders and Program Director positions had sufficient data to allow reporting statistics.

Vehicle Allowances

Position Title	Number offering	Average monthly benefit
Team Leader	4	\$90.00
Program Director	4	\$157.50

Hours of Work: Hours of work range from 35 hours per week to 40 hours per week. The most common practice is 40 hours per week (2080 hours per year). The average work week reported is 38.7 hours.

Weekly Hours of Work

Weekly Hours	Number reporting	Percent of total
less than 35	0	0%
35	5	13%
35 but less than 40	10	26%
40	24	62%
More than 40	0	0%

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. The shaded cells represent the most common eligibility at each number of weeks.

2017 ACDS Survey of Salaries and Selected Human Resource Practices

ACDS Vacation Entitlement in Weeks - Management

Service Requirement	1 Week	2 Weeks	3 Weeks	4 Weeks	5 Weeks	6 Weeks
At Hire	10.3%	17.9%	53.8%	12.8%	5.1%	0.0%
End of Year 1	2.6%	23.1%	56.4%	12.8%	5.1%	0.0%
End of Year 2	2.6%	17.9%	59.0%	15.4%	5.1%	0.0%
End of Year 3	0.0%	12.8%	64.1%	17.9%	2.6%	2.6%
End of Year 4	0.0%	7.7%	51.3%	33.3%	5.1%	2.6%
End of Year 5	0.0%	0.0%	28.2%	53.8%	10.3%	7.7%
End of Year 9	0.0%	0.0%	5.1%	48.7%	30.8%	15.4%
End of Year 14	0.0%	0.0%	5.1%	20.5%	48.7%	25.6%
End of Year 19	0.0%	0.0%	5.1%	12.8%	41.0%	41.0%
Year 20+	0.0%	0.0%	5.1%	10.3%	35.9%	48.7%

ACDS Vacation Entitlement in Weeks - Non-Management

Service Requirement	1 Week	2 Weeks	3 Weeks	4 Weeks	5 Weeks	6 Weeks
At Hire	10.3%	41.0%	48.7%	0.0%	0.0%	0.0%
End of Year 1	2.6%	46.2%	51.3%	0.0%	0.0%	0.0%
End of Year 2	2.6%	41.0%	53.8%	2.6%	0.0%	0.0%
End of Year 3	0.0%	30.8%	64.1%	5.1%	0.0%	0.0%
End of Year 4	0.0%	15.4%	64.1%	20.5%	0.0%	0.0%
End of Year 5	0.0%	5.1%	41.0%	53.8%	0.0%	0.0%
End of Year 9	0.0%	5.1%	15.4%	53.8%	23.1%	2.6%
End of Year 14	0.0%	2.6%	15.4%	20.5%	48.7%	12.8%
End of Year 19	0.0%	2.6%	15.4%	12.8%	43.6%	25.6%
Year 20+	0.0%	2.6%	15.4%	12.8%	35.9%	33.3%

Vacation Carry Forward: The majority of organizations (51.3%) report allowing vacation to be carried forward at the employee's request. In many cases the amount of carry forward is limited. One week of vacation or one year's entitlement is the most frequently cited maximum vacation carry forward. Several organizations require carried over vacation to be used within the next year or less.

Vacation Carry Forward

Practice	Number reporting	Percent of total
No carry forward	5	12.8%
Carry forward at management discretion	14	35.9%
Carry forward at employee request	20	51.3%

2017 ACDS Survey of Salaries and Selected Human Resource Practices

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 13 organizations. The number of personal days reported ranged from 1 to 15 with an average number available being 4.4 per year. Personal days do not include days off granted in lieu of overtime compensation.

The average total annual hours of work excluding statutory days off, but after personal days, is 1,999.9 hours.

Flexible hours: Twenty organizations (51.3%) reported having a policy that allows employees to work flexible hours, i.e. varying start and finish times.

Working from home: Telecommuting is not commonly offered by organizations responding to this survey. Ten organizations (25.6%) reported 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. The policies grouped as “Wellness days” below include plans where sick days and personal days off are combined into a single number. The “other” practice reported accumulates sick time based on a percentage of salary. Paid days granted for bereavement or compassionate leave have not been included in this summary.

Management

Sick Leave Practice	Organizations Providing (% of sample)
No paid sick leave policy	5 (12.8%)
Full or partial pay until beginning of EI or insured program	1 (2.6%)
Wellness days	3 (7.7%)
Days per year (earned or fixed):	29 (74.4%)
Less than 10	4 (10.3%)
10	6 (15.4%)
11	1 (2.6%)
12	16 (41.0%)
15	1 (2.6%)
More than 18	1 (2.6%)
Other	1 (2.6%)

Other Employees

Sick Leave Practice	Organizations Providing (% of sample)
No paid sick leave policy	6 (15.4%)
Full or partial pay until beginning of EI or insured program	0 (0.0%)
Wellness days	3 (7.7%)
Days per year (earned or fixed):	29 (74.4%)
Less than 10	5 (12.8%)
10	5 (12.8%)
11	1 (2.6%)
12	16 (41.0%)
15	1 (2.6%)
More than 18	1 (2.6%)
Other	1 (2.6%)

2017 ACDS Survey of Salaries and Selected Human Resource Practices

Thirty Four organizations (87.2%) 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

Development and Training Practices

Policy	Number reporting each approach (% is of organizations with a policy)
Global Budget	23 (67.6%)
Individual Allocation	6 (17.6%)
Other	5 (14.7%)

The average Global Budget reported is 1.28% of payroll. The median is 1.0%

“Other” practices included:

- Fixed budget applied as required
- Allocation based on individual, program or department needs.

Individual training budgets averaged as follows:

Average Individual Training Budgets

Top executive	Senior management	Other staff
\$248.00	\$1,248.00	\$608.00

VI. Professional Fees

Fifty-six percent of respondents reported having no formal policy regarding the reimbursement of professional fees. Where fees are reimbursed the most common (76.5%) reimbursement is at 100%.

Professional Fees Reimbursement Policies

Reimbursement policy	Number reporting	% of total
none/no policy	22	56.4%
when required	15	38.5%
all	2	5.1%

VII. Employee Benefit Practices

Organizations were asked to report the availability of various benefits to employees. The table on the next page summarizes the availability of various benefits by organizational level. The availability of a benefit does not necessarily mean that all employees in the class will receive the benefit. Eligibility criteria may apply.

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. Two organizations reported not having an employee benefit plan.

