

ACDS 2019 Workforce Survey

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We thank all the service providers who submitted the information needed to compile this report. We sincerely appreciate your effort, and trust that the data will provide vital information to enhance our knowledge of our workforce and help us in our advocacy activities.

We also thank the members of the ACDS Human Resources Committee who provide ongoing feedback on how we can help address human resource challenges in the community disability services sector.

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About ACDS

The Alberta Council of Disability Services (ACDS) is a non-profit association of community-based service providers supporting individuals with disabilities.

Vision: People with disabilities live full lives as citizens supported by a vibrant network of services in their communities.

Mission: ACDS is the collective voice of our members, advancing excellence and best practices, advocating for effective public policy, and championing professional disability services.

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ACDS 2019 Workforce Survey

Executive Summary

Introduction

Since 2009, ACDS Annual Workforce Surveys have provided vital information about Alberta's Community Disability Services (CDS) workforce. For 2019, workforce data was analyzed by funding source (PDD, FSCD, and other funding).

The survey was completed by 44 ACDS member organizations, for 53 service locations (36% response rate), representing 31% of all PDD-funded agencies; they employ 7,254 workers and support 4,720 PDD-funded individuals and 2,259 individuals funded by FSCD or other sources.

Regional response rates (no. of organizations): Calgary 32% (9); Central 25% (7); Edmonton 34% (15); North Central/Northeast 54% (7); Northwest 58% (7); South 33% (8).

Results are generalizable to the PDD-funded CDS sector at a provincial level. Regional level results should be interpreted with caution due to the low numbers of respondents.

Organizational Profiles

Populations served: In addition to supporting adults with developmental disabilities, organizations in the sample provided services to seniors (77%), children (25%), and youths (30%), individuals with FASD (87%) and autism spectrum disorders (85%).

Support types: Organizations in the sample offered: community access and recreation (96%); overnight staffed residences (79%); supported independent living arrangements (70%); employment supports (68%); support home models (57%); respite for families (51%), life skills and other workshops (42%); outreach services (32%); and supports for children, youth and families not listed above.

Supportive living arrangements: In 2019, 42% of the organizations in the sample sub-contracted supportive living arrangements. South (63%) and Central (57%) had the highest proportion, though Calgary had the highest average number of supportive living arrangements (85). Calgary and Central both supported a large number of individuals through this model (on average, 104 and 75 individuals, respectively, per organization).

Organizational budgets: The average operating expense of the organizations in the sample was \$8.1 million for 2018/19. Average operating expenses in North Central/Northeast, Northwest, and South were comparatively low, ranging between \$3.5 to \$6.6 million. Central and Edmonton had the highest average operating expenses at \$11.3 and \$11.9 million per year.

PDD funded 86% of each organization's revenue, on average, and supported 96% of all staffing hours across the province, ranging from 84% in Northwest to 98% in Edmonton.

Training Costs: 71% of training costs were spent on mandatory training required by funders or an accreditation body. Central (90%) and South (83%) had the highest percentage of training costs attributed to mandatory training.

The majority of mandatory training (89%) was paid for by an organization's primary funder. Calgary, North Central/Northeast and Northwest reported that mandatory training was 100% paid by their primary funders. Primary funders paid the lowest proportion of mandatory training costs in Central (66.7%) and South (75.3%), leaving these organizations to find other sources to pay for this essential training.

Costs included in training estimates primarily included course fees and materials, followed by paying for external and internal trainers, staff wages, travel, accommodation, and meals.

Workforce Profiles

Employment status: In 2019, 60% of the positions in the sample were full time, slightly higher than in 2018 (56%) and 2017 (53%). 61% of PDD-funded and 69% of other-funded positions were full-time, compared to only 16% of FSCD-funded positions.

Position: Frontline staff (Community Disability Service Workers [CDSW], Community Disability Service Practitioners [CDSP], Employment Specialists, Complex Support Needs workers [CSN1 and CSN2], Team Leaders, and Other Direct Service) accounted for 87% of the workforce in this sample. The most common positions were CDSW (53%) and CDSP (18%).

27% of employees worked in more than one position with the same organization in 2019; 94% of staff working multiple positions were employed in frontline positions in the same organization.

Three-quarters (76%) of PDD-funded jobs were CDSW (47%) and CDSP (29%) positions, compared to 88% of FSCD-funded positions (CDSW, 86%; CDSP, 2%). Other-funded positions were more evenly distributed than PDD and FSCD-funded positions, suggesting that additional funding is more often used to support necessary non-frontline roles in organizations.

Gender: Women were almost three-quarters (73%) of the workforce in the 2019 sample. However, men are a growing part of the workforce, increasing from 20% in 2015 to 27% in 2019.

FSCD-funded positions were more likely to be held by women (85%) than PDD-funded (74%) or other-funded (75%) positions.

Age: The average age of the workforce in the sample was 41.9 years. The age distribution of Alberta's CDS sector is comparable to that of all employees in the Canadian labour force.

33% of the employees were under 35, and the majority (60%) were under 45. Central had the lowest percentage of employees (23%) below 35, while South had the highest (44%).

FSCD-funded workers were significantly younger than those funded by PDD or other sources. 71% of FSCD-funded employees were under 35, compared to PDD-funded (30%) and other-funded (30%) employees.

Tenure: 47% of the workers in the sample had been with their current employer for less than three years and 37% had a tenure of less than two years; this is stark evidence of the high turnover in the sector.

South had the newest workforce, with 45% of its employees having a tenure of less than two years, while Central (24%) and Edmonton (21%) had the highest proportion of workers with a tenure of over 10 years.

FSCD-funded staff were more likely to have been with their current organization for less than two years (62%) than PDD-funded (34%) or other-funded (42%) staff.

Education: A quarter (28%) of the workforce in the sample had a high school degree or less, and an additional 42% had a certificate as their highest level of education. Almost half (44%) had certificates or diplomas (33%) or a Bachelor's degree (12%) related to their profession.

Calgary (32%) and Central (26%) had the highest proportion of staff with degrees, while South (54%) and Northwest (37%) had the highest proportion who had only completed high school.

Turnover and Vacancy Rates

Industry Turnover: In 2019, 1,524 employees left their jobs across the 53 organizations during the 10-month period covered by the survey (equivalent to 1,828 employees leaving in a year), for an annualized industry turnover rate of 26.0%.

Regional turnover rates: Calgary 20%; Central 23%; Edmonton 25%; North Central/Northeast 15%; Northwest 34%; South 40%.

66% of turnover in 2019 was initiated by the employee; 34% was the employer's decision, e.g., via termination, layoff, or end of a contract.

Organizational-Level Turnover: On average, each of the 53 organizations in the sample experienced 26.5% turnover in 2019. Northwest (33%) and South (34%) had the highest average organizational turnover, while Calgary (20%) and North Central/Northeast (19%) had the lowest. The maximum turnover (63%) was experienced by an organization in Edmonton.

Turnover by Position: CDSW and Employment Specialists had the highest turnover rates (31%). CSN2 had the lowest turnover rate of front-line positions (9%).

Regionally, prominent peaks included high turnover of CDSW in Northwest (46%) and South (45%), CDSP in Northwest (54%), CSN1 (31%) and CSN2 (37%) in the Northwest, Employment Specialists (98%) and other leadership positions (60%) in Calgary.

Turnover by Employment Status: Turnover was lowest for full time employees (16%), and much higher for part time (29%) and casual employees (47%).

Turnover for full time employees was highest in Northwest (27%), and lowest in North Central/Northeast (10%). Turnover for part time workers was highest in Edmonton (37%) and lowest in Central and North Central/Northeast (18%). Turnover for casual employees was very high in South (134%), and Northwest (72%).

Turnover by Gender: Male employees were just as likely to leave as female workers (26%).

Turnover by Age: Turnover was highest in employees aged 20 to 24 years old (51%), followed by employees younger than 20 (44%).

Turnover by Tenure: Turnover was highest among employees who had been at their organization for less than a year (50%), and decreased gradually as the employee's tenure with the organization increased.

Turnover by Education: Turnover was lowest in employees with graduate degrees (9.2%) and highest in those with just a high school education (23.0%).

Vacancy Rates: 401 vacancies were reported by 35 organization across Alberta for October 31, 2019, for an overall “snap shot” vacancy rate of 5%. South (11%) and Central (6%) had the highest overall vacancy rates.

FSCD-funded positions (20%), CDSW positions (8.5%) and part time (17%) positions had the highest vacancy rates in their respective categories.

Compensation

Wages: The majority of the workforce (56%) in this sample made under \$20.00/hour in 2019, with an hourly average wage of \$21.27. Calgary (\$24.46) and Northwest (\$23.16) had the highest mean hourly wages, while South (\$19.51) and Edmonton (\$20.54) had the lowest.

Average hourly wage ranges (*average low to average high*) for frontline workers were as follows: CDSW \$16.68 to \$21.04; CDSP \$19.74 to \$26.02; Employment Specialists \$21.13 to \$25.38; CSN1 \$20.26 to \$25.03; CSN2 \$20.57 to \$24.57; Team Leaders \$24.40 to \$28.76; other direct service \$21.17 to \$28.63. Wage ranges varied across regions.

Benefits: Only two organizations in the sample of 53 stated they did not provide any benefits to their staff. Most prevalent benefits available were: extended healthcare, prescription drugs, life insurance, and accidental death and dismemberment insurance (91% of organizations), followed by dental care, dependent life insurance (89%), employee and family assistance plans (79%) and long term disability (74%). Savings and pension plans were the least likely to be available.

Regardless of benefit type, fewer part time and temporary workers had access to benefits than full time or permanent workers. The average wait time before employees became eligible for benefits was about 2.6 months. Organizations typically require employees to work a certain number of hours per week or month to become eligible for benefits.

Percentage of costs paid by the organization depended on benefit type. Reimbursements were typically high for travel and technology benefits such as paid parking, internet connection (100%) and laptops (95%) or smartphones (81%), as well as for personal support or growth benefits such as professional membership fees (87%). Coverage for health and fitness benefits was typically around 64% for standard benefits such as extended healthcare, dental, vision and prescription drugs, and 86% for those offering health care spending accounts. Employer paid portions for insurance benefits ranged from 55% for optional/voluntary insurance to 67% for disability and business travel insurance.

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2019 ACDS Annual Workforce Survey

1 Introduction

Since 2009, the ACDS Annual Workforce Survey has provided data to help the Community Disability Services (CDS) sector develop evidence-based human resource policies. For 2019, the ACDS Human Resources Committee recommended that the Workforce Survey gather data based on funding source (PDD, FSCD, and other funding) for key workforce variables.

2 Research Approach and Sample Characteristics

2.1 Data Collection

The population for the 2019 Workforce Survey consisted of all 131 ACDS member organizations, operating a total of 149 service locations across Alberta (83% of all PDD-funded agencies).

The invitation to participate in the survey was sent on November 19, 2019 via an e-newsletter containing an embedded link to the survey tool. The MS-Excel survey tool consisted of one instruction page and six identical worksheets (one per region), so that multi-region agencies could complete a separate worksheet for each region in which they operate. This format allowed respondents to enter and save their responses over time, before emailing the completed file to the ACDS researcher upon completion.

The original deadline of December 31, 2019 was extended to January 10, 2020, and finally to January 20, 2020 to increase the participation rate. Members of the ACDS Human Resources Committee and ACDS Government Relations Committee were requested to encourage their regional peers to participate.

2.2 Response Rate and Representativeness

By January 20, 2020, responses had been received from 44 PDD-funded organizations, representing 53 locations, for an overall response rate of 36% (53/149 service locations). This response rate is comparable to rates achieved in the 2017 and 2018 Annual Workforce Surveys (both had a 31% response rate) and is acceptable for this survey method.

Regional response rates (no. of organizations): Calgary: 32% (9); Central: 25% (7); Edmonton: 34% (15); North Central / Northeast: 54% (7); Northwest: 58% (7); South: 33% (8). A total of 31% of all PDD-funded organizations participated, serving an estimated 4,720 (36.9%) of the 12,784 individuals accessing PDD-funded services as at December 2019.

The representativeness of the sample (table next page) was assessed by using *all* PDD-funded organizations (not just ACDS member organizations) and the number of individuals supported.

Central region service providers are under-represented, with only 7 (vs. approx. 10 desirable) responses for the region. Smaller organizations (serving fewer individuals) were over-

represented in the Calgary and Central regions, while larger organizations were over-represented in the Edmonton and South samples.

Though generalizable to the PDD-funded CDS sector at the provincial level, caution should be used when interpreting the regional-level results, in particular for the Central region.

Representativeness of the Sample

REGION	Number of Organizations				Organization Size (Individuals in Service)			
	Population ^a		Survey Sample		Population ^a		Survey Sample (PDD Only)	
	n	%	Representative n (% x N)	Actual n (%)	n	%	Representative n (% x N)	Actual n ^b
Calgary	34	20%	10	9 (17%)	4,058	32%	1,498	957 (20%)
Central	35	20%	11	7 (13%)	2,072	16%	765	553 (12%)
Edmonton	45	26%	14	15 (28%)	3,978	31%	1,469	2028 (43%)
North Central/East	17	10%	5	7 (13%)	749	6%	277	238 (5%)
North West	18	10%	6	7 (13%)	488	4%	180	232 (5%)
South	24	14%	7	8 (15%)	1,481	12%	547	712 (15%)
TOTAL	173	100%	N = 53 (100%)		12,784	100%	N = 4,720 (100%)	
Sample representation			30.6% of PDD-funded agencies		36.9% of all individuals in service			

(a) Government of Alberta Open Data Portal. PDD Active Caseload.

(b) The number of individuals in service was obtained from sum of survey responses indicating the number of both direct and Family Managed Supports PDD-funded individuals supported. This estimate is conservative in that it does not include the number of individuals supported by organizations who were unable to separate their numbers by funding source.

2.3 Data Analysis

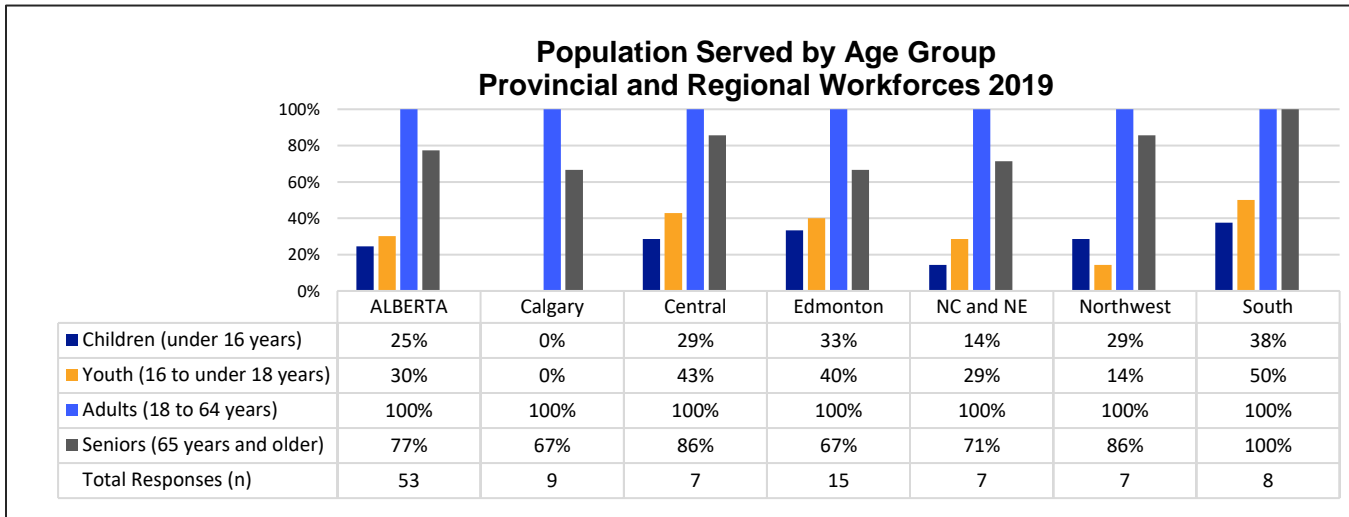
Surveys were stripped of identifying information and given unique, confidential ID codes. Fields left blank were coded as “non-responses.” Data was analyzed in MS-Excel.

Where applicable, year-over-year comparisons are provided at the provincial level; regional samples are too small to justify comparisons with previous years. As respondents are not identical from year to year, yearly comparisons should be limited to assessing general sector trends. Additional information on analysis is available in Appendix A.

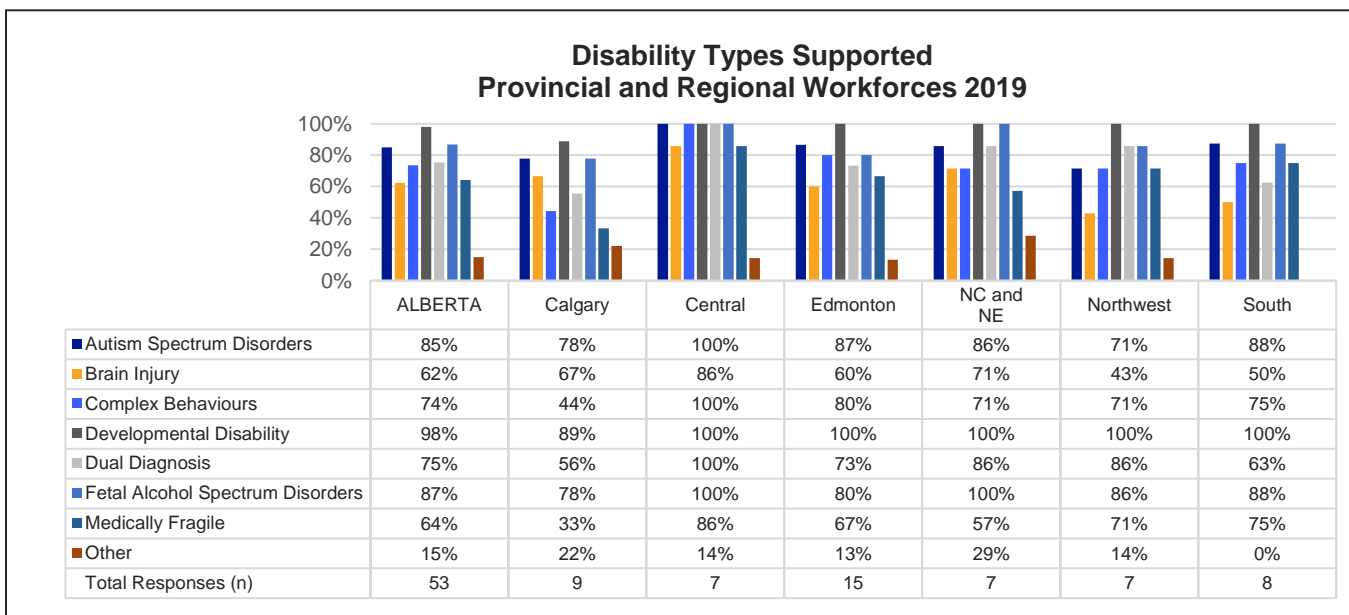
3 Organizational Profiles: Provincial and Regional

3.1 Populations Served

In addition to supporting adults with developmental disabilities, organizations in the sample provided services to seniors (77%), children (25%), and youths (30%). None of the organizations responding from Calgary provided services to children or youth, while the South region had the highest proportion supporting children under 16 (38%) and youth aged 16-18 years old (50%).