2017 ACDS Survey of Salaries and Selected Human Resource Practices

Employee Benefits

Benefit Description	Number (percent) of organizations offering benefit to each level		
	All Employees	Top executive only	Senior manager only
Employee Life Insurance	36(92.3%)	0.00%	2(5.1%)
Dependent Life Insurance	34(87.2%)	0.00%	1(2.6%)
Accidental Death & Dismemberment (24 Hour)	33(84.6%)	0.00%	1(2.6%)
Travel Accident (only in the event of business travel related loss)	25(64.1%)	0.00%	0.00%
Extended Healthcare	36(92.3%)	0.00%	0.00%
Prescription Drugs	36(92.3%)	0.00%	0.00%
Dental Care	36(92.3%)	0.00%	0.00%
Vision Care	20(51.3%)	0.00%	1(2.6%)
Healthcare Spending Account	13(33.3%)	0.00%	0.00%
Critical Illness Insurance	22(56.4%)	0.00%	3(7.7%)
Optional/Voluntary Benefits	11(28.2%)	0.00%	1(2.6%)
Short Term Disability	11(28.2%)	0.00%	1(2.6%)
Long Term Disability	34(87.2%)	0.00%	1(2.6%)
Employee & Family Assistance Plan (counselling programs)	30(76.9%)	0.00%	0.00%
Savings Plan	9(23.1%)	0.00%	2(5.1%)
Company Car	1(2.6%)	2(5.1%)	1(2.6%)
Fitness/Social Club Membership	7(17.9%)	0.00%	0.00%
Business Club Membership	0.00%	0.00%	0.00%
Business Class Travel	0.00%	0.00%	1(2.6%)
Spouse Travel	0.00%	0.00%	0.00%
Educational Assistance (tuition, books, etc.)	11(28.2%)	0.00%	1(2.6%)
Child Care	0.00%	0.00%	0.00%
Smartphone	4(10.3%)	1(2.6%)	12(30.8%)
Laptop Computer	1(2.6%)	1(2.6%)	12(30.8%)
Parking paid or subsidy	11(28.2%)	0.00%	3(7.7%)
Transit pass	3(7.7%)	0.00%	0.00%
Home Internet Connection	0.00%	0.00%	2(5.1%)
Personal Financial Planning	2(5.1%)	0.00%	0.00%
Individual Coaching/Counselling	7(17.9%)	0.00%	1(2.6%)

2017 ACDS Survey of Salaries and Selected Human Resource Practices

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	Percent of those with plans
less than 50%	7	18.4%
50%	11	28.9%
51% to 74%	11	28.9%
75%	0	0.0%
76% to 99%	4	10.5%
100%	5	13.2%
no plan	1	2.6%

Benefit costs as percent of base salary. The total cost of all statutory and other benefits (exclusive of paid time off) as a percentage of base pay ranged from 10% to 30% with a median value of 15.3% and an average of 17.2%.

VIII. Wage comparison 2015 to 2017

As the samples were different in 2015 from the current year the most reliable comparison of the results over the two years requires isolating only those organizations that participated in both years. The table following shows the overall average hourly rates in 2015 and 2017 for each of the survey positions. Note; the positions added this year cannot be compared.

Survey Position Title	Number participating both years	2015 Average Hourly Rate	2017 Average Hourly Rate	Increase Percentage
Community Disability Service Worker	11	\$18.30	\$19.17	4.54%
Community Disability Service Practitioner	11	\$21.31	\$21.82	2.36%
Team Leader	12	\$26.11	\$26.97	3.18%
Coordinator	12	\$31.40	\$31.49	0.28%
Program Director	11	\$44.84	\$46.41	3.39%

IX. Wage and Bonus Tables

This section summarizes the wage and bonus information for each of the seven positions surveyed. Separate tables are included, for All Alberta and for the Calgary, Edmonton and Central regions. The other regions did not have sufficient data to report separately.

Five types of data are displayed in each table:

- Wage range information
- Actual wages/salaries
- Bonus plan eligibility
- Actual bonus awards
- Employer contributions to pension plans
- Total Cash Compensation – Includes base wages plus bonus where applicable.

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.
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.

2017 ACDS Survey of Salaries and Selected Human Resource Practices

Bonus Paid. - The average and median bonuses paid

Bonus Target – The target bonus is the percent of base salary that would be paid if objectives are satisfactorily achieved. The average and median values are reported.

Bonus maximum – The maximum percentage of salary that would be awarded for extraordinary achievement of objectives. Average and median statistics are reported.

Total Cash Compensation:

The total of the actual salary and bonus. This value represents the total amount of cash compensation received by the employee. These data are expressed as an annual value. Hourly rates are converted to an annual salary using the reported hours of work for each position.

Pension Data:

These data reflect amounts paid by the employer to a Defined Contribution pension plan or RRSP on behalf of the employee.

Wage Tables

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey
Report Level: Survey: ACDS All Alberta

Salary Type: **Hourly**

Survey Position 2 - 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.

Analysis by - Operating Budget

	Job Match Quality: Good: <input type="checkbox"/> 86% Fair: <input type="checkbox"/> 14%		All Organizations	Less Than \$5 Million	\$5 Million Or More	Operating Budget
	Number of Agencies Reporting	Median				
Operating Budget	Number of Agencies Reporting		28	11	17	0
			\$6,764,649	\$2,301,314	\$9,345,624	-
	Total Incumbents		1141	211	930	0
Salary Range Data (Hourly)	Minimum (\$)	Average	\$19.33	\$19.53	\$19.21	-
	Maximum (\$)	Median	\$19.33	\$19.61	\$19.09	-
Actual Salary Data (Hourly)	Percentiles (\$)	Average	\$24.15	\$23.52	\$24.53	-
		Median	\$24.13	\$23.49	\$24.13	-
		10th	\$18.92	\$20.22	\$18.60	-
		25th	\$19.61	\$20.43	\$19.15	-
		Median (50th)	\$21.40	\$21.63	\$20.64	-
		75th	\$22.34	\$22.00	\$22.49	-
		90th	\$23.20	\$22.62	\$23.82	-
		Average	\$21.34	\$21.55	\$21.21	-
Bonus Data	Eligible (%)		29%	45%	18%	-
	Paid (\$)	Average	\$909	\$1,215	\$400	-
		Median	\$600	\$900	-	-
		Average	4.6%	6.7%	2.5%	-
		Median	4.0%	-	-	-
		Average	5.1%	7.7%	2.5%	-
		Median	4.0%	-	-	-
Total Cash Compensation (Salary + Bonus) (Ann \$)	Average		\$42,072	\$43,706	\$41,014	-
	Median		\$40,596	\$43,584	\$40,248	-
Employer Pension Contribution (% of salary)	Average		3.6%	4.0%	3.4%	-
	Median		3.0%	3.5%	3.0%	-
Employee Pension Contribution Required (% of organizations)			84%	83%	85%	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS All Alberta

Survey Position 3 - Team Leader

Salary Type: Hourly

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.

Analysis by - Operating Budget

	Job Match Quality: Good: <input type="checkbox"/> 85% Fair: <input type="checkbox"/> 15%		All Organizations	Less Than \$5 Million	\$5 Million Or More	Operating Budget
	Number of Agencies Reporting	Median				
Operating Budget						
			34	12	22	0
			\$7,082,574	\$2,194,370	\$11,613,973	-
			538	159	379	0
Total Incumbents						
Salary Range Data (Hourly)	Minimum (\$)	Average	\$23.11	\$23.48	\$22.93	-
	Maximum (\$)	Median	\$23.36	\$23.79	\$23.16	-
Actual Salary Data (Hourly)	Average	Average	\$28.26	\$27.34	\$28.73	-
	Median	Median	\$28.40	\$27.37	\$28.65	-
	10th	10th	\$22.88	\$22.89	\$23.23	-
	25th	25th	\$23.89	\$23.73	\$23.89	-
Total Cash Compensation (Salary + Bonus) (Ann \$)	Median (50th)	Median (50th)	\$25.74	\$25.19	\$26.39	-
	75th	75th	\$27.50	\$28.68	\$27.48	-
	90th	90th	\$29.00	\$29.82	\$28.87	-
	Average	Average	\$26.01	\$26.03	\$26.00	-
Employer Pension Contribution (% of salary)	Eligible (%)	Eligible (%)	18%	33%	9%	-
	Average	Average	\$1,725	\$2,413	-	-
	Median	Median	\$1,450	\$2,425	-	-
	Maximum (%)	Maximum (%)	3.8%	-	-	-
Employee Pension Contribution Required (% of organizations)	Target (%)	Target (%)	3.5%	-	-	-
	Average	Average	4.5%	-	-	-
	Median	Median	3.5%	-	-	-
	Maximum (%)	Maximum (%)	52,593	\$53,026	\$52,357	-
Employer Pension Contribution Required (% of organizations)	Average	Average	\$51,364	\$51,499	\$51,339	-
	Median	Median	4.1%	4.3%	4.0%	-
Employee Pension Contribution Required (% of organizations)	Average	Average	3.0%	4.5%	3.0%	-
	Median	Median	83%	83%	82%	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS All Alberta

Survey Position 4 - Coordinator

Salary Type: **Hourly**

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.

Analysis by - Operating Budget

	Job Match Quality: Good: <input type="text" value="79%"/> Fair: <input type="text" value="21%"/>		All Organizations	Less Than \$5 Million	\$5 Million Or More	Operating Budget
	Number of Agencies Reporting	Median				
Operating Budget						
			33	11	22	0
			\$7,165,148	\$2,301,314	\$10,826,610	-
			171	26	145	0
Total Incumbents						
Salary Range Data (Hourly)	Minimum (\$)	Average	\$26.87	\$27.16	\$26.74	-
	Maximum (\$)	Median	\$27.58	\$28.32	\$27.48	-
Actual Salary Data (Hourly)	Average	Average	\$32.19	\$32.17	\$32.20	-
	Median	Median	\$32.19	\$32.11	\$32.19	-
	10th	10th	\$24.85	\$24.29	\$24.97	-
	25th	25th	\$26.74	\$25.43	\$26.99	-
Total Cash Compensation (Salary + Bonus) (Ann \$)	Median (50th)	Median (50th)	\$30.83	\$31.07	\$30.80	-
	75th	75th	\$33.13	\$31.61	\$32.94	-
	90th	90th	\$37.61	\$37.79	\$37.15	-
	Average	Average	\$30.66	\$30.75	\$30.62	-
Employer Pension Contribution (% of salary)						
			15%	18%	14%	-
Employer Pension Contribution Required (% of organizations)	Eligible (%)	Average	\$1,320	-	\$400	-
	Paid (%)	Median	\$700	-	-	-
	Target (%)	Average	3.3%	-	2.5%	-
Employee Pension Contribution Required (% of organizations)	Maximum (%)	Median	2.0%	-	-	-
	Average	Average	3.9%	-	2.5%	-
	Median	Median	2.0%	-	-	-
			\$61,500	\$61,793	\$61,354	-
			\$60,320	\$60,320	\$61,164	-
			4.3%	5.3%	4.1%	-
			4.0%	5.0%	3.0%	-
			82%	75%	83%	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS All Alberta

Survey Position 5 - Program Director

Salary Type: Hourly

Reporting to the agency/stop 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.

Analysis by - Operating Budget

Operating Budget	Job Match Quality: Good: <input type="checkbox"/> 70% Fair: <input type="checkbox"/> 30%		Analysis by - Operating Budget			
	Number of Agencies Reporting	Median	All Organizations	Less Than \$5 Million	\$5 Million Or More	
	Total Incumbents		33	10	23	0
			\$8,285,771	\$2,451,978	\$10,920,350	-
Salary Range Data (Hourly)	Minimum (\$)	Average	\$40.42	\$40.37	\$40.45	-
	Maximum (\$)	Median	\$38.68	\$39.00	\$38.17	-
Actual Salary Data (Hourly)	Percentiles (\$)	Average	\$47.76	\$44.41	\$49.44	-
		Median	\$46.56	\$46.29	\$48.22	-
	10th	\$34.08	\$32.02	\$34.26	-	
	25th	\$36.85	\$43.46	\$36.70	-	
Bonus Data	Paid (\$)	Median (50th)	\$46.20	\$46.15	\$46.20	-
		75th	\$52.75	\$47.22	\$52.21	-
	90th	\$60.01	\$59.35	\$64.31	-	
	Average	\$46.24	\$45.22	\$46.68	-	
Total Cash Compensation (Salary + Bonus) (Ann \$)	Eligible (%)		15%	20%	13%	-
	Average		\$2,440	-	\$734	-
	Median		\$1,500	-	-	-
	Target (%)		4.6%	-	3.8%	-
	Maximum (%)		5.0%	-	-	-
	Average		5.4%	-	3.8%	-
Employer Pension Contribution (% of salary)	Median		5.0%	-	-	-
	Average		\$92,277	\$90,532	\$93,035	-
Employee Pension Contribution Required (% of organizations)	Median		\$89,700	\$91,610	\$89,368	-
	Average		5.4%	4.5%	5.7%	-
	Median		5.0%	4.0%	5.0%	-
	Average		76%	67%	79%	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS All Alberta

Salary Type: Hourly

Survey Position 6 - Support Home Operator (Contractor)

A support home operator shares their home with an individual who requires support during the evening and overnight hours as well as daytime support on weekends. A support home operator may provide additional support when other programming is not available due to illness, holidays or day program closures. The support home operator is responsible for providing services according to the Individual Service Agreement and completing and maintaining all necessary documentation. This position is compensated at a contracted rate rather than an hourly wage.