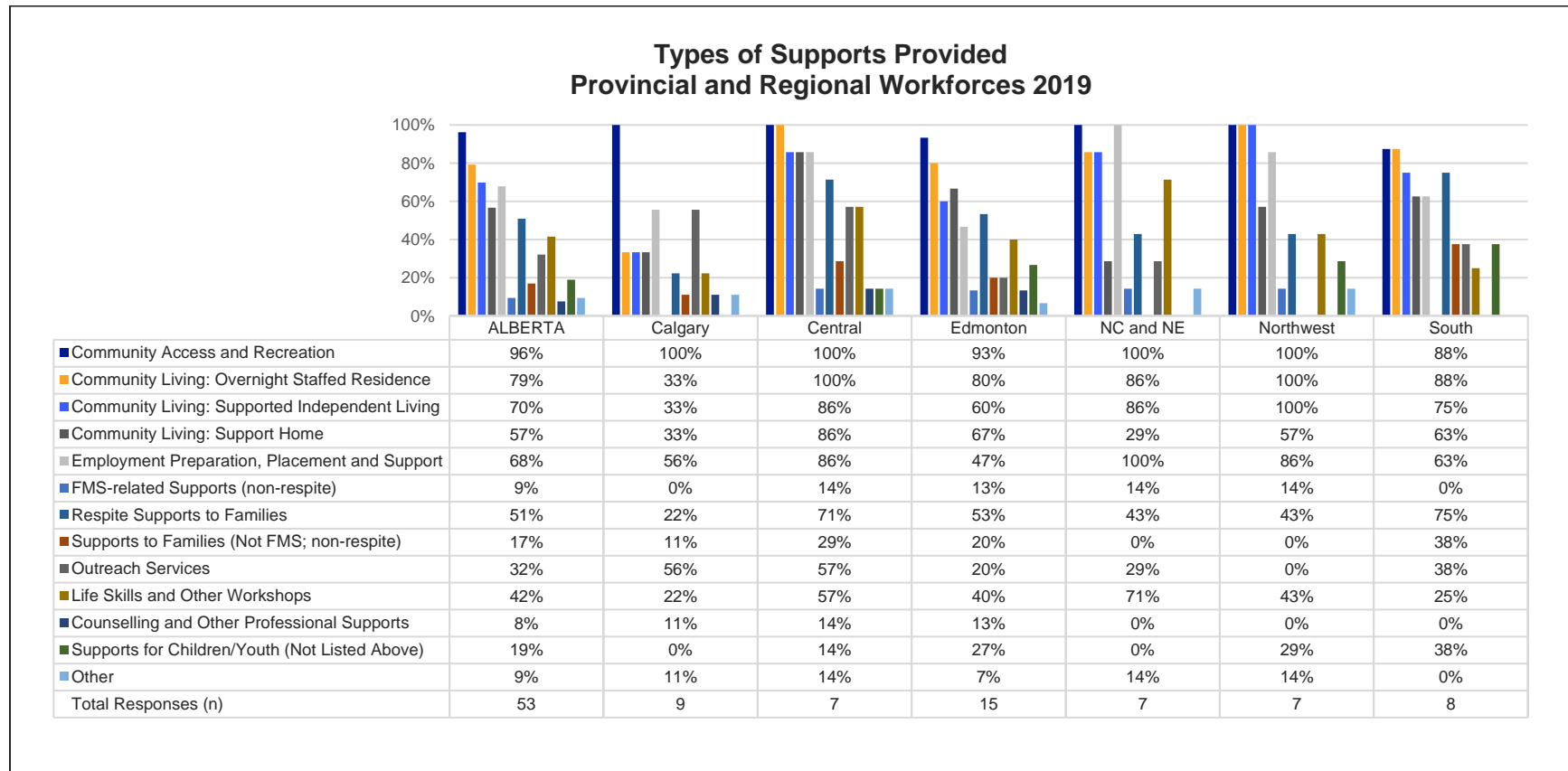


Organizations mostly supported individuals with developmental disabilities (98%), FASD (87%) and autism spectrum disorders (85%). A lower proportion of Calgary respondents supported individuals with complex behaviours, dual diagnosis, and those who are medically fragile.



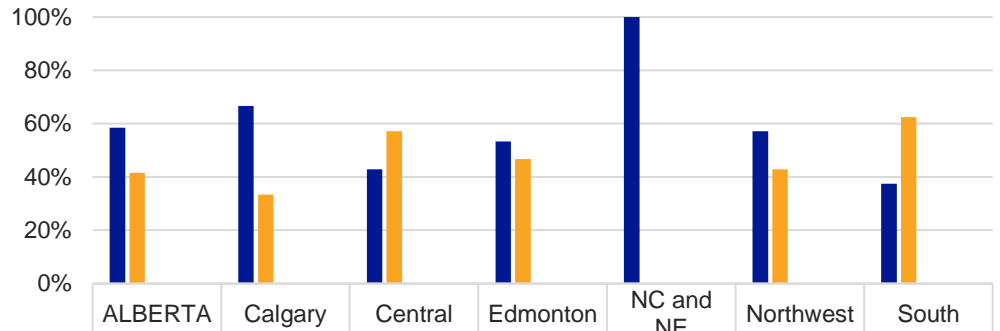
3.2 Types of Supports Provided

Community access and recreation were offered by almost all organizations in the sample (96%), followed by overnight staffed residences (79%) and supported independent living (70%). Other services offered included occupational therapy, rehabilitation, family behaviour consultation and support, early intervention, and specialized transportation services.



In 2019, 42% of the organizations in the sample sub-contracted supportive living arrangements. South (63%) and Central (57%) had the highest proportion, though Calgary had the highest average number of supportive living arrangements (85). Calgary and Central both supported a large number of individuals through this model (on average, 104 and 75 individuals, respectively, per organization).

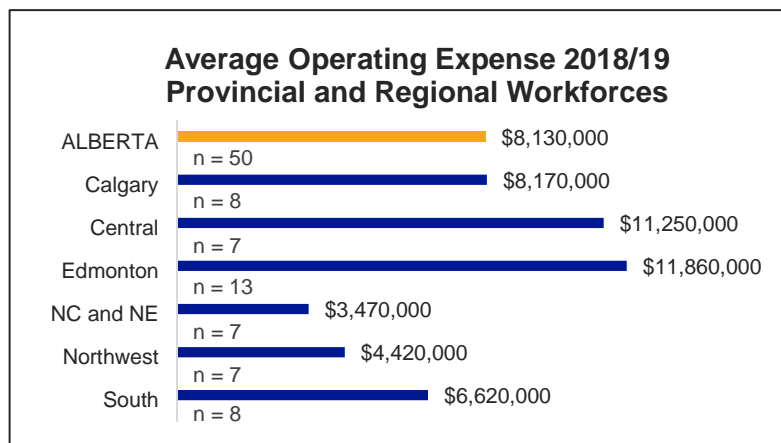
**Supportive Living Arrangements
Provincial and Regional Workforces 2019**



	ALBERTA	Calgary	Central	Edmonton	NC and NE	Northwest	South
■ Sub-contracted supportive living arrangements - NO	58%	67%	43%	53%	100%	57%	38%
■ Sub-contracted supportive living arrangements - YES	42%	33%	57%	47%	0%	43%	63%
If Yes: average number of sub-contracted supportive living arrangements	23	85	9	19	0	1	15
If Yes: average number of individuals currently supported through this model	39	104	75	25	0	2	16
Total Responses (n)	53	9	7	15	7	7	8

3.3 Operating Expenses and Revenue Sources

The average operating expense of the organizations in the sample was \$8.1 million for 2018/19. Average operating expenses in North Central, Northeast, Northwest, and South were comparatively low, ranging between \$3.5 to \$6.6 million. Central and Edmonton had the highest average operating expenses at \$11.3 and \$11.9 million per year.



PDD funded 86% of each organization's revenue, on average. Other funding sources accounted for 3.9% of funding and include rental income, interest income, and non-government grants.

Operating Revenue Sources 2018/2019 - Provincial and Regional

Operating Revenue Sources	ALBERTA	Calgary	Central	Edmonton	NC and NE	Northwest	South
	n = 52	n = 9	n = 7	n = 14	n = 7	n = 7	n = 8
PDD	86.3%	82.9%	85.6%	88.4%	85.7%	88.1%	86.1%
FSCD	1.4%	0.0%	0.7%	2.8%	0.3%	0.5%	2.9%
FASD	0.1%	0.0%	0.6%	0.0%	0.0%	0.3%	0.0%
Alberta Health	0.9%	2.1%	0.6%	0.2%	0.0%	2.5%	0.1%
Alberta Seniors	0.0%	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%
Alberta Works	0.5%	0.0%	2.6%	0.2%	0.0%	0.0%	0.5%
Alberta WCB	0.2%	0.0%	0.0%	0.8%	0.0%	0.0%	0.0%
Alberta Government - Other	1.3%	7.1%	0.3%	0.1%	0.1%	0.0%	0.1%
FCSS	0.1%	0.0%	0.9%	0.0%	0.0%	0.0%	0.0%
Municipal Government - Other	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%
Government of Canada	0.3%	0.7%	1.0%	0.1%	0.0%	0.0%	0.0%
Fundraising	1.8%	5.0%	0.9%	1.9%	1.0%	0.0%	1.3%
Social Enterprise	3.1%	0.0%	0.6%	2.4%	7.9%	5.4%	3.9%
Other	3.9%	2.1%	6.3%	3.1%	4.9%	3.0%	5.1%

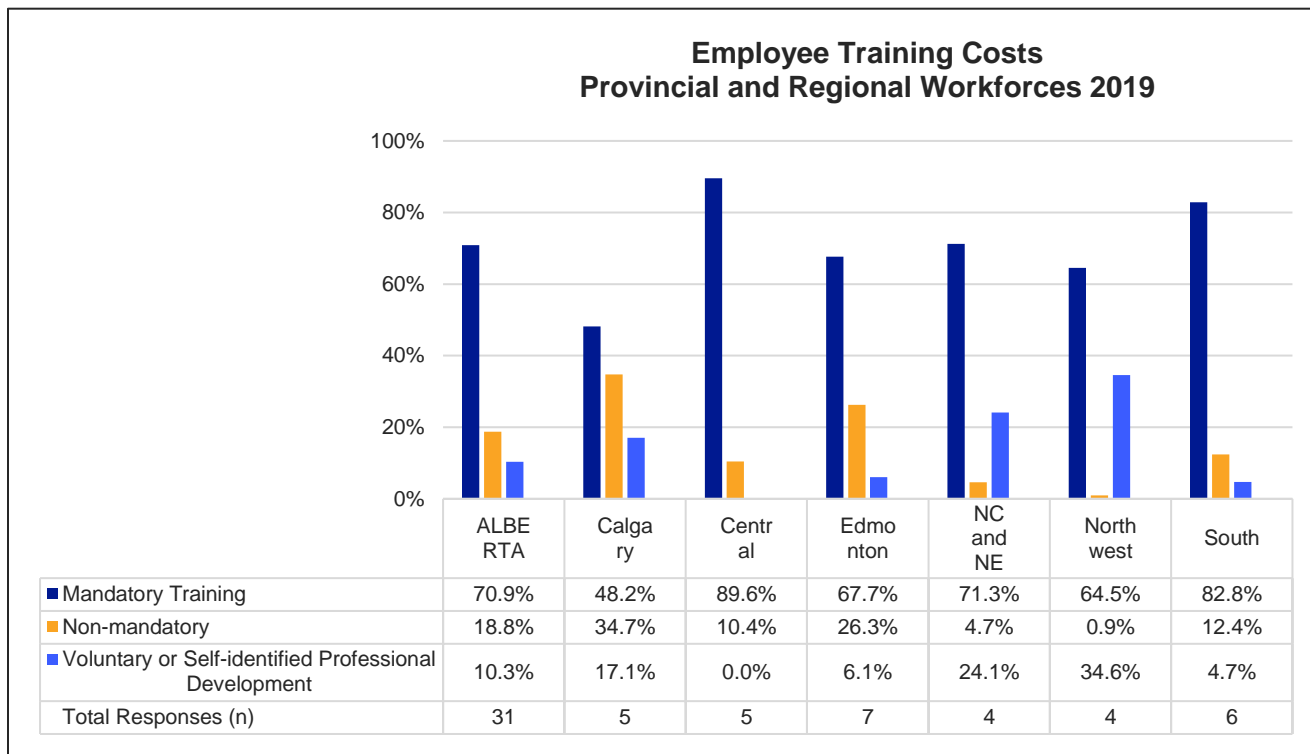
3.4 Training Costs

31 organizations provided information on employee training costs.

Organizations in the sample spent most of their training budgets in 2019 on mandatory training (70.9%), i.e., on training required by an organization's funder or accreditation body.

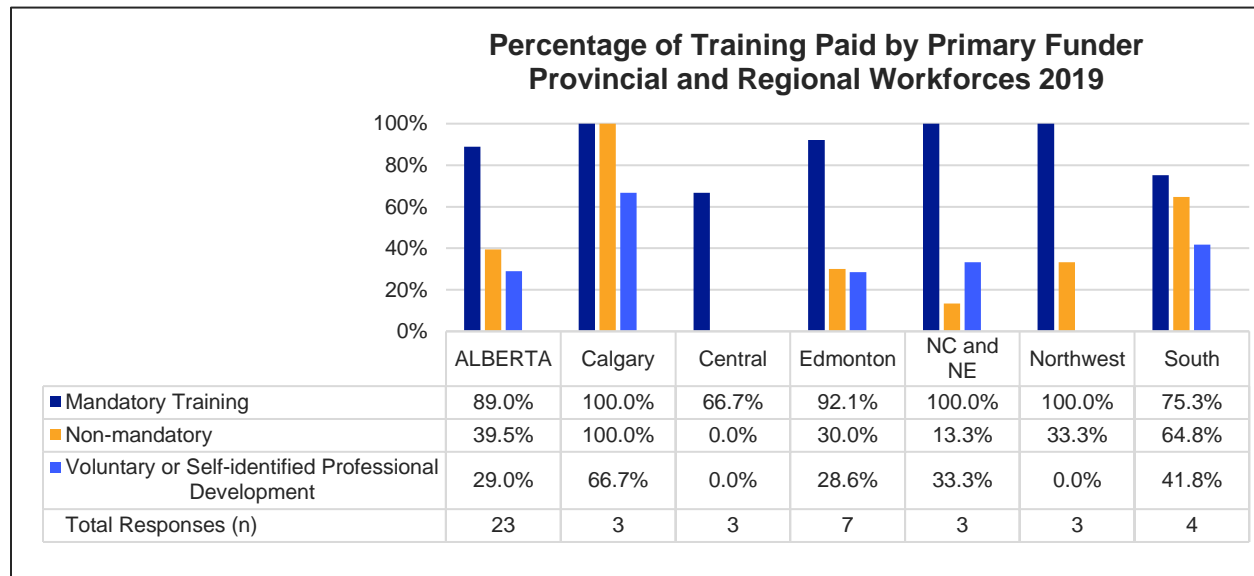
Central (89.6%) and South (82.8%) had the highest percentage of training costs attributed to mandatory training.

Calgary (34.7%) and Edmonton (26.3%) had the highest proportion of training costs allocated to non-mandatory training. Northwest (34.6%) and North Central/Northeast (24.1%) had the highest proportion of training costs allocated to voluntary training, i.e., training identified by the employee for self-identified professional development.

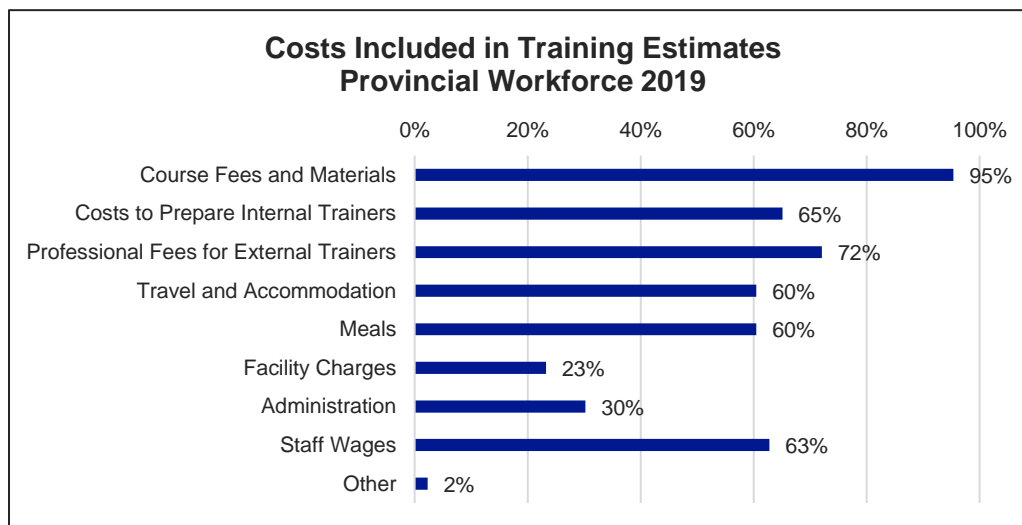


23 organizations reported on the percentage of training paid for by their primary funder. For these organizations, the majority of mandatory training (89.0%) was paid for by their primary funders. Primary funders paid lower proportions of non-mandatory (39.5%) and voluntary (29.0%) training.

Calgary, North Central/Northeast and Northwest reported that mandatory training was 100% paid by their primary funders. Primary funders paid the lowest proportion of mandatory training costs in Central (66.7%) and South (75.3%), leaving these organizations to find other sources to pay for this essential training.



Costs included in organizational training estimates primarily included course fees and materials, followed by paying for external and internal trainers, staff wages, travel, accommodation, and meals. The 'other' category includes additional expenses such as parking.