Analysis by - Operating Budget

	Job Match Quality: Good: <input type="text" value="94%"/> Fair: <input type="text" value="6%"/>		Analysis by - Operating Budget			
	Number of Agencies Reporting	Median	All Organizations	Less Than \$5 Million	\$5 Million Or More	
Operating Budget	Total Incumbents		18	4	14	0
			\$8,509,434	\$4,094,207	\$10,826,610	-
Salary Range Data (Hourly)	Minimum (\$)	Average	\$13.95	-	\$14.02	-
	Maximum (\$)	Median	\$13.93	-	\$14.42	-
Actual Salary Data (Hourly)	Percentiles (\$)	Average	\$24.05	-	\$25.16	-
		Median	\$18.10	-	\$19.21	-
	10th	\$11.10	-	\$12.54	-	
	25th	\$13.56	-	\$15.59	-	
	Median (50th)	\$16.59	\$13.12	\$19.26	-	
	75th	\$20.20	-	\$20.75	-	
	90th	\$22.55	-	\$23.21	-	
	Average	\$16.93	\$12.65	\$18.15	-	
	Eligible (%)	11%	25%	7%	-	
Bonus Data	Paid (\$)	Average	-	-	-	-
	Target (%)	Median	-	-	-	-
	Maximum (%)	Average	-	-	-	-
	Median	-	-	-	-	
	Average	-	-	-	-	
	Median	-	-	-	-	
Total Cash Compensation (Salary + Bonus) (Ann \$)	Average	\$35,135	\$26,541	\$37,590	-	
	Median	\$33,392	\$27,348	\$40,058	-	
Employer Pension Contribution (% of salary)	Average	-	-	-	-	
	Median	-	-	-	-	
Employee Pension Contribution Required (% of organizations)		-	-	-	-	

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS All Alberta

Salary Type: **Hourly**

Survey Position 7 - Complex Needs Specialist

The complex needs specialist provides support to individuals with enhanced service needs who have been identified as having complex needs. For the purposes of this survey, persons with complex needs are defined as those with who pose a risk to themselves, others, and/or property due to challenging behaviours. These individuals require intensive services due to mental health disorder and/or dual diagnosis

Analysis by - Operating Budget

	Job Match Quality: Good: <input type="checkbox"/> 60% Fair: <input type="checkbox"/> 40%			All Organizations	Less Than \$5 Million	\$5 Million Or More	Operating Budget
	Number of Agencies Reporting						
Operating Budget	Total Incumbents		15	2	13	0	0
	Median		\$10,920,350	-	\$12,307,595	-	-
Salary Range Data (Hourly)	Minimum (\$)	Average	\$24.10	-	\$24.61	-	-
	Maximum (\$)	Median	\$22.43	-	\$22.98	-	-
Actual Salary Data (Hourly)	Percentiles (\$)	Average	\$30.44	-	\$30.75	-	-
		Median	\$29.03	-	\$30.50	-	-
		10th	\$21.89	-	\$21.61	-	-
		25th	\$23.63	-	\$23.22	-	-
		Median (50th)	\$26.20	-	\$26.85	-	-
		75th	\$27.76	-	\$29.93	-	-
		90th	\$34.49	-	\$35.80	-	-
		Average	\$27.14	-	\$27.67	-	-
Bonus Data	Eligible (%)		0%	-	0%	-	-
	Paid (\$)		Average	-	-	-	-
			Median	-	-	-	-
	Target (%)		Average	-	-	-	-
			Median	-	-	-	-
	Maximum (%)		Average	-	-	-	-
		Median	-	-	-	-	
Total Cash Compensation (Salary + Bonus) (Ann \$)		Average	\$53,786	-	\$54,482	-	-
		Median	\$53,664	-	\$54,093	-	-
Employer Pension Contribution (% of salary)		Average	4.7%	-	4.8%	-	-
		Median	3.5%	-	3.0%	-	-
Employee Pension Contribution Required (% of organizations)			60%	-	67%	-	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Calgary

Salary Type: **Hourly**

Survey Position 1 - 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.

Analysis by - Operating Budget

	Job Match Quality: Good: <input type="checkbox"/> 89% Fair: <input type="checkbox"/> 11%		All Organizations	Less Than \$5 Million	\$5 Million Or More	Operating Budget
	Number of Agencies Reporting	Median				
Operating Budget	Number of Agencies Reporting		9	4	5	0
	Median		\$5,200,000	\$1,825,312	\$12,307,595	-
	Total Incumbents		513	112	401	0
Salary Range Data (Hourly)	Minimum (\$)	Average	\$17.31	\$16.60	\$17.73	-
	Maximum (\$)	Median	\$16.87	-	\$17.52	-
Actual Salary Data (Hourly)	Minimum (\$)	Average	\$20.81	\$22.62	\$19.72	-
	Maximum (\$)	Median	\$21.13	-	\$19.21	-
	Percentiles (\$)	10th	\$16.50	-	-	-
		25th	\$17.08	-	-	-
		Median (50th)	\$19.04	\$19.15	\$19.04	-
		75th	\$20.00	-	-	-
		90th	\$20.88	-	-	-
		Average	\$18.73	\$19.00	\$18.52	-
		Eligible (%)	11%	25%	0%	-
Bonus Data	Paid (\$)	Average	-	-	-	-
	Target (%)	Median	-	-	-	-
	Maximum (%)	Average	-	-	-	-
		Median	-	-	-	-
		Average	-	-	-	-
		Median	-	-	-	-
Total Cash Compensation (Salary + Bonus) (Ann \$)		Average	\$34,400	\$34,709	\$34,153	-
		Median	\$34,198	\$34,529	\$32,175	-
Employer Pension Contribution (% of salary)		Average	-	-	-	-
		Median	-	-	-	-
Employee Pension Contribution Required (% of organizations)		Average	-	-	-	-
		Median	-	-	-	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Calgary

Salary Type: **Hourly**

Survey Position 2 - 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.

Analysis by - Operating Budget

	Job Match Quality: Good: <input type="checkbox"/> 75% Fair: <input type="checkbox"/> 25%			All Organizations	Less Than \$5 Million	\$5 Million Or More	Operating Budget
	Number of Agencies Reporting						
Operating Budget	Median			8	2	6	0
				\$8,825,437	-	\$10,612,686	-
	Total Incumbents			548	8	540	0
	Average			\$19.88	-	\$19.49	-
	Median			\$19.34	-	\$19.05	-
Salary Range Data (Hourly)	Minimum (\$)			\$24.42	-	\$24.34	-
	Maximum (\$)			\$24.13	-	\$23.12	-
	10th			\$19.20	-	-	-
	25th			\$19.67	-	\$20.32	-
	Median (50th)			\$21.79	-	\$21.22	-
	75th			\$24.07	-	\$21.98	-
	90th			\$24.81	-	-	-
	Average			\$21.93	-	\$21.52	-
	Eligible (%)			38%	-	33%	-
	Average			\$1,067	-	-	-
	Median			-	-	-	-
	Average			3.2%	-	-	-
	Median			-	-	-	-
	Average			4.2%	-	-	-
	Median			-	-	-	-
	Average			\$41,893	-	\$39,855	-
	Median			\$42,568	-	\$37,586	-
	Average			2.7%	-	2.7%	-
	Median			-	-	-	-
	Employee Pension Contribution Required (% of organizations)			67%	-	67%	-
Total Cash Compensation (Salary + Bonus) (Ann \$)							
Employer Pension Contribution (% of salary)							
Employee Pension Contribution Required (% of organizations)							

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Calgary

Salary Type: **Hourly**

Survey Position 3 - 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.

Analysis by - Operating Budget

Job Match Quality: Good: <input type="checkbox"/> 100% Fair: <input type="checkbox"/> 0%		Number of Agencies Reporting		All Organizations	Less Than \$5 Million	\$5 Million Or More	Operating Budget
		Median					
Operating Budget		Total Incumbents		9	3	6	0
				\$8,733,097	-	\$13,639,858	-
				94	5	89	0
				\$24.30	-	\$24.06	-
Salary Range Data (Hourly)		Minimum (\$)	Median	\$25.90	-	\$25.90	-
		Maximum (\$)	Average	\$28.15	-	\$28.85	-
			Median	\$29.30	-	\$29.72	-
			10th	\$23.50	-	-	-
			25th	\$23.97	-	\$26.62	-
Actual Salary Data (Hourly)		Percentiles (\$)		\$28.48	-	\$28.24	-
			75th	\$29.00	-	\$29.00	-
			90th	\$31.48	-	-	-
			Average	\$27.29	\$26.91	\$27.48	-
			Eligible (%)	22%	33%	17%	-
			Average	-	-	-	-
			Median	-	-	-	-
			Average	-	-	-	-
			Median	-	-	-	-
			Average	-	-	-	-
			Median	-	-	-	-
Total Cash Compensation (Salary + Bonus) (Ann \$)			Average	\$55,305	\$53,879	\$56,019	-
			Median	\$57,159	-	\$56,854	-
Employer Pension Contribution (% of salary)			Average	2.3%	-	2.3%	-
			Median	2.5%	-	2.5%	-
Employee Pension Contribution Required (% of organizations)				75%	-	75%	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Calgary

Survey Position 4 - Coordinator

Salary Type: **Hourly**

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.

Analysis by - Operating Budget

	Job Match Quality: Good: <input type="checkbox"/> 100% Fair: <input type="checkbox"/> 0%			All Organizations	Less Than \$5 Million	\$5 Million Or More	Operating Budget
	Number of Agencies Reporting	Median	0%				
Operating Budget	Total Incumbents			10	3	7	0
				\$8,825,437	-	\$12,307,595	-
				40	5	35	0
Salary Range Data (Hourly)	Minimum (\$)	Average		\$31.21	-	\$31.17	-
	Maximum (\$)	Median		\$31.05	-	\$31.05	-
Actual Salary Data (Hourly)	Percentiles (\$)	Average		\$34.88	-	\$34.19	-
		Median		\$33.72	-	\$33.08	-
	10th		\$30.90	-	-	-	
	25th		\$32.65	-	\$31.50	-	
Median (50th)		\$35.01	-	\$36.11	-	-	
75th		\$37.60	-	\$37.59	-	-	
90th		\$39.89	-	-	-	-	
Average		\$35.10	\$34.76	\$35.24	-	-	
Eligible (%)		30%	33%	29%	-	-	
Bonus Data	Paid (\$)	Average		\$1,667	-	-	-
	Target (%)	Median		-	-	-	-
	Maximum (%)	Average		3.2%	-	-	-
		Median		-	-	-	-
		Average		4.2%	-	-	-
		Median		-	-	-	-
Total Cash Compensation (Salary + Bonus) (Ann \$)		Average		\$70,712	\$69,438	\$71,258	-
		Median		\$70,539	-	\$70,915	-
Employer Pension Contribution (% of salary)		Average		3.0%	-	3.0%	-
		Median		3.0%	-	3.0%	-
Employee Pension Contribution Required (% of organizations)		80%		80%	-	80%	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Calgary

Salary Type: **Hourly**

Survey Position 5 - Program Director

Reporting to the agency/stop 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.

Analysis by - Operating Budget

Operating Budget	Job Match Quality: Good: <input type="checkbox"/> 73% Fair: <input type="checkbox"/> 27%		All Organizations				
	Number of Agencies Reporting	Median	Less Than \$5 Million	\$5 Million Or More			
	Total Incumbents		11	4	7	0	0
		Average	\$8,733,097	\$2,451,978	\$12,307,595	-	-
		Median	15	5	10	0	0
Salary Range Data (Hourly)	Minimum (\$)	Average	\$44.45	\$46.27	\$42.62	-	-
	Maximum (\$)	Median	\$44.59	-	-	-	-
Actual Salary Data (Hourly)	Percentiles (\$)	Average	\$48.02	\$49.02	\$47.01	-	-
		Median	\$46.88	-	-	-	-
	10th	\$39.49	-	-	-	-	
	25th	\$42.73	-	-	\$38.68	-	-
	50th	\$47.47	\$50.38	\$46.20	\$48.48	-	-
	75th	\$53.29	-	-	-	-	
	90th	\$60.02	-	-	-	-	
	Average	\$49.80	\$51.77	\$48.67	-	-	
Bonus Data	Eligible (%)	Average	27%	25%	29%	-	-
		Median	\$3,167	-	-	-	-
		Average	4.5%	-	-	-	-
		Median	-	-	-	-	-
		Maximum (%)	5.5%	-	-	-	-
Total Cash Compensation (Salary + Bonus) (Ann \$)	Average	\$99,193	\$100,981	\$98,171	-	-	
	Median	\$96,096	\$96,636	\$94,536	-	-	
Employer Pension Contribution (% of salary)	Average	3.3%	-	3.5%	-	-	
	Median	3.5%	-	4.0%	-	-	
Employee Pension Contribution Required (% of organizations)		63%	-	67%	-	-	

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Calgary

Salary Type: **Hourly**

Survey Position6 - Support Home Operator (Contractor)

A support home operator shares their home with an individual who requires support during the evening and overnight hours as well as daytime support on weekends. A support home operator may provide additional support when other programming is not available due to illness, holidays or day program closures. The support home operator is responsible for providing services according to the Individual Service Agreement and completing and maintaining all necessary documentation. This position is compensated at a contracted rate rather than an hourly wage.

Analysis by - Operating Budget

		Job Match Quality: Good: <input type="text" value="100%"/> Fair: <input type="text" value="0%"/>		Number of Agencies Reporting		All Organizations		Less Than \$5 Million		\$5 Million Or More		
Operating Budget		Total Incumbents		Median		5		0		5		
Salary Range Data (Hourly)	Minimum (\$)					\$12,307,595		-		\$12,307,595		
	Maximum (\$)					350		0		350		
Actual Salary Data (Hourly)	Percentiles (\$)	Average			\$14.35		-		-		\$14.35	
		Median			-		-		-		-	
	10th			-		-		-		-		
	25th			-		-		-		-		
	Median (50th)			\$22.36		-		-		-		
Bonus Data	Paid (\$)	75th			-		-		-		-	
		90th			-		-		-		-	
	Average			\$20.89		-		-		-		
Total Cash Compensation (Salary + Bonus) (Ann \$)	Employer Pension Contribution (% of salary)	Eligible (%)			20%		-		-		20%	
		Average			-		-		-		-	
		Median			-		-		-		-	
Employee Pension Contribution Required (% of organizations)	Maximum (%)	Average			-		-		-		-	
		Median			-		-		-		-	
		Maximum (%)			-		-		-		-	
Total Cash Compensation (Salary + Bonus) (Ann \$)	Employer Pension Contribution (% of salary)	Average			\$43,016		-		-		\$43,016	
		Median			\$46,508		-		-		\$46,508	
Employee Pension Contribution Required (% of organizations)	Maximum (%)	Average			-		-		-		-	
		Median			-		-		-		-	