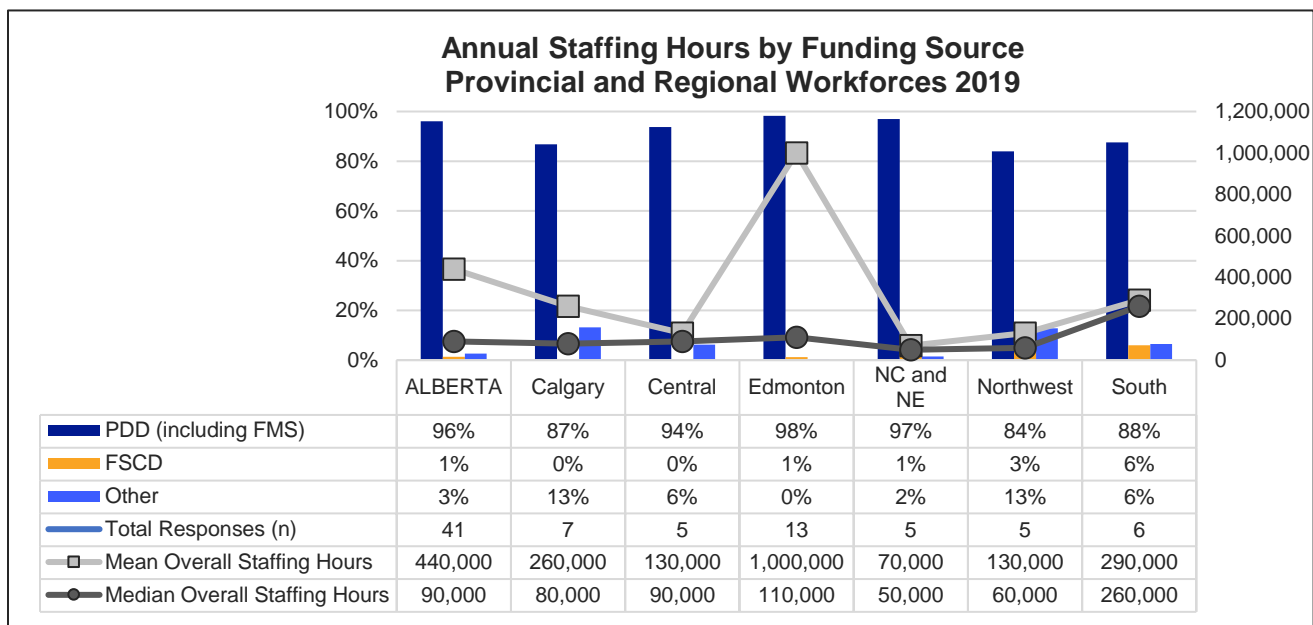


4 Staffing: Provincial, Regional and by Funding Source

4.1 Staffing Hours

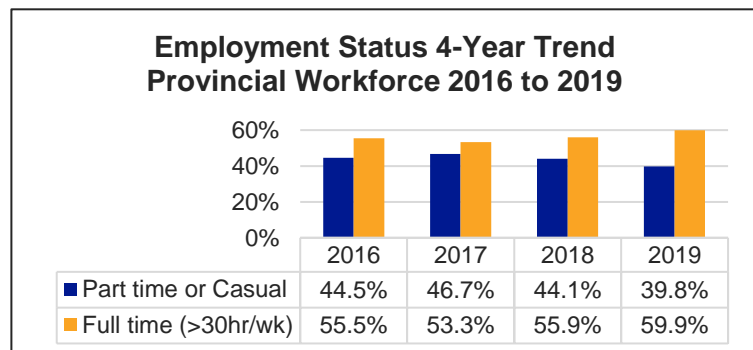
A total of 370,546 staffing hours were paid out between January 1 and October 31, 2019 by the 41 organizations reporting this information (444,655 hours for a 12-month period).

PDD supported 96% of all staffing hours across the province, ranging from 84% in Northwest to 98% in Edmonton. On average, a median of 90,000 staffing hours were paid per organization across the province between January 1 and October 31, 2019, ranging from a median of 50,000 hours per organization in North Central/Northeast to a median of 260,000 hours in South.



4.2 Employment Status

Consistently over the past 4 years, over half the workforce has worked full time (30 hours per week or more). The proportion of the workforce employed full time is slightly higher in 2019 (59.9%) than in previous years.

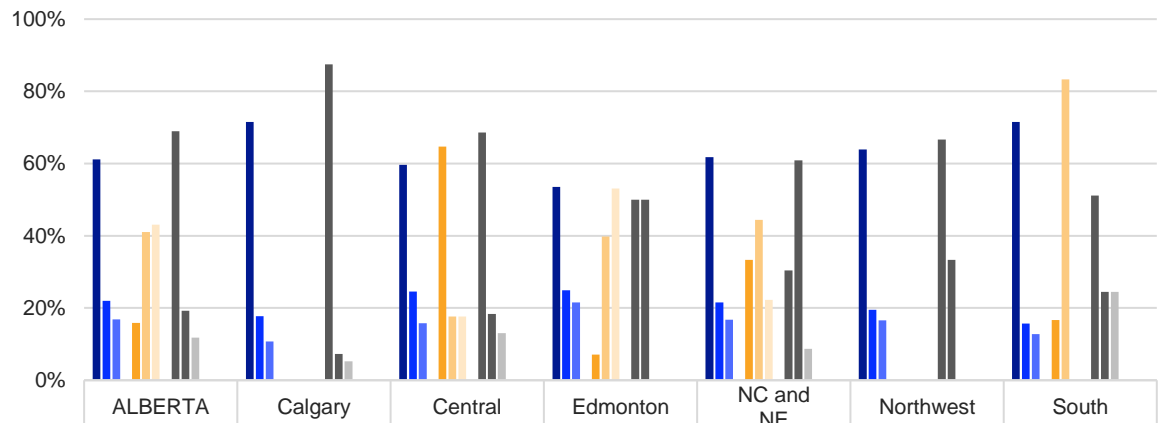


Information on employment status by funding source was reported for 4,657 employees. PDD-funded positions in the sample were primarily full time (61.2%). Calgary (71.5%) and South (71.6%) had the highest percentage of full time PDD-funded positions.

FSCD-funded positions in the sample were primarily part time (41.1%) and casual (43.0%). Only 15.9% of FSCD-funded positions were full time. Central reported a relatively high percentage of FSCD-funded full-time positions (64.7%), though this may be due to the small sample size in this region. None of the respondents from Calgary and Northwest had FSCD-funded positions; again, this is most likely a sampling artefact.

Positions funded by other sources were primarily full time (68.9%). Calgary had a high percentage of full time other-funded positions (87.5%), while North Central/Northeast had the lowest (30.4%).

**Employment Status by Funding Source
Provincial and Regional Workforce 2019**



	ALBERTA	Calgary	Central	Edmonton	NC and NE	Northwest	South
■ PDD Full Time	61.2%	71.5%	59.7%	53.5%	61.7%	63.9%	71.6%
■ PDD Part Time	22.0%	17.8%	24.5%	24.9%	21.5%	19.5%	15.7%
■ PDD Casual	16.9%	10.7%	15.8%	21.6%	16.7%	16.5%	12.7%
PDD Employees Represented	4084	839	660	1553	460	266	306
■ FSCD Full Time	15.9%		64.7%	7.1%	33.3%		16.7%
■ FSCD Part Time	41.1%		17.6%	39.8%	44.4%		83.3%
■ FSCD Casual	43.0%		17.6%	53.1%	22.2%		0.0%
FSCD Employees Represented	151	0	17	113	9	0	12
■ Other Full Time	68.9%	87.5%	68.6%	50.0%	30.4%	66.7%	51.1%
■ Other Part Time	19.2%	7.3%	18.3%	50.0%	60.9%	33.3%	24.4%
■ Other Casual	11.8%	5.2%	13.0%	0.0%	8.7%	0.0%	24.4%
Other Employees Represented	422	117	205	30	20	9	41
Total Employees Represented	4657	956	882	1696	489	275	359
Total Responses (n)	41	8	6	11	7	5	4

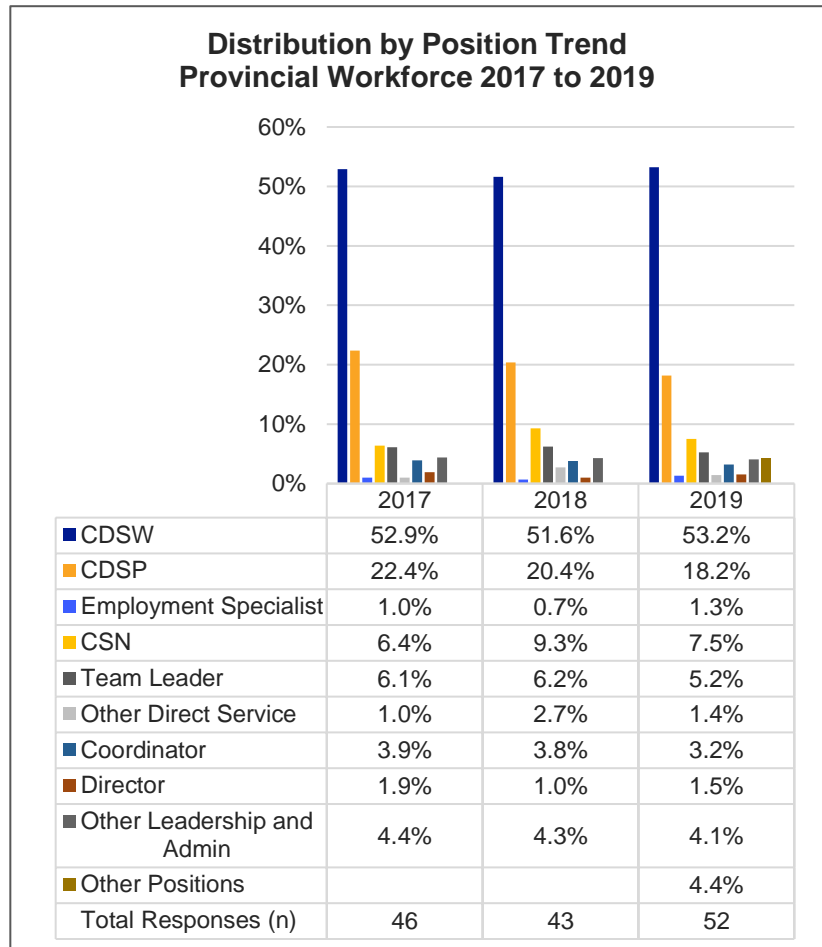
4.3 Position Distribution

Information by position was provided by 52 organizations.

The distribution of positions has remained relatively consistent since 2017.

Frontline staff (Community Disability Service Workers [CDSW], Community Disability Service Practitioners [CDSP], Employment Specialists, Complex Support Needs workers [CSN], Team Leaders, and Other Direct Service) accounted for 87% of the workforce in this sample.

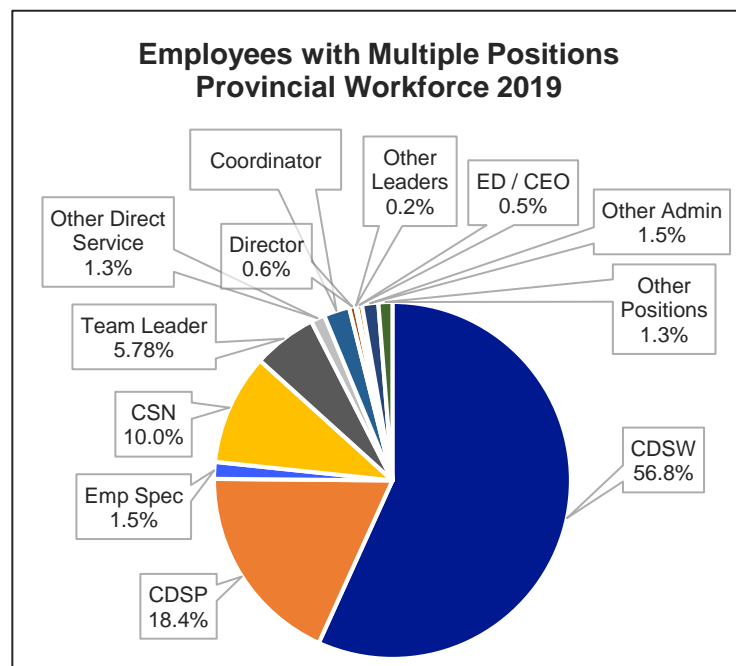
The most common positions in the sector were CDSW (53%) and CDSP (18%).



26.7% of individuals for whom position data was reported worked in more than one position with the same organization in 2019.

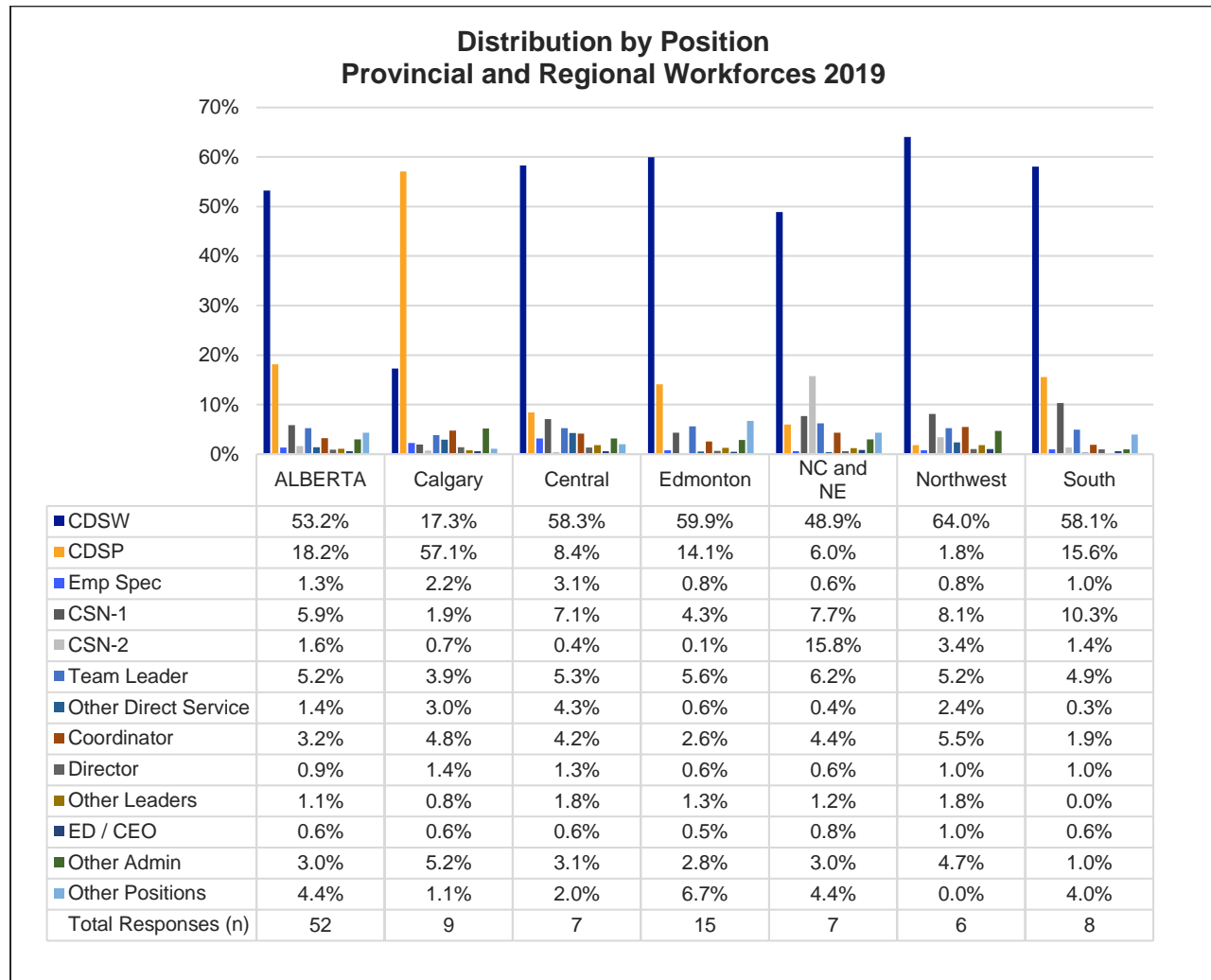
Three quarters of staff working in multiple positions (75.1%) were in either CDSW (56.8%) or CDSP (18.4%) positions.

93.8% of all staff working in multiple positions were employed in frontline positions, reflecting the low wages paid to frontline staff, making it necessary for many to hold multiple positions.

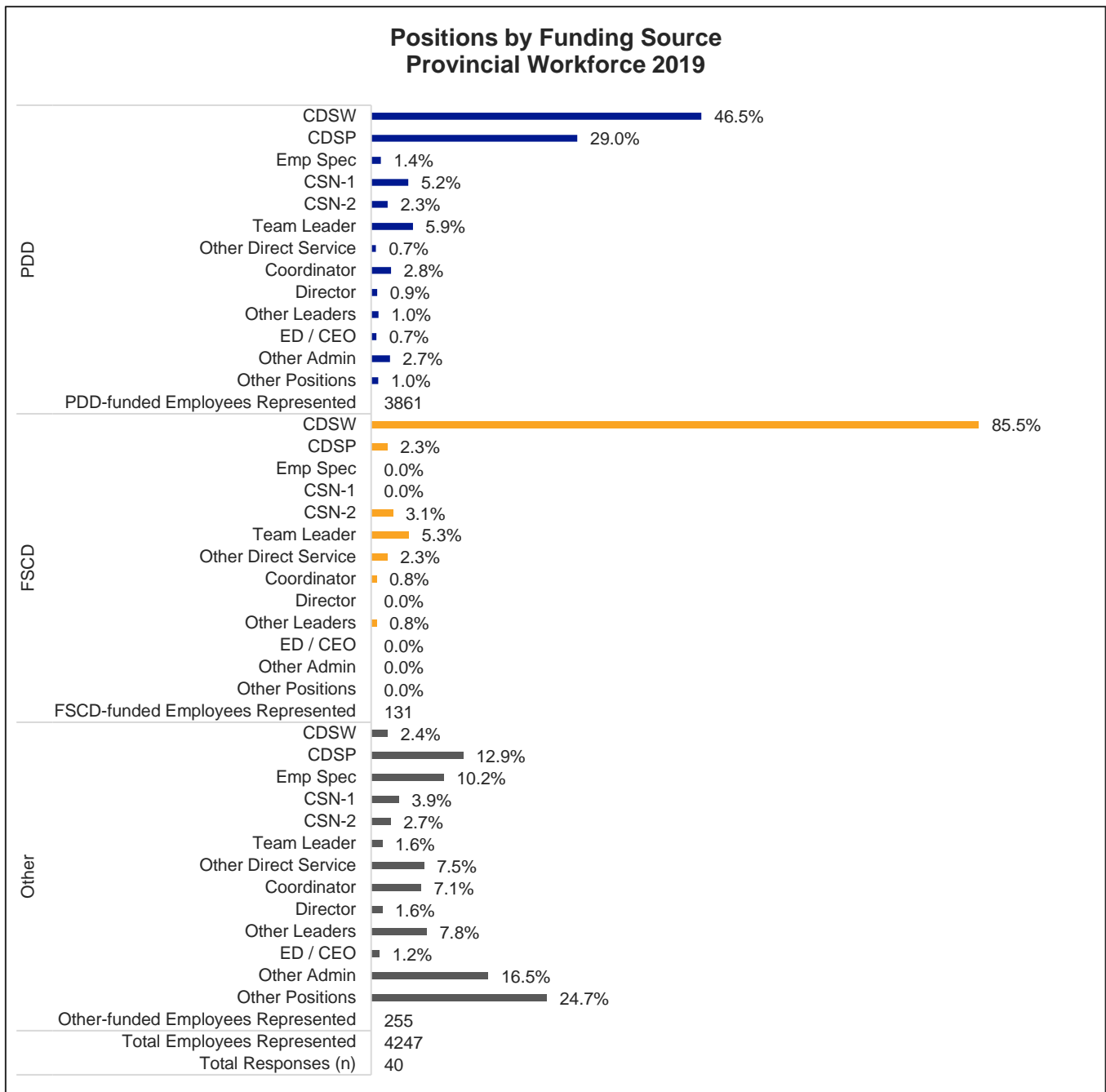


Frontline positions represented the majority of employees in all regions. CDSW and CDSP positions represented 71.4% of the workforce and ranged from 54.9% in North Central/Northeast to 74.4% in Calgary. The Calgary sample had a relatively low percentage of CDSW positions (17.3%) and a relatively high percentage of CDSP workers (57.1%).