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Calgary

Salary Type: Hourly

Survey Position 7 - Complex Needs Specialist

The complex needs specialist provides support to individuals with enhanced service needs who have been identified as having complex needs. For the purposes of this survey, persons with complex needs are defined as those with who pose a risk to themselves, others, and/or property due to challenging behaviours. These individuals require intensive services due to mental health disorder and/or dual diagnosis

Analysis by - Operating Budget

Job Match Quality: Good: <input type="text" value="100%"/> Fair: <input type="text" value="0%"/>		Number of Agencies Reporting		All Organizations	Less Than \$5 Million	\$5 Million Or More	Operating Budget
		Median					
Operating Budget		Total Incumbents		3	0	3	0
Salary Range Data (Hourly)	Minimum (\$)	Average		116	0	116	0
	Maximum (\$)	Median		\$26.48	-	\$26.48	-
Actual Salary Data (Hourly)	Percentiles (\$)	Average		\$32.40	-	\$32.40	-
		Median		-	-	-	-
	10th		-	-	-	-	
	25th		-	-	-	-	
	Median (50th)		-	-	-	-	
75th		-	-	-	-	-	-
90th		-	-	-	-	-	-
Average		\$29.72	\$29.72	\$29.72	-	\$29.72	-
Eligible (%)		0%	0%	0%	-	0%	-
Bonus Data	Paid (\$)	Average		-	-	-	-
	Target (%)	Median		-	-	-	-
	Maximum (%)	Average		-	-	-	-
Total Cash Compensation (Salary + Bonus) (Ann \$)		Median		-	-	-	-
Employer Pension Contribution (% of salary)		Average		\$59,651	-	\$59,651	-
Employee Pension Contribution Required (% of organizations)		Median		-	-	-	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Central

Salary Type: **Hourly**

Survey Position 1 - 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.

Analysis by - Operating Budget

	Job Match Quality: Good: <input type="checkbox"/> 86% Fair: <input type="checkbox"/> 14%		Analysis by - Operating Budget			
	Number of Agencies Reporting		All Organizations	Less Than \$5 Million	\$5 Million Or More	
Operating Budget	Median		7	3	4	0
	Total Incumbents		\$5,058,000	-	\$10,150,735	-
	Average		612	65	547	0
	Median		\$15.74	\$15.92	\$15.60	-
Salary Range Data (Hourly)	Minimum (\$)		\$16.24	-	\$16.15	-
	Maximum (\$)		\$19.46	\$19.65	\$19.31	-
			\$19.43	-	\$19.78	-
		10th	-	-	-	-
		25th	\$16.98	-	-	-
Actual Salary Data (Hourly)		Median (50th)	\$18.71	-	\$19.01	-
		75th	\$19.43	-	-	-
		90th	-	-	-	-
		Average	\$18.49	\$18.31	\$18.62	-
		Eligible (%)	14%	33%	0%	-
	Paid (\$)	Average	-	-	-	-
		Median	-	-	-	-
	Target (%)	Average	-	-	-	-
		Median	-	-	-	-
	Maximum (%)	Average	-	-	-	-
		Median	-	-	-	-
Total Cash Compensation (Salary + Bonus) (Ann \$)		Average	\$34,443	\$38,425	\$31,456	-
		Median	\$34,592	-	\$30,334	-
Employer Pension Contribution (% of salary)		Average	4.0%	-	-	-
		Median	-	-	-	-
Employee Pension Contribution Required (% of organizations)			100%	-	-	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Central

Salary Type: Hourly

Survey Position 2 - 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.

Analysis by - Operating Budget

Job Match Quality: Good: <input type="checkbox"/> 100% Fair: <input type="checkbox"/> 0%		Number of Agencies Reporting		All Organizations	Less Than \$5 Million	\$5 Million Or More	Operating Budget
		Median					
Operating Budget		Total Incumbents		3	1	2	0
		Average		-	-	-	-
		Median		58	21	37	0
Salary Range Data (Hourly)		Minimum (\$)	Average	\$19.09	-	-	-
		Maximum (\$)	Median	\$21.40	-	-	-
		Percentiles (\$)	Average	-	-	-	-
			Median	-	-	-	-
			10th	-	-	-	-
			25th	-	-	-	-
			Median (50th)	-	-	-	-
		75th	-	-	-	-	-
		90th	-	-	-	-	-
		Average	Average	\$20.52	-	-	-
		Eligible (%)	Eligible (%)	33%	-	-	-
		Average	Average	-	-	-	-
		Median	Median	-	-	-	-
		Average	Average	-	-	-	-
		Median	Median	-	-	-	-
		Average	Average	-	-	-	-
		Median	Median	-	-	-	-
Total Cash Compensation (Salary + Bonus) (Ann \$)		Average	Average	\$39,097	-	-	-
		Median	Median	-	-	-	-
Employer Pension Contribution (% of salary)		Average	Average	4.0%	-	-	-
		Median	Median	-	-	-	-
Employee Pension Contribution Required (% of organizations)				100%	-	-	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Central

Salary Type: Hourly

Survey Position 3 - 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.

Analysis by - Operating Budget

Job Match Quality: Good: <input type="checkbox"/> 83% Fair: <input type="checkbox"/> 17%		Analysis by - Operating Budget			
Number of Agencies Reporting		All Organizations	Less Than \$5 Million	\$5 Million Or More	
Operating Budget	Median	6	2	4	0
		\$5,429,735	-	\$10,150,735	-
Total Incumbents		84	13	71	0
Salary Range Data (Hourly)	Average	\$22.72	-	\$23.14	-
	Median	\$23.16	-	\$23.16	-
	Average	\$25.23	-	\$25.87	-
	Median	\$25.35	-	\$25.35	-
Actual Salary Data (Hourly)	10th	-	-	-	-
	25th	\$23.55	-	-	-
Percentiles (\$)	Median (50th)	\$24.21	-	\$24.21	-
	75th	\$24.88	-	-	-
	90th	-	-	-	-
	Average	\$23.98	-	\$24.37	-
Eligible (%)		17%	-	0%	-
Bonus Data	Average	-	-	-	-
	Median	-	-	-	-
	Average	-	-	-	-
Total Cash Compensation (Salary + Bonus) (Ann \$)	Median	-	-	-	-
	Average	\$47,440	-	\$46,791	-
	Median	\$49,361	-	\$49,361	-
Employer Pension Contribution (% of salary)	Average	3.9%	-	3.5%	-
	Median	4.0%	-	-	-
Employee Pension Contribution Required (% of organizations)		100%	-	100%	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Central

Survey Position 4 - Coordinator

Salary Type: **Hourly**

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.