The proportion of Complex Support Needs workers was especially high in North Central/Northeast (23.4%), while Calgary had the lowest (2.6%). Regional variations may reflect sampling characteristics rather than differences in the needs of individuals in each region.



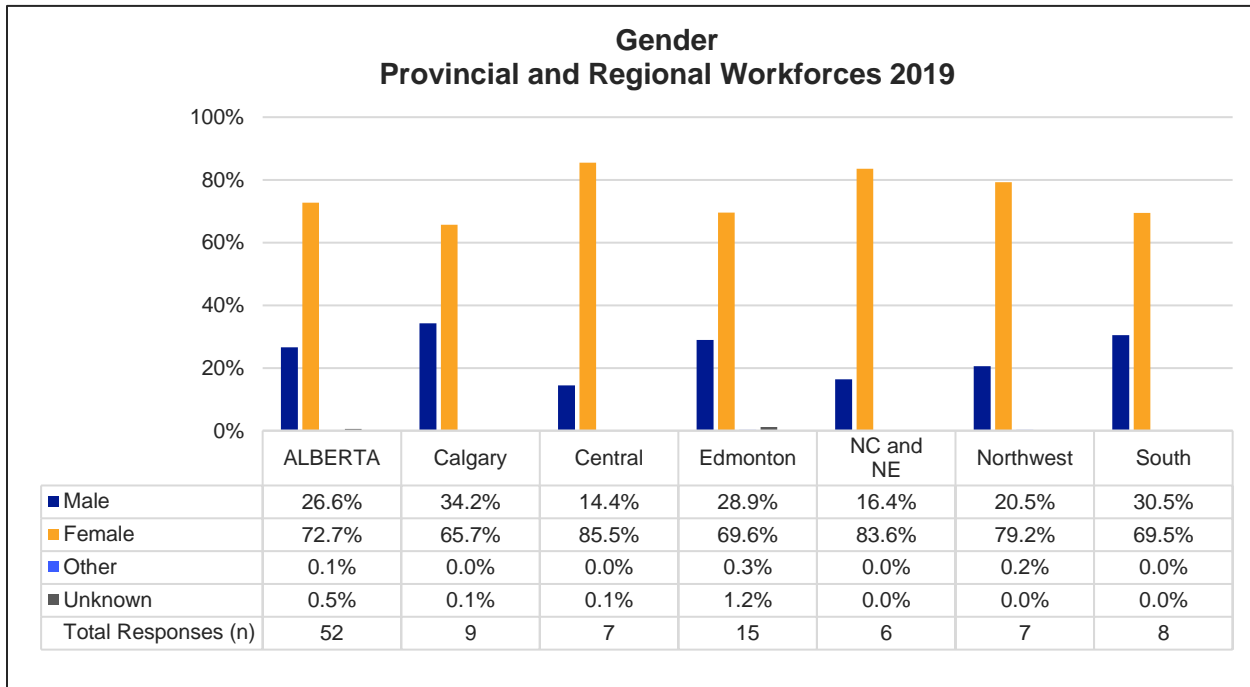
Position by funding source was reported for 4,247 employees. 75.5% of PDD-funded jobs were in CDSW (46.5%) or CDSP (29.0%) positions, compared to 87.8% of FSCD-funded positions (CDSW, 85.5%; CDSP, 2.3%). Other-funded positions were more evenly distributed than PDD and FSCD-funded positions, showing that additional funding is often used to support other necessary non-frontline) roles such as administration, coordinator, and leadership.



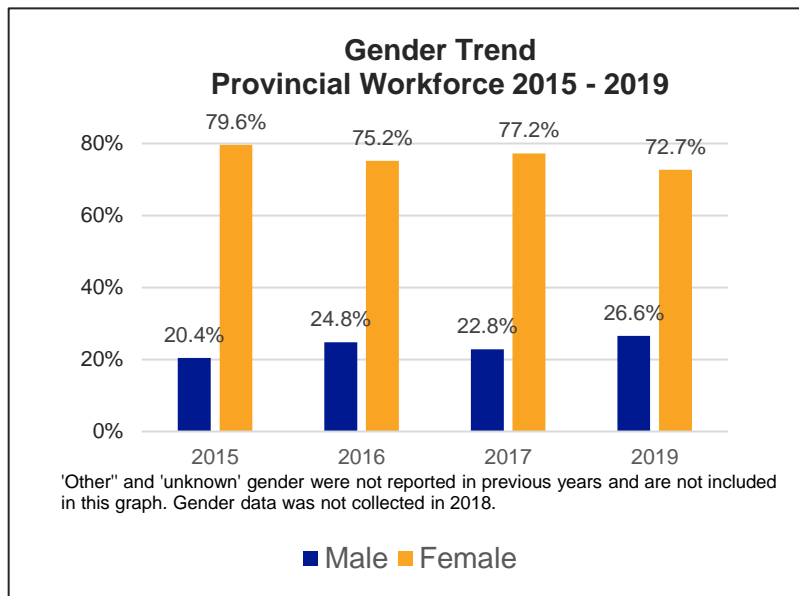
5 Workforce Demographics: Provincial, Regional and by Funding Source

5.1 Gender

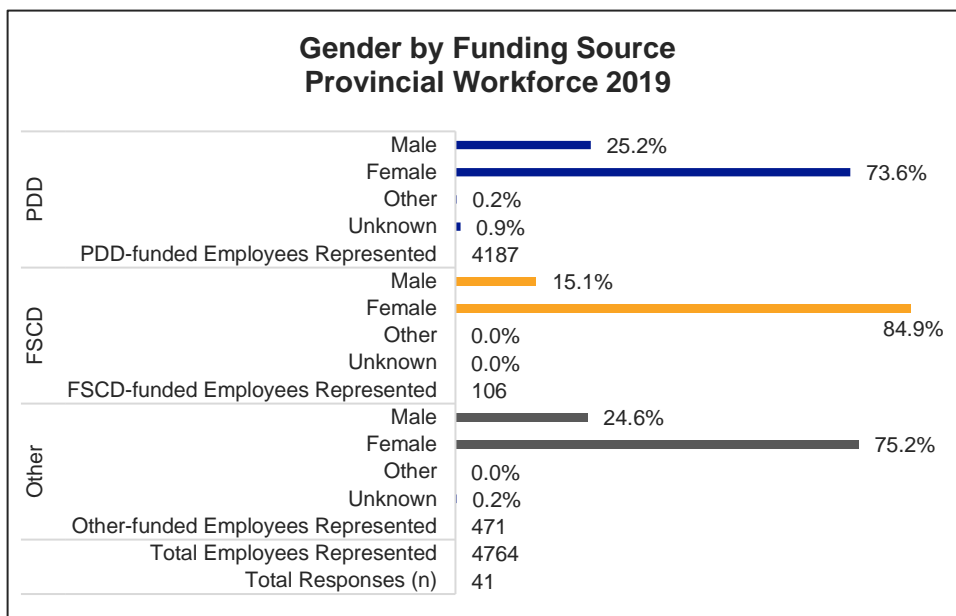
Gender was reported by 52 organizations. Women were almost three-quarters (73%) of the 2019 workforce in the sample. Calgary (34.3%) and South (30.5%) had the highest percentage of male employees, while Central (14.4%) and North Central/Northeast (16.4%) had the lowest.



Women remain predominant in Alberta’s CDS workforce; however, the percentage of men has been increasing. In 2019, men were 26.6% of the CDS workforce. Many organizations are employing men to support individuals who may physically overpower women, or in security roles in similar situations.

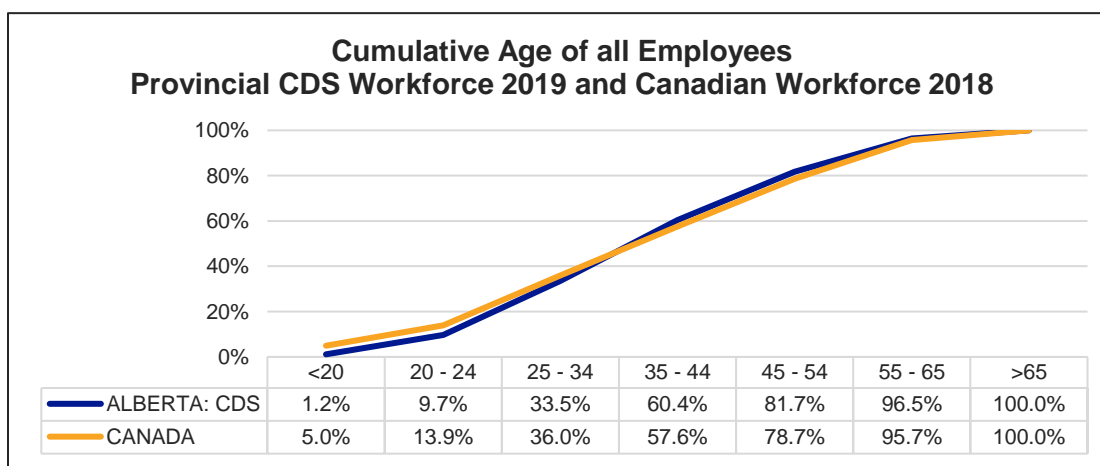


Gender information by funding source was reported for 4,764 employees. The proportion of women in FSCD-funded positions (84.9%) was highest, followed by other-funded positions (75.2%) and PDD-funded positions (73.6%).



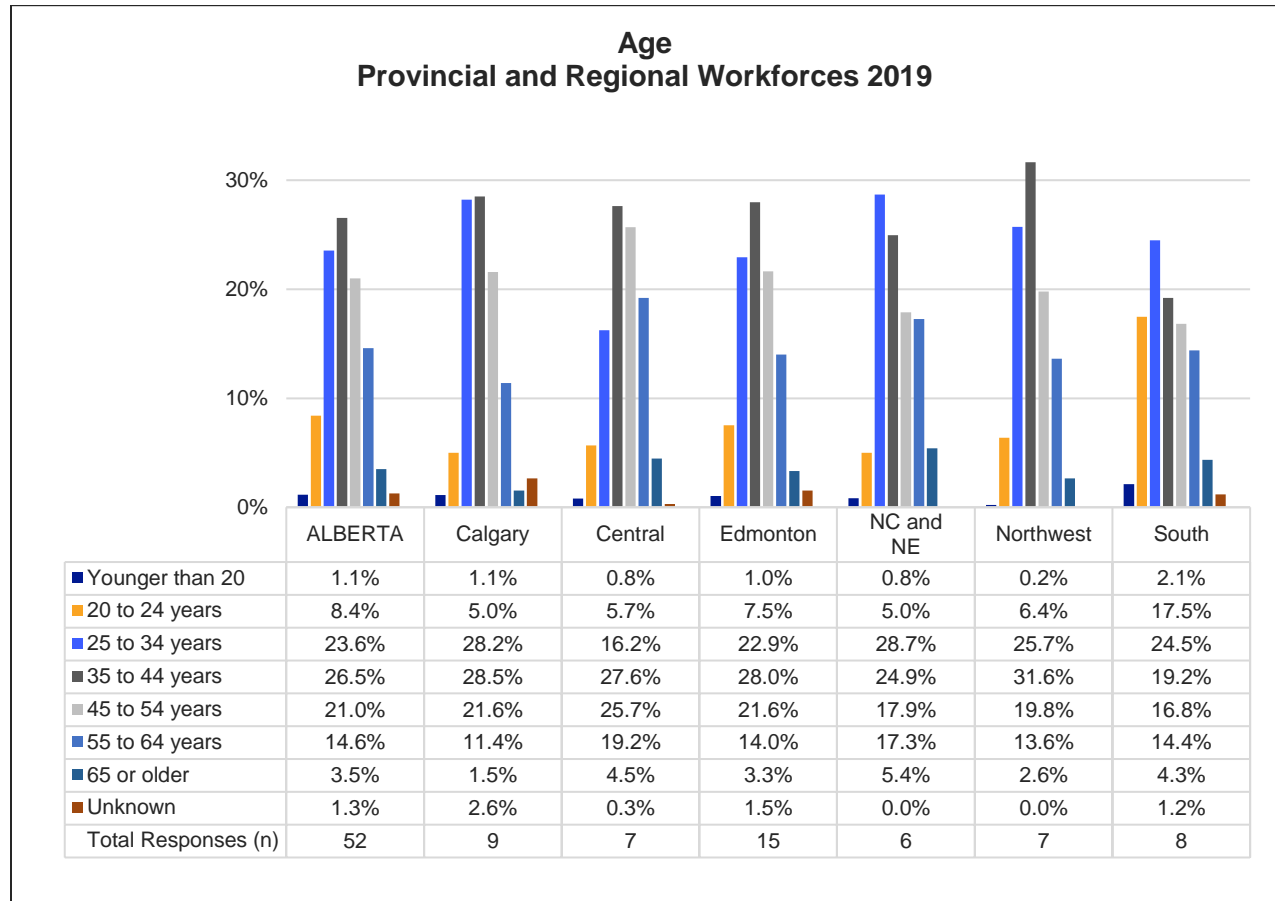
5.2 Age

Age breakdown was provided by 52 organizations. The age distribution of Alberta’s CDS workforce in this sample closely resembles that of the Canadian labour force, with the slight exception that CDS workforce in the sample has a lower percentage of employees under the age of 24 than the Canadian workforce.¹



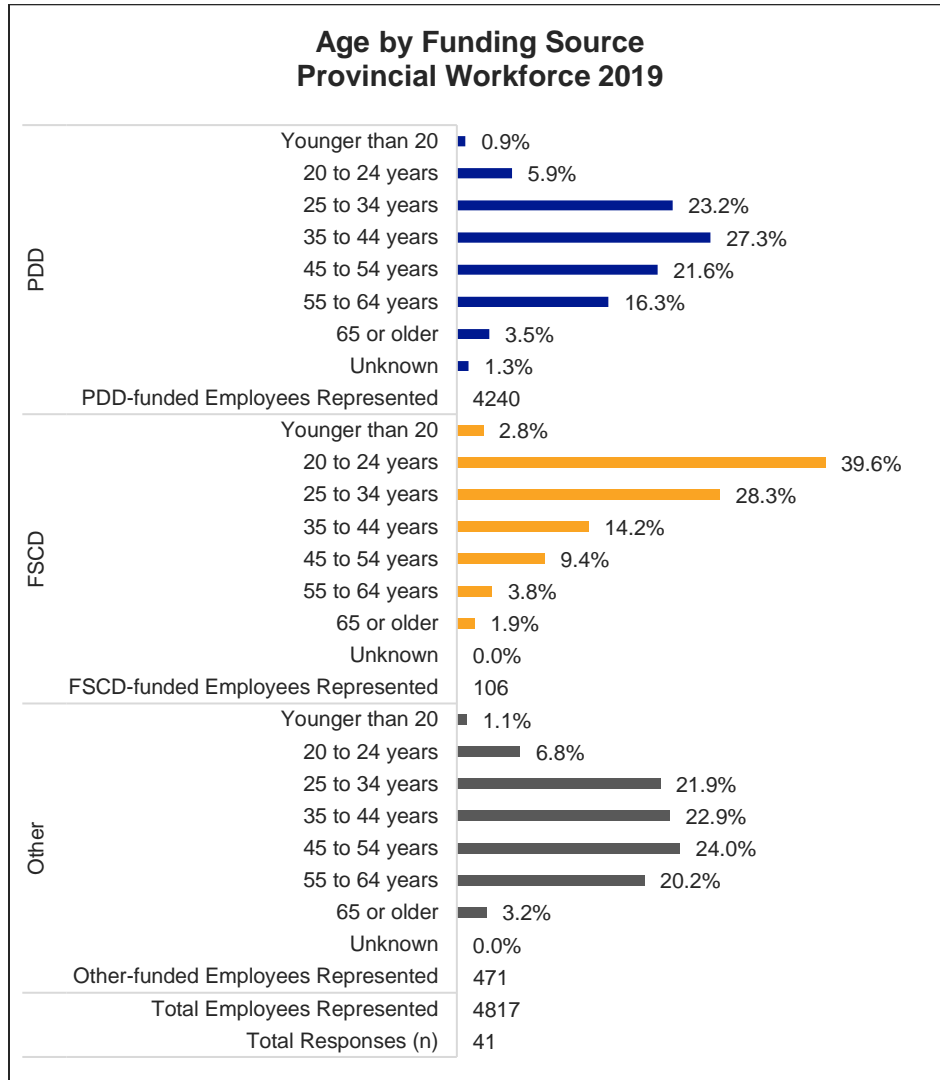
¹ Source: Statistics Canada. 2018. *Table 14-10-0018-01: Labour force characteristics by sex and detailed age group, annual.*

The average age of the workforce in the 2019 sample was 41.9 years, comparable to the 2017 average of 42.7 years.² One-third (33.1%) of the employees are under the age of 35. Central has a relatively low percentage of employees (22.7%) below age 35, while South has the highest percentage of employees (44.1%) under 35.



² See Appendix A for calculation of average age.