Analysis by - Operating Budget

	Job Match Quality: Good: <input type="text" value="86%"/> Fair: <input type="text" value="14%"/>		All Organizations	Less Than \$5 Million	\$5 Million Or More	Operating Budget
	Number of Agencies Reporting	Median				
Operating Budget	Total Incumbents		7	3	4	0
			\$5,058,000	-	\$10,150,735	-
			42	8	34	0
Salary Range Data (Hourly)	Minimum (\$)	Average	\$25.66	-	\$25.45	-
	Maximum (\$)	Median	\$24.99	-	\$24.99	-
Actual Salary Data (Hourly)	Percentiles (\$)	Average	\$29.64	-	\$29.69	-
		Median	\$29.16	-	\$29.16	-
	10th	-	-	-	-	-
	25th	\$24.00	-	-	-	-
	Median (50th)	\$26.53	-	-	\$26.74	-
	75th	\$26.94	-	-	-	-
	90th	-	-	-	-	-
	Average	\$27.05	\$26.51	\$27.46	-	-
	Eligible (%)	14%	33%	0%	-	-
Bonus Data	Paid (\$)	Average	-	-	-	-
	Target (%)	Median	-	-	-	-
	Maximum (%)	Average	-	-	-	-
	Median	-	-	-	-	-
	Average	-	-	-	-	-
	Median	-	-	-	-	-
Total Cash Compensation (Salary + Bonus) (Ann \$)	Average	\$53,226	\$55,434	\$51,570	-	-
	Median	\$51,688	-	\$53,435	-	-
Employer Pension Contribution (% of salary)	Average	3.8%	-	3.3%	-	-
	Median	4.0%	-	-	-	-
Employee Pension Contribution Required (% of organizations)		100%	-	100%	-	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Central

Salary Type: Hourly

Survey Position 5 - Program Director

Reporting to the agency/stop 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.

Analysis by - Operating Budget

	Job Match Quality: Good: <input type="checkbox"/> 100% Fair: <input type="checkbox"/> 0%			All Organizations	Less Than \$5 Million	\$5 Million Or More	Operating Budget
	Number of Agencies Reporting	Median	0%				
Operating Budget	Total Incumbents			6	2	4	0
				\$5,429,735	-	\$10,150,735	-
				16	4	12	0
				\$34.81	-	\$34.82	-
				\$30.00	-	-	-
Salary Range Data (Hourly)	Minimum (\$)	Average		\$41.72	-	\$44.17	-
	Maximum (\$)	Median		\$41.82	-	-	-
			10th	-	-	-	-
			25th	\$34.62	-	-	-
Actual Salary Data (Hourly)	Percentiles (\$)		Median (50th)	\$37.63	-	\$37.63	-
			75th	\$40.74	-	-	-
			90th	-	-	-	-
			Average	\$38.24	-	\$38.97	-
			Eligible (%)	0%	-	0%	-
	Paid (\$)		Average	-	-	-	-
			Median	-	-	-	-
	Target (%)		Average	-	-	-	-
			Median	-	-	-	-
	Maximum (%)		Average	-	-	-	-
			Median	-	-	-	-
Total Cash Compensation (Salary + Bonus) (Ann \$)			Average	\$76,606	-	\$76,652	-
			Median	\$78,270	-	\$78,270	-
Employer Pension Contribution (% of salary)			Average	9.9%	-	10.5%	-
			Median	7.5%	-	-	-
Employee Pension Contribution Required (% of organizations)			100%	-	-	100%	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Central

Salary Type: Hourly

Survey Position 6 - Support Home Operator (Contractor)

A support home operator shares their home with an individual who requires support during the evening and overnight hours as well as daytime support on weekends. A support home operator may provide additional support when other programming is not available due to illness, holidays or day program closures. The support home operator is responsible for providing services according to the Individual Service Agreement and completing and maintaining all necessary documentation. This position is compensated at a contracted rate rather than an hourly wage.

Analysis by - Operating Budget

Job Match Quality: Good: <input type="checkbox"/> 75% Fair: <input type="checkbox"/> 25%		Number of Agencies Reporting				All Organizations		Less Than \$5 Million	\$5 Million Or More	Operating Budget		
Operating Budget		Total Incumbents				4	2	0	0	0		
		Median				\$5,044,941	-	-	-	-		
Salary Range Data (Hourly)	Minimum (\$)	Average				-	-	-	-	-		
	Maximum (\$)	Median				-	-	-	-	-		
Actual Salary Data (Hourly)	Percentiles (\$)	Average				-	-	-	-	-		
		Median				-	-	-	-	-		
		10th				-	-	-	-	-		
		25th				-	-	-	-	-		
		Median (50th)				\$14.40	-	-	-	-	-	
Bonus Data	75th	75th				-	-	-	-	-		
	90th	90th				-	-	-	-	-		
	Average	Average				\$13.11	-	-	-	-		
	Eligible (%)	Eligible (%)				25%	-	-	-	-		
	Paid (\$)	Average				-	-	-	-	-		
	Target (%)	Median				-	-	-	-	-		
	Maximum (%)	Average				-	-	-	-	-		
	Total Cash Compensation (Salary + Bonus) (Ann \$)		Median				-	-	-	-	-	
			Average				\$27,499	-	-	-	-	
	Employer Pension Contribution (% of salary)		Median				\$30,000	-	-	-	-	
Average				-	-	-	-	-				
Employee Pension Contribution Required (% of organizations)		Median				-	-	-	-	-		
		Average				-	-	-	-	-		

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Central

Salary Type: Hourly

Survey Position 7 - Complex Needs Specialist

The complex needs specialist provides support to individuals with enhanced service needs who have been identified as having complex needs. For the purposes of this survey, persons with complex needs are defined as those with who pose a risk to themselves, others, and/or property due to challenging behaviours. These individuals require intensive services due to mental health disorder and/or dual diagnosis

Analysis by - Operating Budget

Job Match Quality: Good: <input type="text" value="33%"/> Fair: <input type="text" value="67%"/>		Analysis by - Operating Budget			
Number of Agencies Reporting		All Organizations	Less Than \$5 Million	\$5 Million Or More	
Operating Budget		3	0	3	0
Total Incumbents		33	0	33	0
Salary Range Data (Hourly)	Minimum (\$)	-	-	-	-
	Maximum (\$)	-	-	-	-
Actual Salary Data (Hourly)	Percentiles (\$)				
	10th	-	-	-	-
	25th	-	-	-	-
	Median (50th)	-	-	-	-
	75th	-	-	-	-
Bonus Data	Average	\$24.11	-	\$24.11	-
	Eligible (%)				
	Average	0%	-	0%	-
	Paid (\$)				
	Median	-	-	-	-
Target (%)					
Average					
Median					
Maximum (%)					
Average					
Median					
Total Cash Compensation (Salary + Bonus) (Ann \$)		\$41,772	-	\$41,772	-
Employer Pension Contribution (% of salary)		-	-	-	-
Employee Pension Contribution Required (% of organizations)		-	-	-	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Edmonton

Salary Type: **Hourly**

Survey Position 1 - 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.