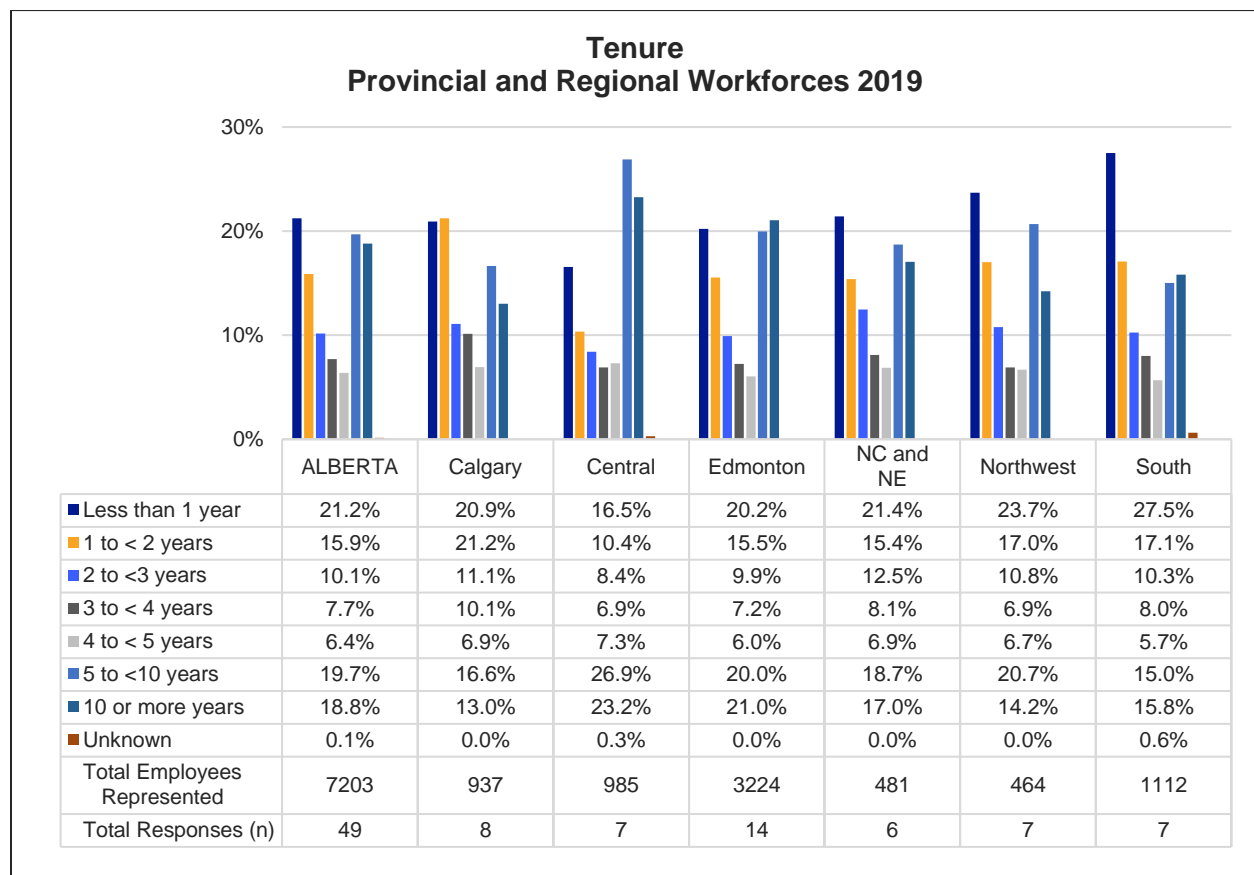
Age by funding source was reported for 4,817 employees. FSCD-funded workers were significantly younger than those funded by PDD or other sources. 70.8% of FSCD-funded employees were under 35, compared PDD-funded (30.1%) and other-funded (29.7%) employees.



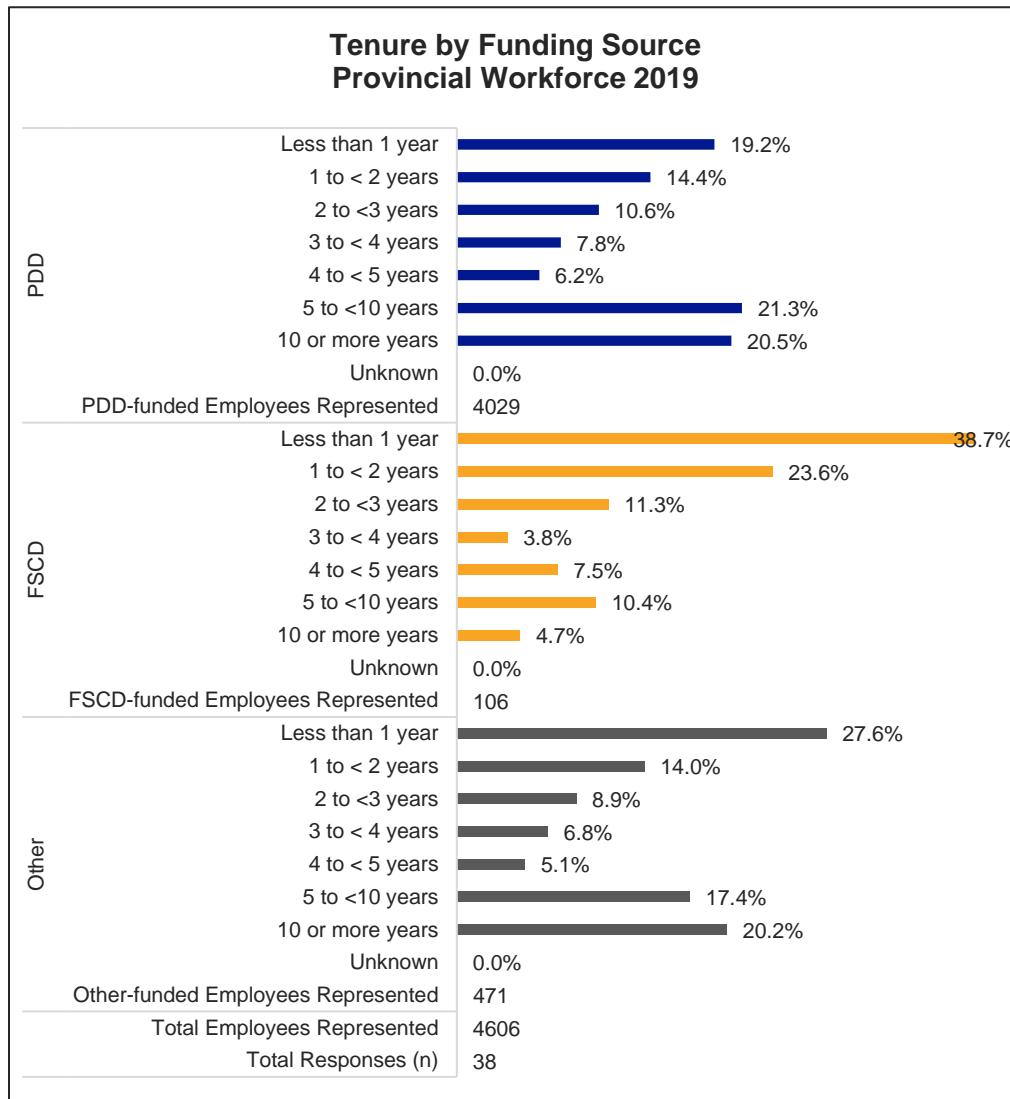
5.3 Tenure

Staff tenure was reported for 7,203 employees. 47.2% of the workers represented in the sample had been with their current employer for less than three years and 37.1% had a tenure of less than two years; this is stark evidence of the high turnover in the sector. As in previous years, tenure had a bimodal distribution in this sample; relatively higher proportions of workers were observed at: (i) less than 2 or 3 years of employment, and (ii) 5 or more years of employment in their current organization.

South had the newest workforce, with 44.6% of its employees having a tenure of less than two years, while Central (23.6%) and Edmonton (21.0%) had the highest proportion of workers with a tenure of over 10 years.



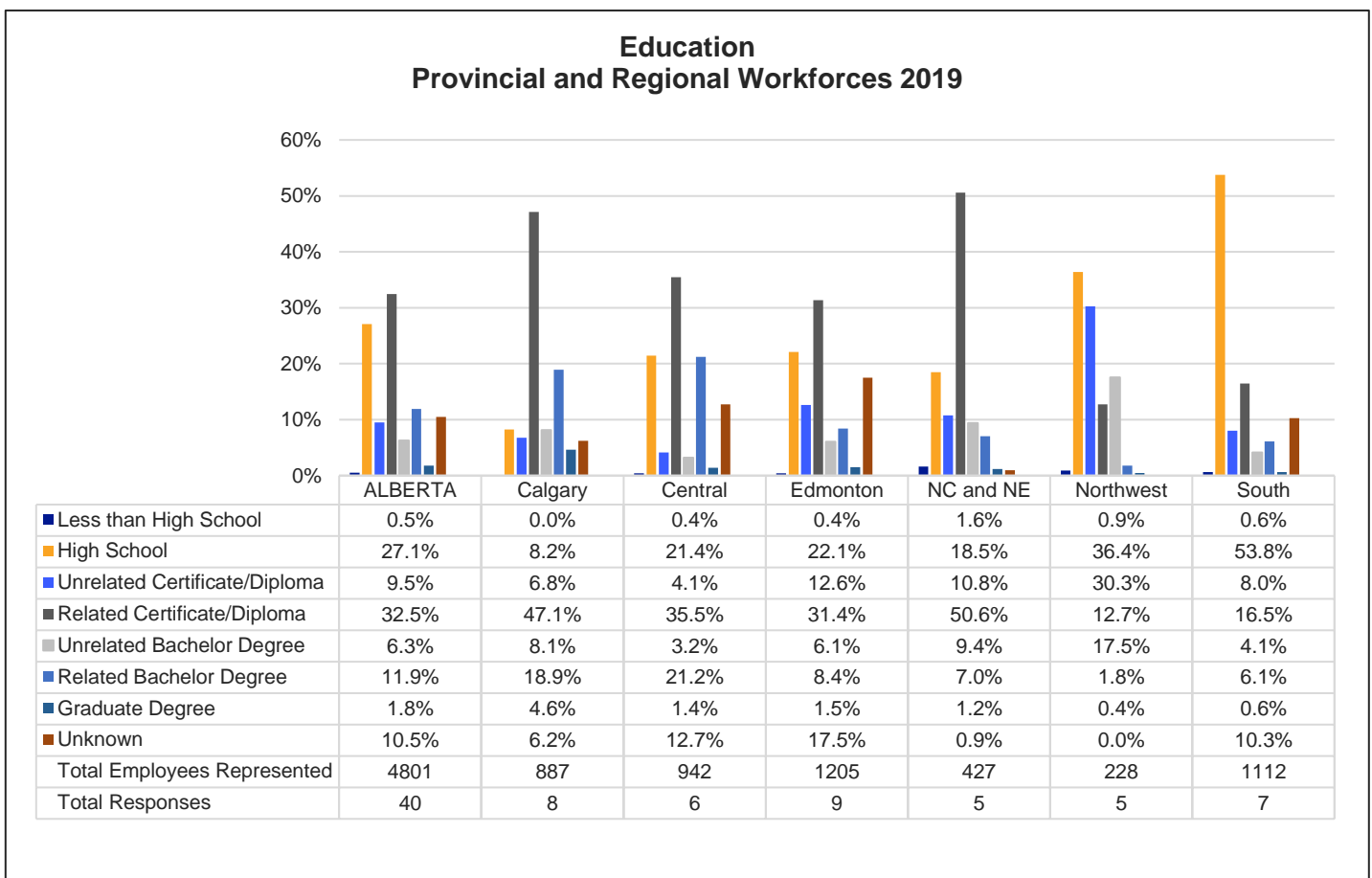
Tenure by funding was reported by 38 organizations for 4,606 employees. FSCD-funded staff were more likely to have been with their current organization for less than two years (62.3%) than PDD-funded (33.6%) or other-funded (41.6%) staff. However, these results should be interpreted with caution since only 106 FSCD-funded positions and 471 other-funded positions were represented in the sample compared to 4,029 PDD-funded positions.



5.4 Education

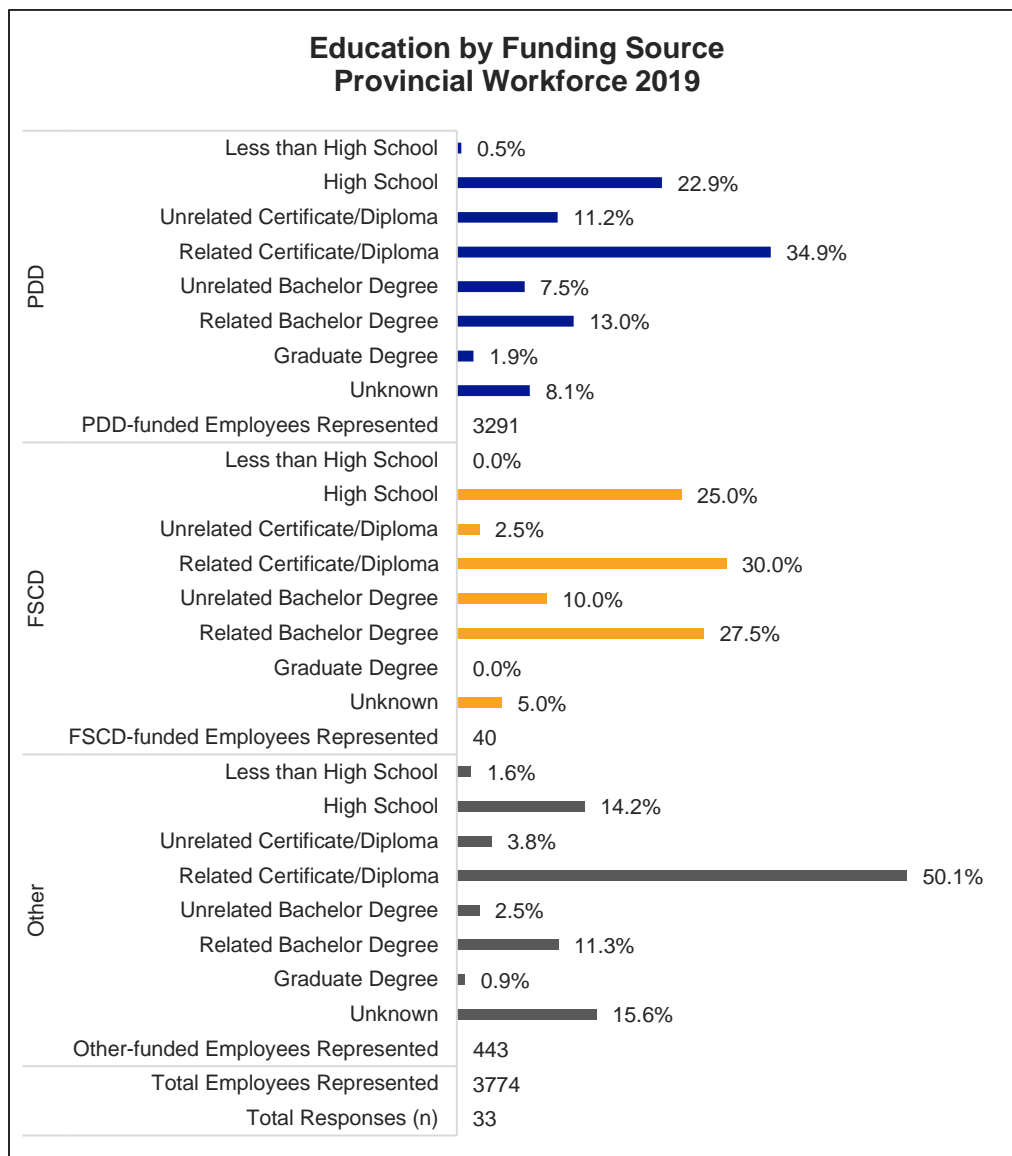
Highest level of education attained was reported for 4,801 employees. Just over a quarter (27.6%) of the workforce in the sample had a high school degree or less, and an additional 41.9% had a certificate or diploma as their highest level of education. Almost half (44.4%) of the employees had certificates or diplomas (32.5%) or a Bachelor’s degree (11.9%) related to their current profession.

Calgary (31.6%) and Central (25.8%) had the highest proportion of staff with degrees, while South (54.4%) and Northwest (37.3%) had the highest proportion who had only completed high school. These results are similar to those from the 2017 and 2018 data.



Education by funding source was reported for 3,774 staff; however, since only 40 FSCD-funded staff were represented in this sample, comparisons are only made between the PDD-funded and the other-funded staff.

There was a higher proportion of PDD-funded staff (23.4%) than other-funded staff (15.8%) with high school or less, as well as a higher proportion of PDD-funded staff (22.4%) than other-funded staff (14.7%) with university degrees. Other-funded staff (53.9%) were more likely than PDD-funded staff (46.1%) to have a certificate or diploma, reflecting, perhaps the wide range of administrative positions that are likely to be in the former category.



6 Turnover: Provincial and Regional

6.1 Overall Turnover

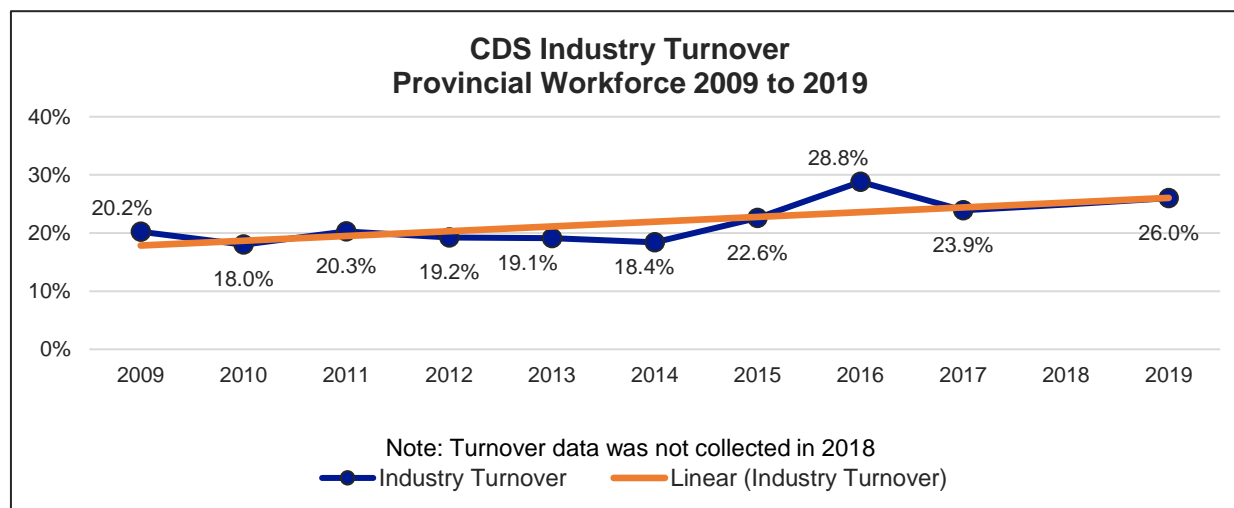
6.1.1 Industry Turnover

Industry turnover is the ratio of (a) the aggregate number of employees leaving their workplaces across all the organizations in the sample over a specified time period, to (b) the aggregate number of employees in these organizations over the same time period.

Organizational turnover, on the other hand, is the turnover experienced by a specific organization (see Appendix A for further information).

In 2019, 1,524 employees left their jobs across 53 organizations during the 10-month period covered by the survey (equivalent to 1,828 employees leaving in a year), for an annualized industry turnover rate of 26.0%.³

Industry turnover has displayed a gradually increasing trend over the past 11 years, growing from 20.2% in 2009 and a low of 18.0% in 2010, to the 11-year high of 26.0% in 2019.



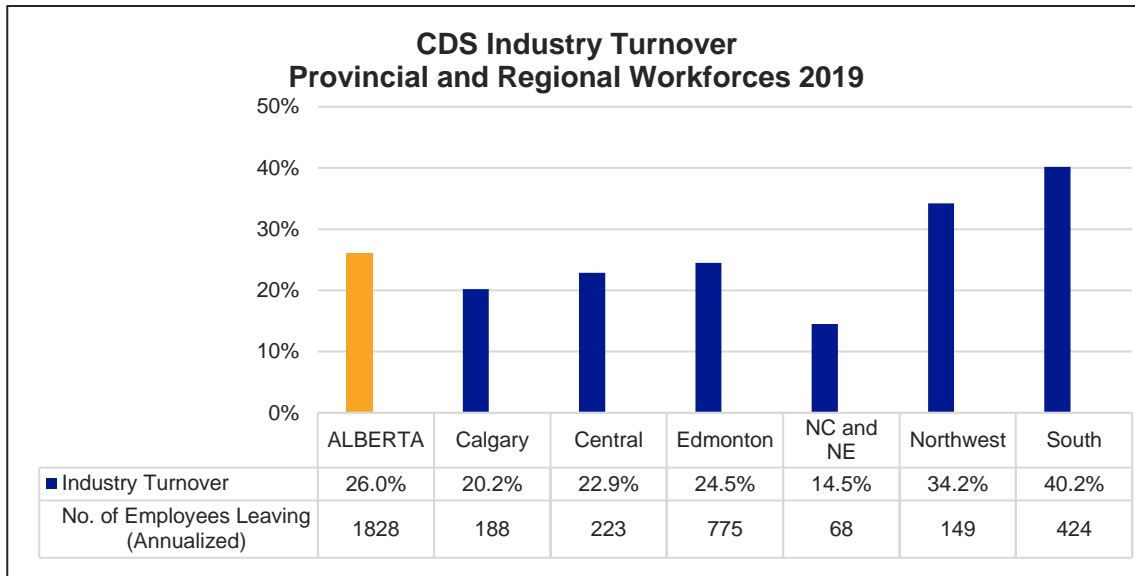
66% of turnover in 2019 was initiated by the employee; 34% was the employer's decision, e.g., via termination, layoff, or end of a contract.

Male employees were just as likely to leave their jobs (25.7%) as female workers (26.3%).

Turnover rates by funding source were calculated, however, sample sizes were too small for the FSCD-funded and other-funded categories to provide meaningful comparisons.

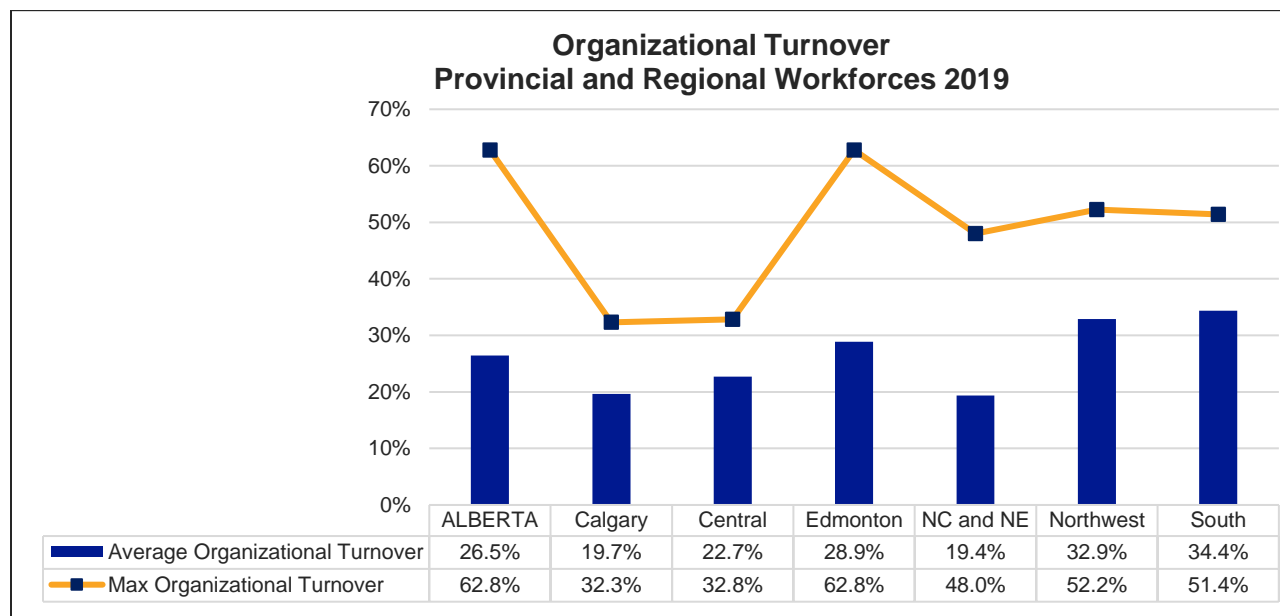
³ The turnover data for 2019 was collected for a 10-month period (January 1 to October 30, 2019); the findings reported have been annualized, with the assumption that the turnover rate from November 1 to December 31, 2019 would reflect the same rate as the previous 10-month period.

North Central/Northeast (14.5%) had the lowest turnover in 2019, while South (40.2%) and Northwest (34.2%) had the largest.



6.1.2 Organizational-Level Turnover

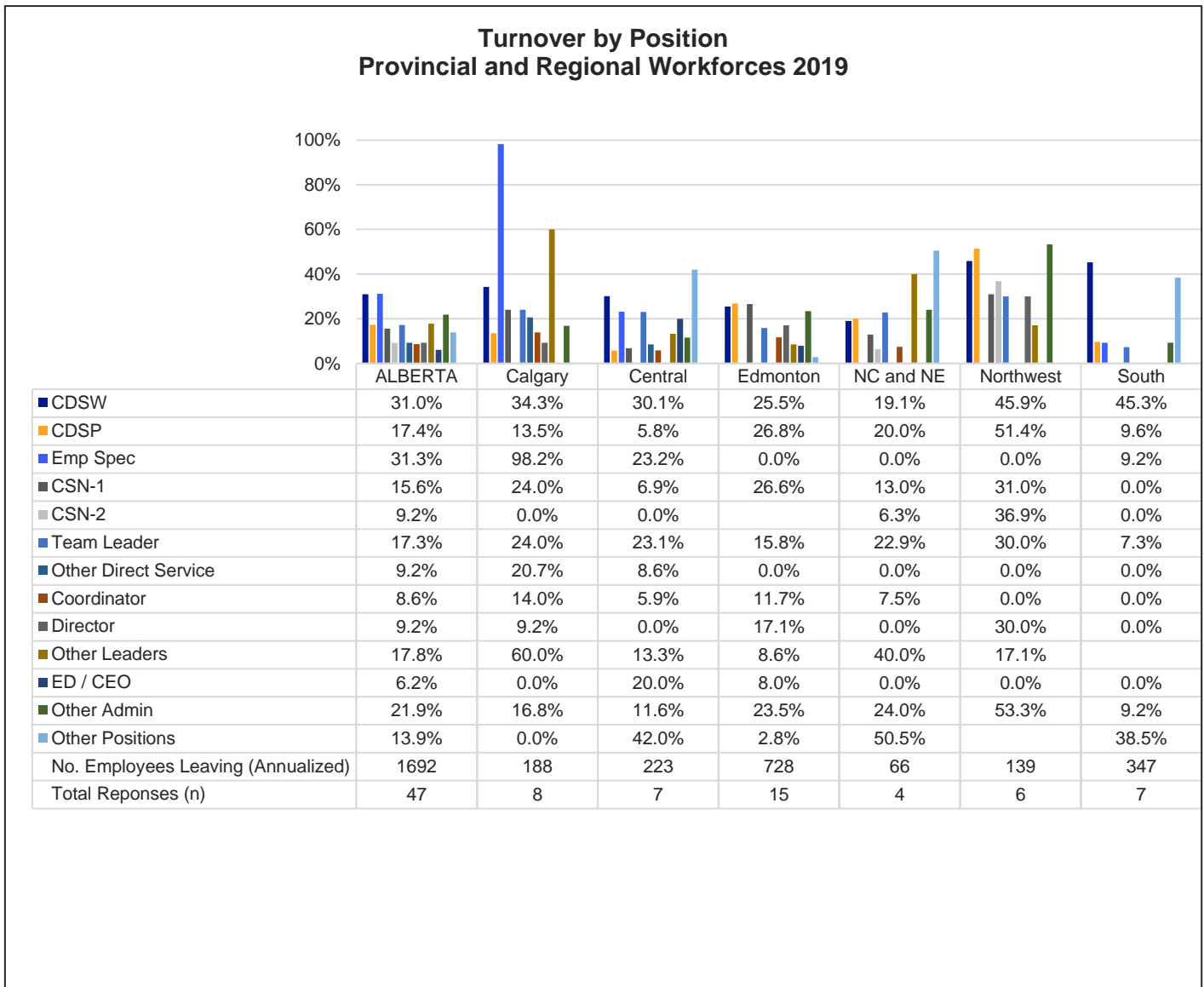
Average organizational turnover across Alberta in 2019 was 26.5%. Northwest (32.9%) and South (34.4%) had the highest average organizational turnover, while Calgary (19.7%) and North Central/Northeast (19.4%) had the lowest. The maximum turnover (62.8%) was experienced by an organization in Edmonton.



6.2 Turnover by Position

Turnover by position was reported by 47 organizations for 1,692 employees (annualized). Turnover rates were highest for Employment Specialists (31.3%) and CDSW (31.0%), followed by other administrative positions (21.9%). Complex Support Needs 2 had the lowest turnover of front-line positions (9.2%).

Regionally, prominent peaks included high turnover of CDSW in Northwest (45.9%) and South (45.3%), CDSP in Northwest (54.4%), both CSN1 and CSN2 positions in the Northwest (31.0% and 36.9%), Employment Specialists (98.2%) and other leadership positions (60.0%) in Calgary.

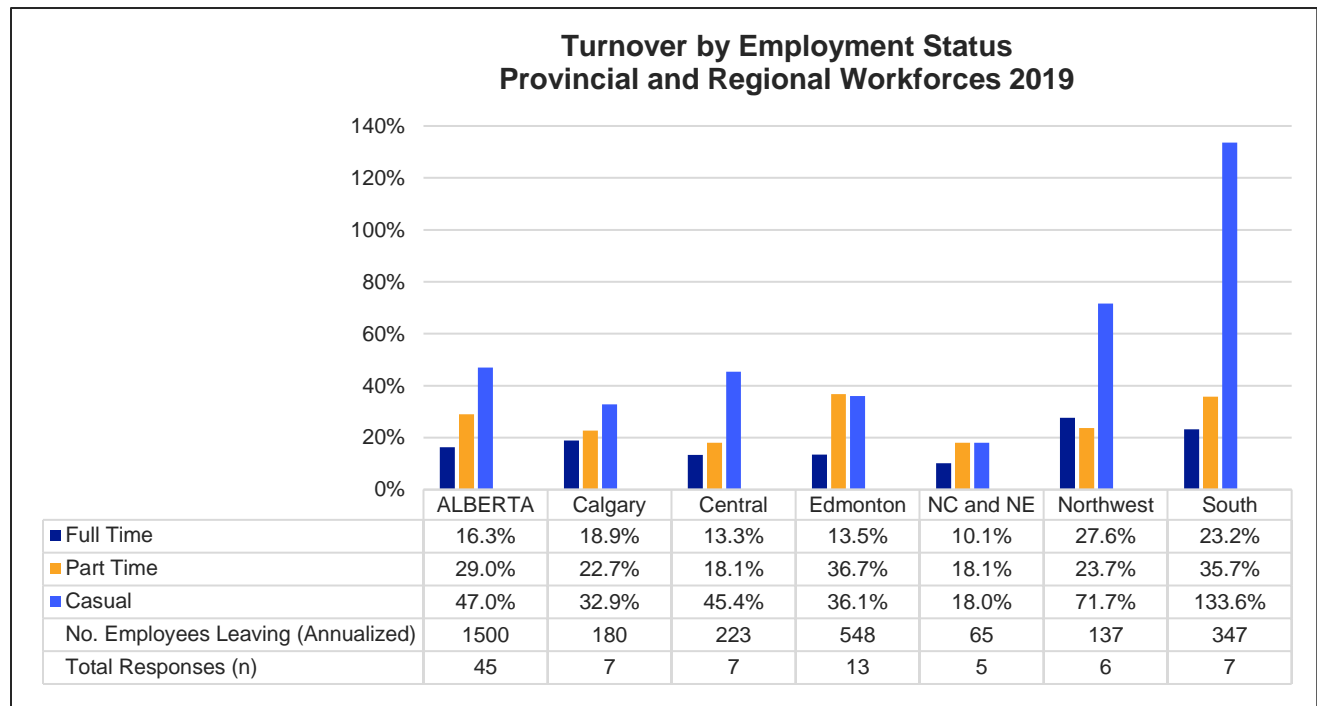


6.3 Turnover by Employment Status

Turnover by employment status was reported by 45 organization for 1,500 employees (annualized). Not surprisingly, turnover was lowest for full time employees (16.3%), and much higher for part time (29.0%) and casual employees (47.0%).

Turnover for full time employees was highest in Northwest (27.6%), and lowest in North Central/Northeast (10.1%). Turnover for casual employees was also very high in Northwest (71.7%), topped only by South (133.6%).

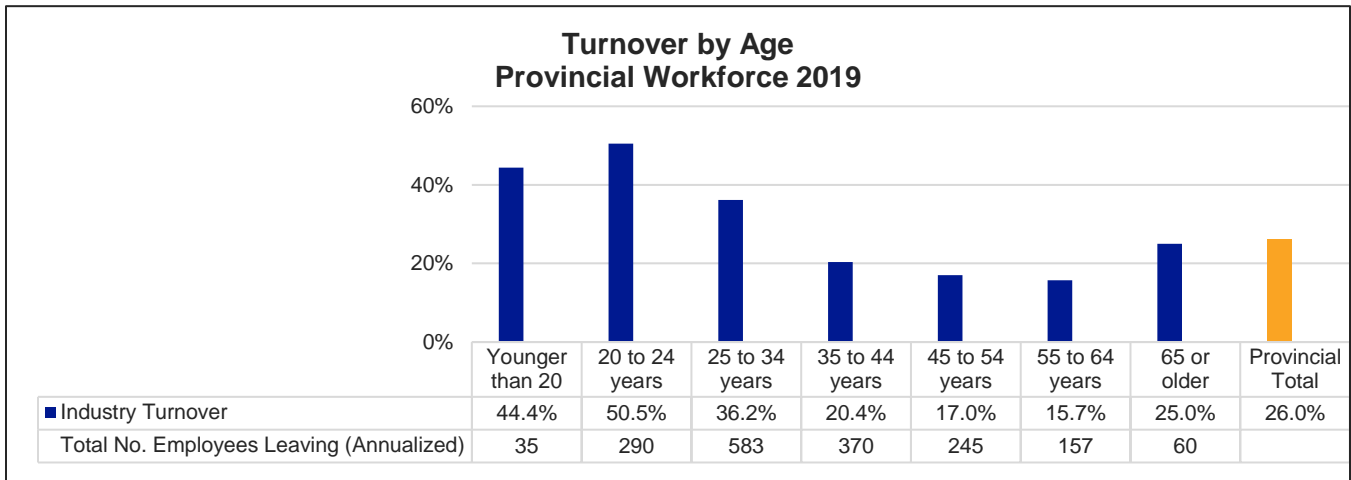
Turnover for part time workers was highest in Edmonton (36.7%) and lowest in Central (18.1%) and North Central/Northeast (18.1%).



6.4 Turnover by Age

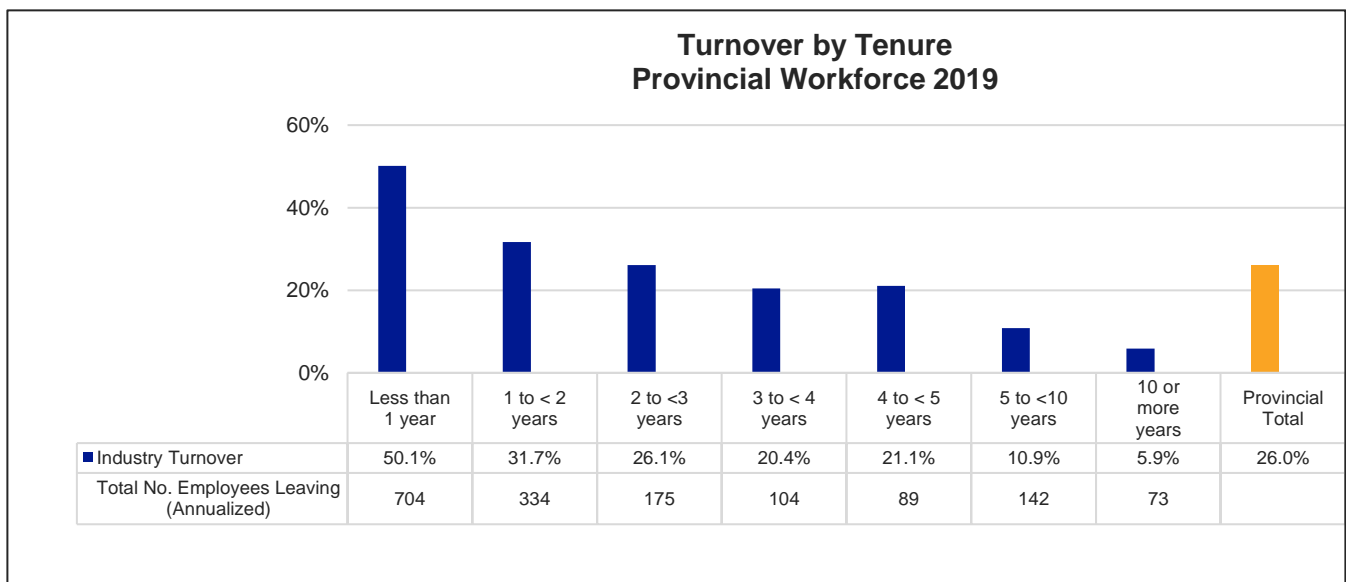
Turnover by age was reported by 48 organizations for 1,740 employees (annualized). Turnover was highest in employees 20 to 24 years old (50.5%), followed by employees under 20 years old (44.4%). For employees aged over 25, turnover gradually decreased with age until age 64, then rose for employees aged 65 and older (25.0%), reflecting turnover due to retirement.

The findings reflect the lower likelihood of commitment of younger employees to their roles or organizations than employees who have had the time to develop loyalty.