Analysis by - Operating Budget

	Job Match Quality: Good: <input type="checkbox"/> 100% Fair: <input type="checkbox"/> 0%			All Organizations	Less Than \$5 Million	\$5 Million Or More	Operating Budget
	Number of Agencies Reporting						
Operating Budget	Total Incumbents		10	3	7	0	0
	Median		\$9,603,061	-	\$20,132,600	-	-
	Average		2059	592	1467	0	0
Salary Range Data (Hourly)	Minimum (\$)		\$16.51	\$16.97	\$16.31	-	-
	Maximum (\$)		\$16.50	-	\$16.43	-	-
Actual Salary Data (Hourly)	Average		\$20.95	\$21.06	\$20.90	-	-
	Median		\$20.38	-	\$20.61	-	-
	10th		\$17.14	-	-	-	-
	25th		\$17.92	-	\$17.69	-	-
	Median (50th)		\$18.35	-	\$18.68	-	-
	75th		\$19.05	-	\$19.04	-	-
	90th		\$22.61	-	-	-	-
	Average		\$18.95	\$18.99	\$18.93	-	-
	Eligible (%)		10%	33%	0%	-	-
Bonus Data	Paid (\$)		-	-	-	-	-
	Target (%)		-	-	-	-	-
	Maximum (%)		-	-	-	-	-
Total Cash Compensation (Salary + Bonus) (Ann \$)	Average		\$37,735	\$38,750	\$37,300	-	-
	Median		\$37,118	-	\$36,795	-	-
Employer Pension Contribution (% of salary)	Average		4.9%	-	4.8%	-	-
	Median		3.0%	-	3.0%	-	-
Employee Pension Contribution Required (% of organizations)			88%	-	83%	-	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Edmonton

Survey Position 3 - Team Leader

Salary Type: Hourly

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.

Analysis by - Operating Budget

	Job Match Quality: Good: <input type="checkbox"/> 82% Fair: <input type="checkbox"/> 18%			Analysis by - Operating Budget		
	Number of Agencies Reporting	Median	All Organizations	Less Than \$5 Million	\$5 Million Or More	\$5 Million Or More
Operating Budget			11	4	7	0
	Total Incumbents					
	Average					
	Median					
Salary Range Data (Hourly)	Minimum (\$)		\$23.24	\$24.41	\$22.58	-
	Maximum (\$)		\$22.78	\$23.67	\$22.78	-
	Average		\$28.78	\$28.56	\$28.90	-
	Median		\$28.79	\$27.37	\$28.84	-
	10th		\$24.54	-	-	-
	25th		\$25.05	-	\$26.32	-
Actual Salary Data (Hourly)	Percentiles (\$)		\$26.45	\$25.48	\$27.05	-
	75th		\$27.36	-	\$27.36	-
	90th		\$27.53	-	-	-
	Average		\$26.51	\$26.73	\$26.38	-
	Eligible (%)		18%	50%	0%	-
	Average		-	-	-	-
	Median		-	-	-	-
	Average		-	-	-	-
	Median		-	-	-	-
	Average		-	-	-	-
	Median		-	-	-	-
Total Cash Compensation (Salary + Bonus) (Ann \$)	Average		\$54,151	\$55,997	\$53,097	-
	Median		\$54,746	\$53,758	\$54,746	-
Employer Pension Contribution (% of salary)	Average		4.6%	4.0%	4.8%	-
	Median		3.0%	-	3.0%	-
Employee Pension Contribution Required (% of organizations)			89%	100%	83%	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Edmonton

Survey Position 4 - Coordinator

Salary Type: **Hourly**

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.

Analysis by - Operating Budget

	Job Match Quality: Good: <input type="checkbox"/> 75% Fair: <input type="checkbox"/> 25%			All Organizations	Less Than \$5 Million	\$5 Million Or More	Operating Budget
	Number of Agencies Reporting						
Operating Budget	Total Incumbents			8	2	6	0
	Median			\$14,209,186	-	\$23,066,300	-
Salary Range Data (Hourly)	Average			58	6	52	0
	Minimum (\$)			\$27.34	-	\$27.93	-
	Median			\$27.58	-	\$28.26	-
	Maximum (\$)			\$32.43	-	\$33.65	-
Actual Salary Data (Hourly)	Average			\$32.97	-	\$34.93	-
	10th			\$28.35	-	-	-
	25th			\$28.67	-	\$30.25	-
	Median (50th)			\$29.84	-	\$31.84	-
	75th			\$32.92	-	\$32.91	-
	90th			\$32.95	-	-	-
	Average			\$30.19	-	\$31.20	-
Bonus Data	Eligible (%)			0%	-	0%	-
	Average			-	-	-	-
	Median			-	-	-	-
	Average			-	-	-	-
	Median			-	-	-	-
	Maximum (%)			-	-	-	-
Total Cash Compensation (Salary + Bonus) (Ann \$)		Average		\$60,821	-	\$62,886	-
		Median		\$61,164	-	\$63,348	-
Employer Pension Contribution (% of salary)		Average		5.1%	-	4.8%	-
		Median		3.0%	-	3.0%	-
Employee Pension Contribution Required (% of organizations)		86%		-	-	83%	-

Salary and Bonus Data Summary - 2017 Alberta Council of Disability Services Compensation Survey

Report Level: Survey: ACDS Region: Edmonton

Salary Type: Hourly

Survey Position 7 - Complex Needs Specialist

The complex needs specialist provides support to individuals with enhanced service needs who have been identified as having complex needs. For the purposes of this survey, persons with complex needs are defined as those with who pose a risk to themselves, others, and/or property due to challenging behaviours. These individuals require intensive services due to mental health disorder and/or dual diagnosis

Analysis by - Operating Budget

	Job Match Quality: Good: <input type="checkbox"/> 25% Fair: <input type="checkbox"/> 75%			Analysis by - Operating Budget		
	Number of Agencies Reporting			All Organizations	Less Than \$5 Million	\$5 Million Or More
Operating Budget	Total Incumbents			4	0	0
	Median			\$26,795,899	-	\$26,795,899
Salary Range Data (Hourly)	Minimum (\$)	Average		\$28.36	-	\$28.36
	Maximum (\$)	Median		\$26.12	-	\$26.12
Actual Salary Data (Hourly)	Percentiles (\$)	Average		\$32.69	-	\$32.69
		Median		\$32.07	-	\$32.07
	10th		-	-	-	
	25th		-	-	-	
Median (50th)		Median		\$29.36	-	\$29.36
75th		75th		-	-	-
90th		90th		-	-	-
Average		Average		\$30.84	-	\$30.84
Eligible (%)		Eligible (%)		0%	-	0%
Bonus Data	Paid (\$)		Average		-	-
	Target (%)		Median		-	-
	Maximum (%)		Average		-	-
Total Cash Compensation (Salary + Bonus) (Ann \$)		Median		-	-	-
Employer Pension Contribution (% of salary)		Average		\$62,066	-	\$62,066
Employee Pension Contribution Required (% of organizations)		Median		\$56,917	-	\$56,917
		Average		8.0%	-	8.0%
		Median		-	-	-
		67%		67%	-	67%