6.5 Turnover by Tenure

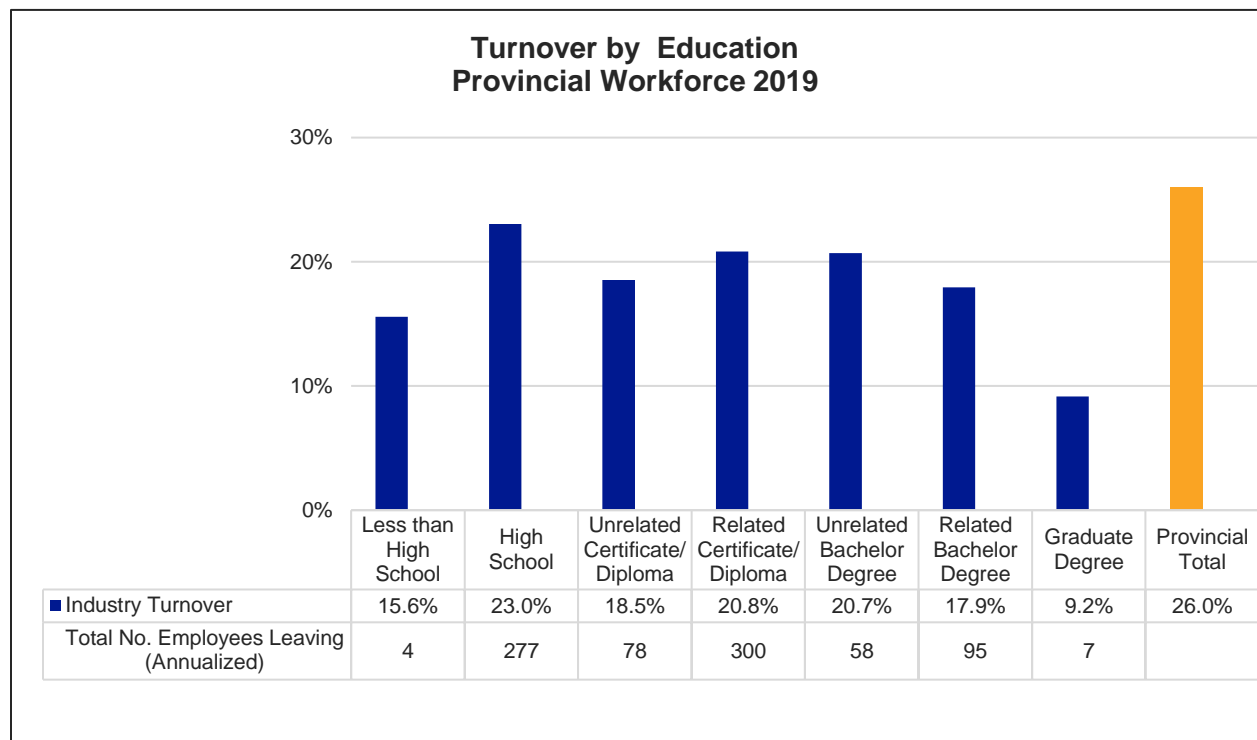
Turnover by tenure was reported by 45 organizations for 1,630 workers (annualized). Turnover was highest among employees who had been at their organization for less than a year (50.1%), and decreased gradually as the employee’s tenure with the organization increased.



6.6 Turnover by Education

Turnover by education was reported by 37 organizations for 818 employees (annualized).

Turnover was lowest in employees with graduate degrees (9.2%) and highest in those with just a high school education (23.0%).⁴

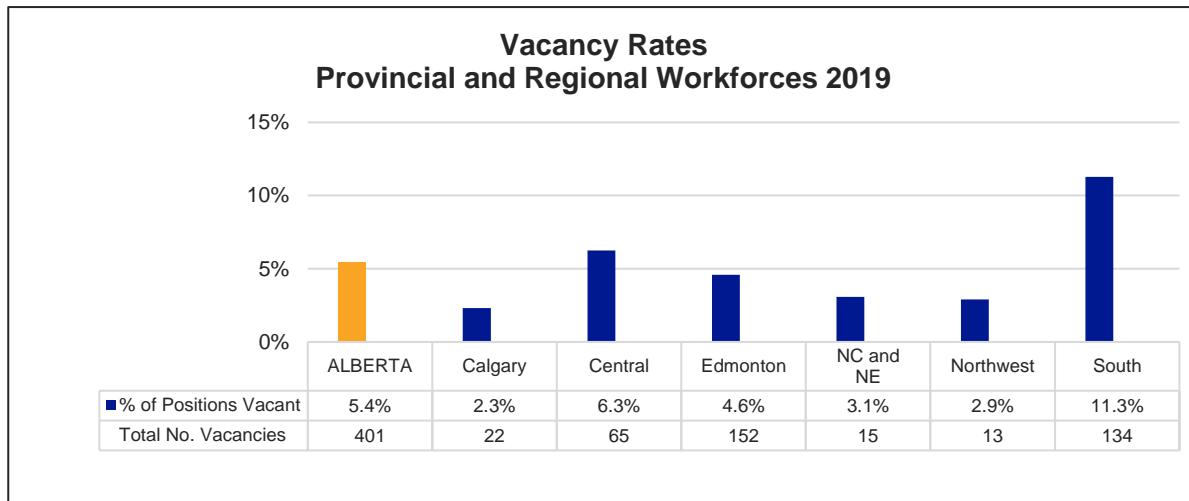


⁴ Education level was reported as “unknown” for a large number of people leaving.

7 Vacancies: Provincial, Regional and by Funding Source

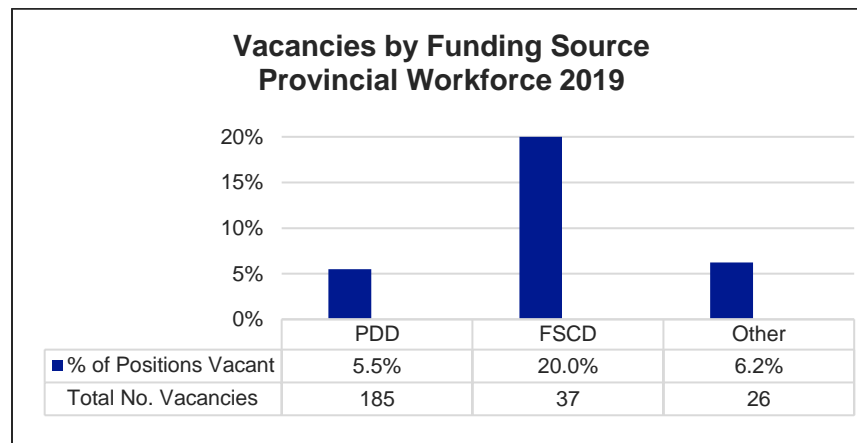
7.1 Vacancies by Region

401 vacancies were reported by 35 organizations as of October 31, 2019. 5.4% of all positions within responding organizations were reported as vacant.⁵ Calgary (2.3%) and Northwest (3.1%) had the lowest positions vacancy rates, while Central (6.3%) and South (11.3%) had the highest.



7.2 Vacancies by Funding Source

336 vacancies were reported by funding source by 27 organizations. FSCD-funded positions (20.0%) had the highest vacancy rate, while PDD-funded (5.5%) and other-funded (6.2%) positions had much lower and relatively similar vacancy rates.

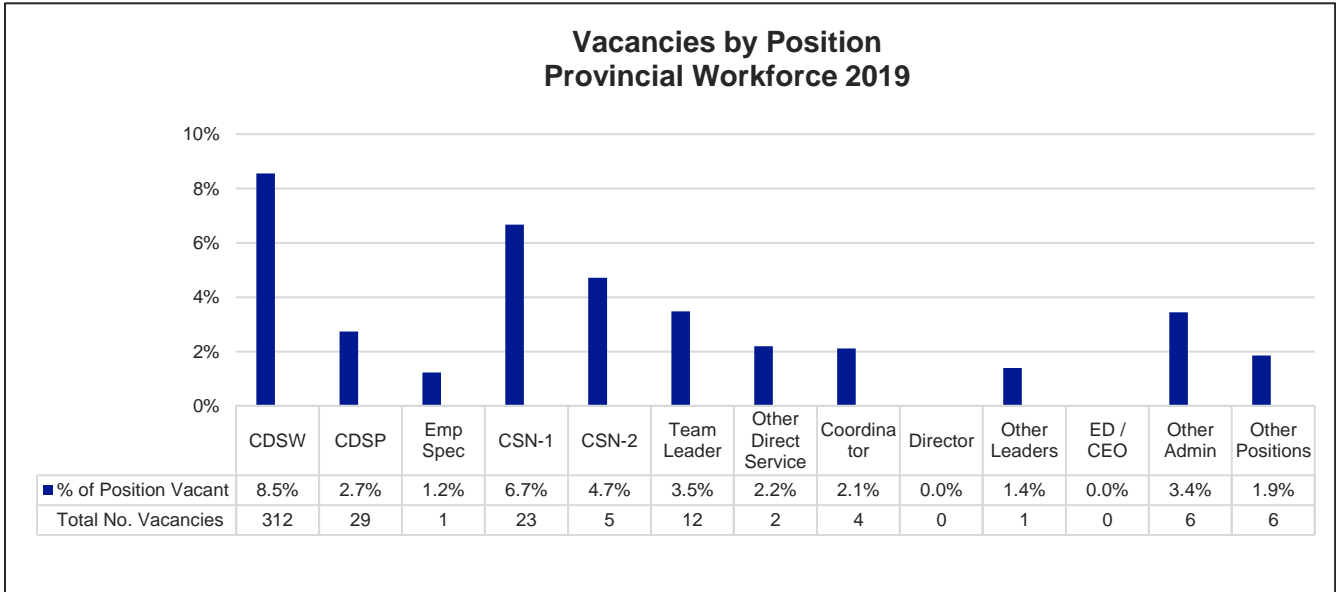


⁵ See Appendix A for calculation of vacancies.

7.3 Vacancies by Position

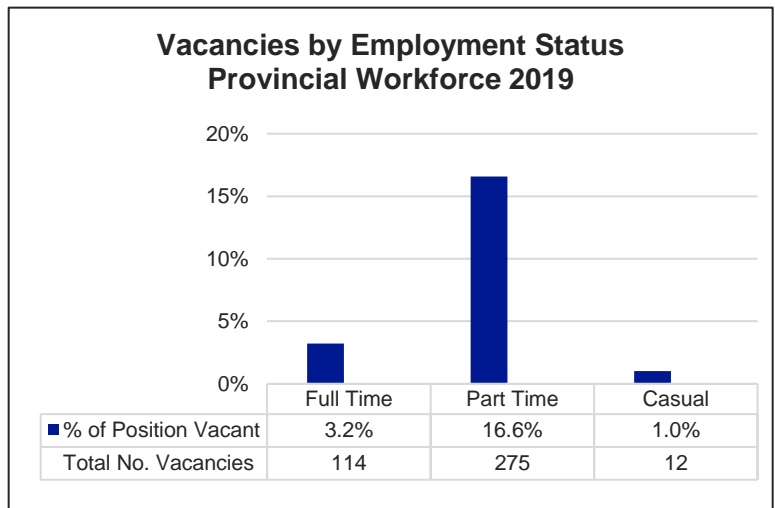
Vacancies by position were reported by 35 organizations. CDSW positions had the largest vacancy rates (8.5%), followed by CSN1 (6.7%) and CSN2 (4.7%).

Of all frontline positions, Employment Specialist (1.2%) had the lowest vacancy rate.



7.4 Vacancies by Employment Status

35 organizations reported vacancies by employment status. Part time positions had the highest vacancy rate (16.6%); both full time (3.2%) and casual (1.0%) positions had very low vacancy rates.



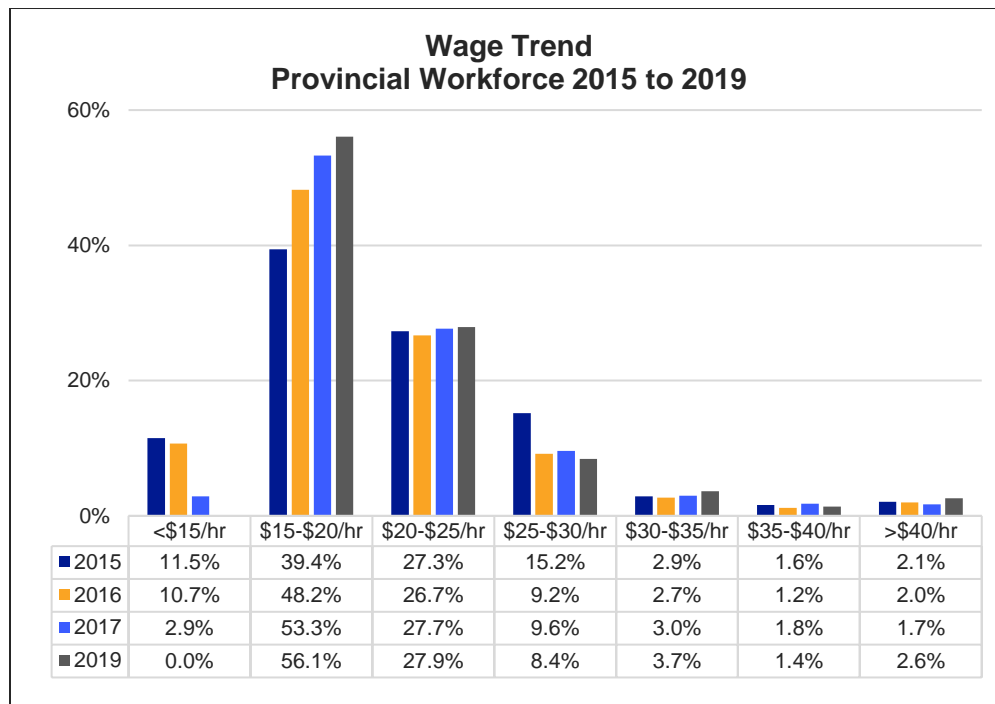
8 Wages: Provincial and Regional

8.1 Wage Trend 2015 to 2019

Wage information was provided by 51 organizations for 6,555 workers. The average hourly wage of employees in the CDS sector in 2019 was \$21.27, close to the 2017 hourly wage of \$21.06, and 26.6% lower than the overall average Canadian hourly wage in 2018 of \$26.92.⁶

The 5-year trend demonstrates the shift in wages with the introduction of the \$15.00 minimum wage in Alberta. However, the percentage of employees making under \$20.00/hour has stayed relatively consistent over the past 5 years (50.9% in 2015, 58.9% in 2016, 56.2% in 2017, and 56.1% in 2019).

The distribution of employees in the categories above \$20.00/hour has remained relatively consistent since 2015.



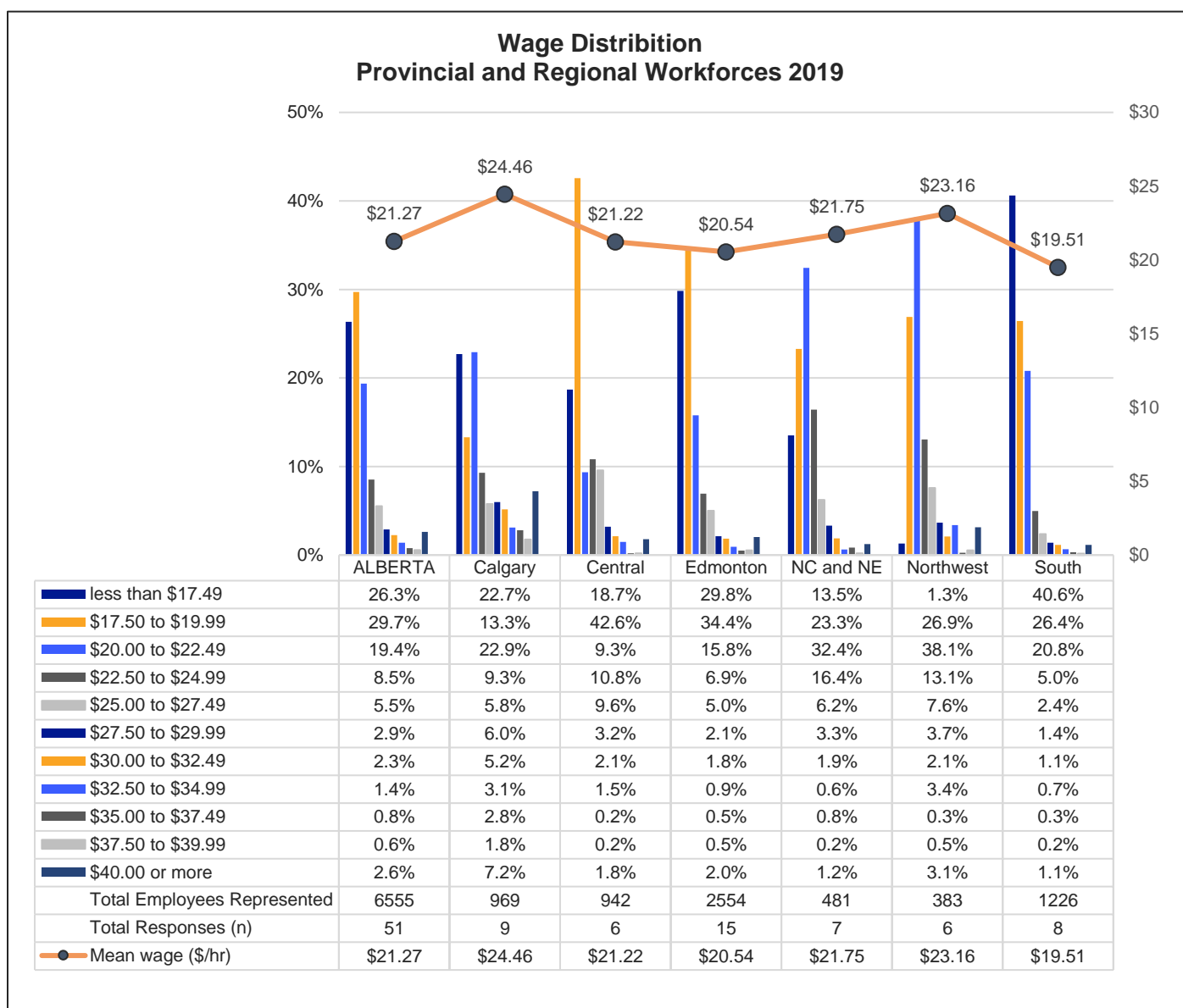
⁶ Source: Statistics Canada. 2018. *Table 14-10-0307-01: Employee Wages by Occupation, Annual.*

8.2 Wage Distribution and Mean Wages by Region

The majority of the workforce (56.1%) in this sample made under \$20.00 an hour in 2019, with an average wage of \$21.27. Calgary (\$24.46) and Northwest (\$23.16) workforces had the highest mean hourly wages, while South (\$19.51) and Edmonton (\$20.54) had the lowest.

The largest proportion of workers in the South earned \$15.00 to \$17.49, while the largest proportion in Central and Edmonton made \$17.50 to \$20.00, and Calgary, North Central and Northeast, and Northwest regions had their largest percentage of workers earning \$20.00 to \$22.49.

A disproportionately large number of employees in Calgary (7.2%) earned \$40.00/hour or more.

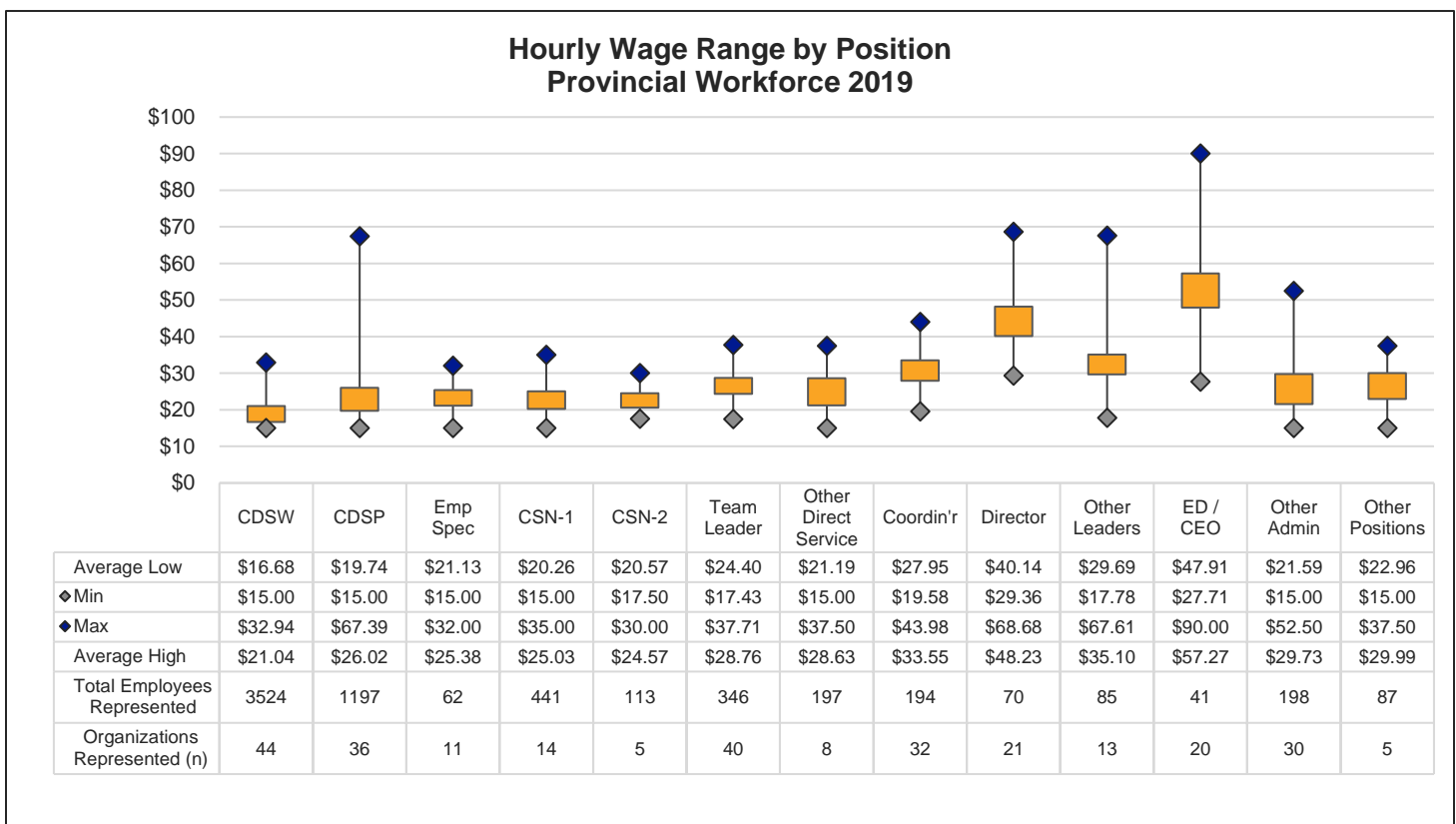


8.3 Wage Ranges by Position

8.3.1 Provincial Workforce

Wage ranges by position were reported by 51 organizations. The charts below shows the lowest and highest (*min* and *max*) wages reported, as well as the span between the *average low* and *average high* values per position.⁷

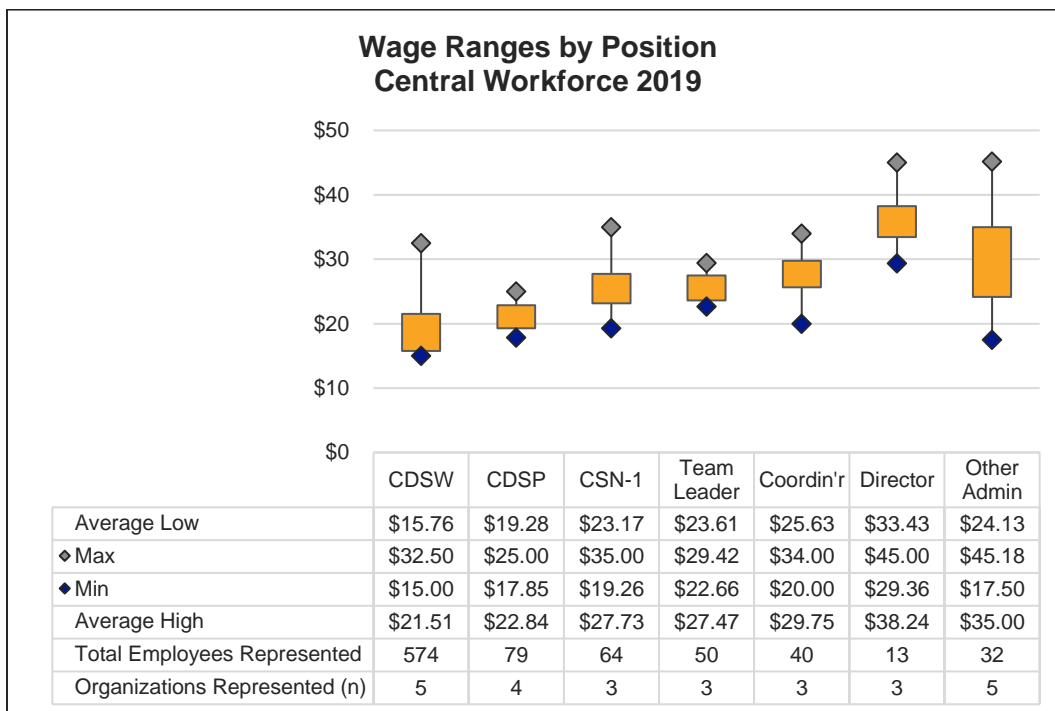
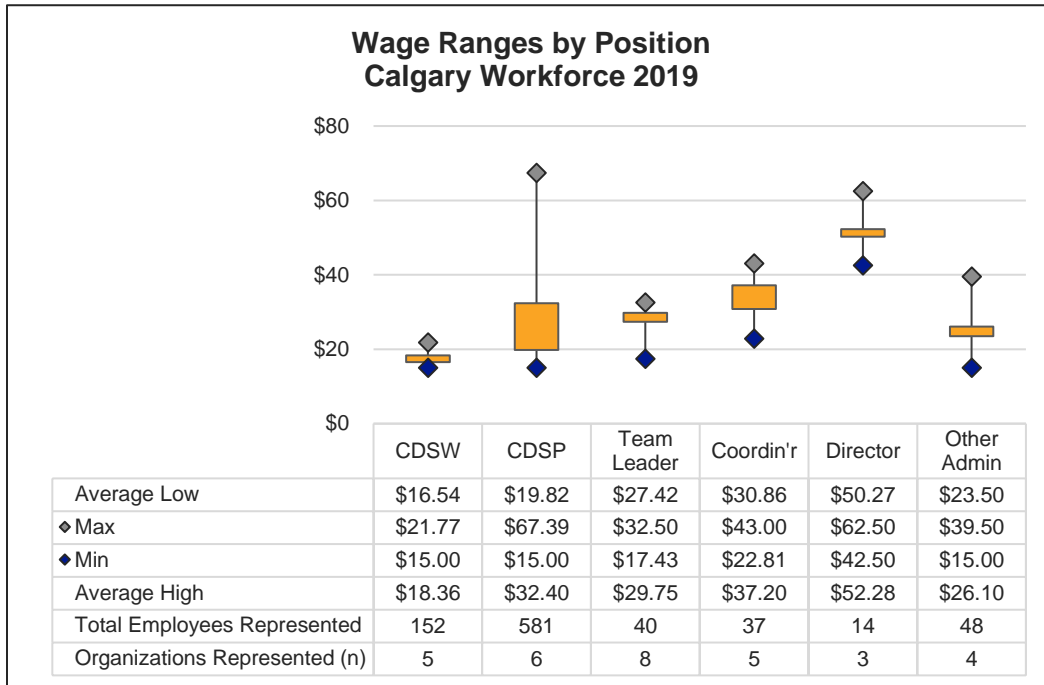
Hourly wages for CDSW positions ranged from \$15.00 to \$32.94, though the average wages were close to the bottom of this range (\$16.68 to \$21.04). Similarly, the wage range for CDSP was large (\$15.00 to \$67.39), with the average wages between \$19.74 and \$26.02. The average range for both CSN 1 and 2 were higher than CDSW and CDSP, their average ranges falling between an average low of \$20.26 and \$20.57 to an average high of \$35.00 and \$30.00. Employment Specialists wages ranged from \$15.00 to \$32.00 with an average range of \$21.13 to \$25.38. Team Leaders, typically working both frontline and supervisory roles, had wages between \$17.43 and \$37.71, with the average range \$24.40 to \$37.71.



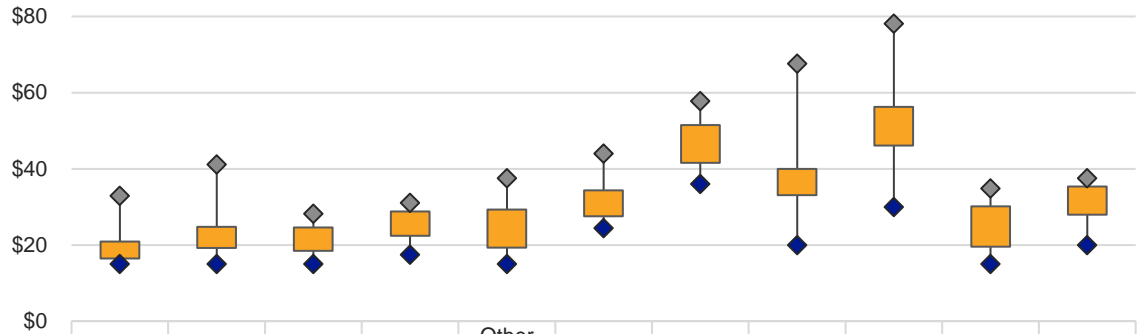
⁷ See Appendix A for detailed information on wage range calculations.

8.3.2 Wage Ranges by Position, Regional Workforces

Regional wage range charts (below) only include positions for which at least three organizations in the region provided data. In most cases, there was insufficient data for Employment Specialists, CSN workers, other direct service workers, other leaders, and other positions.

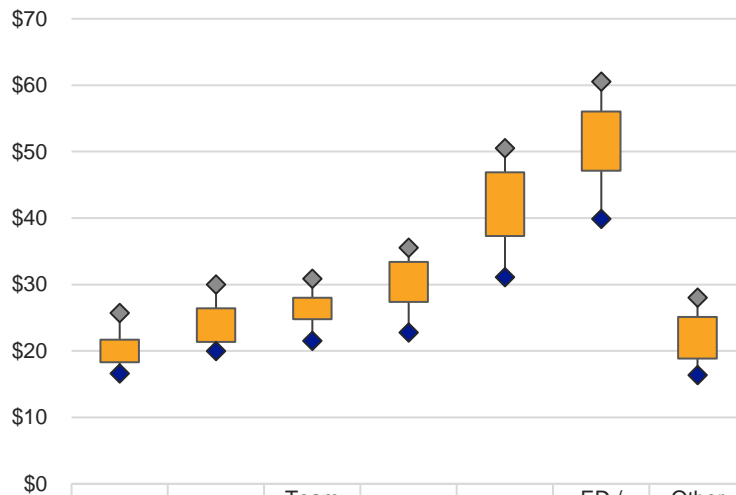


Wage Ranges by Position Edmonton Workforce 2019

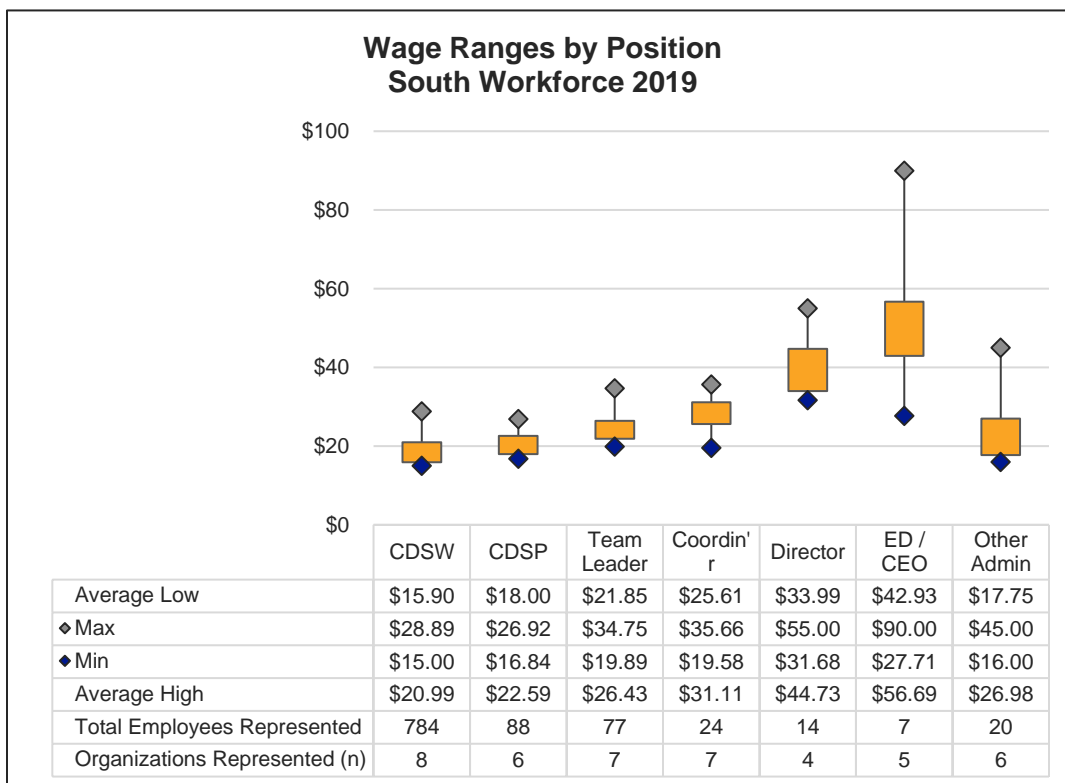
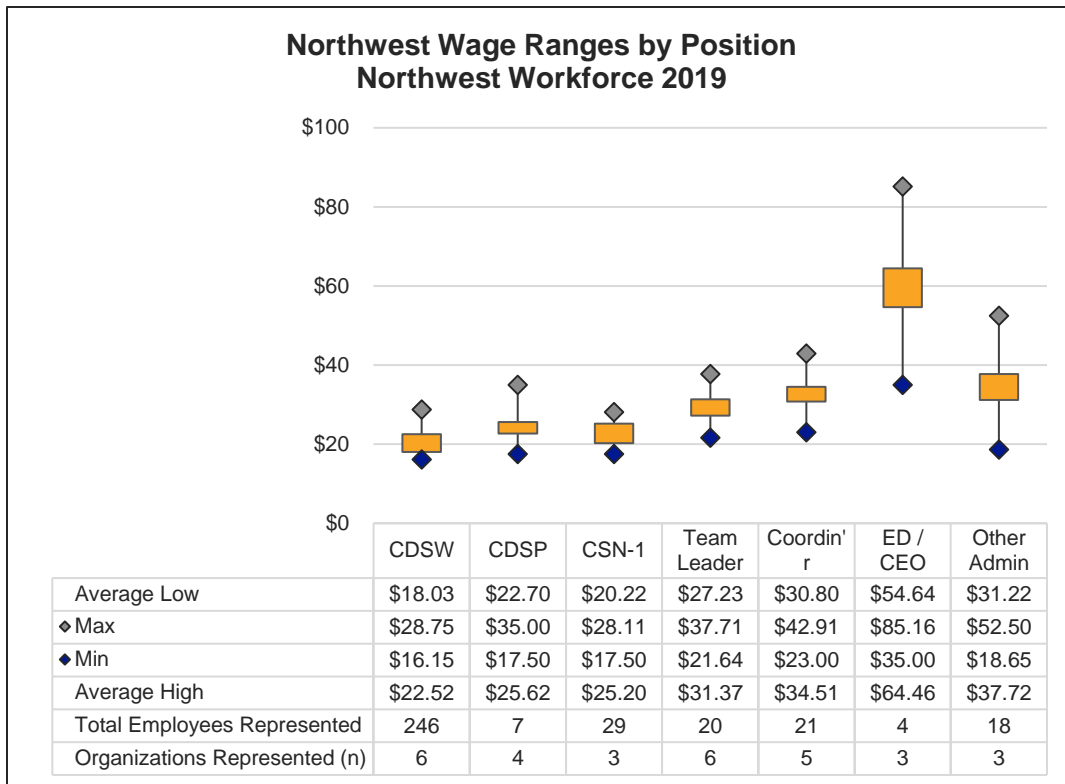


	CDSW	CDSP	CSN-1	Team Leader	Other Direct Service	Coordin'r	Director	Other Leaders	ED / CEO	Other Admin	Other Positions
Average Low	\$16.45	\$19.19	\$18.49	\$22.41	\$19.34	\$27.57	\$41.59	\$33.09	\$46.10	\$19.54	\$27.92
◆ Max	\$32.94	\$41.17	\$28.17	\$31.10	\$37.50	\$43.98	\$57.80	\$67.61	\$78.10	\$34.88	\$37.50
◆ Min	\$15.00	\$15.00	\$15.00	\$17.43	\$15.00	\$24.42	\$36.03	\$20.00	\$30.00	\$15.00	\$20.00
Average High	\$20.89	\$24.78	\$24.60	\$28.76	\$29.29	\$34.34	\$51.47	\$39.95	\$56.26	\$30.13	\$35.38
Total Employees Represented	1524	410	158	131	113	58	20	38	16	68	12
Organizations Represented (n)	15	12	3	12	5	7	6	9	6	8	4

Wage Ranges by Position North Central / Northeast Workforce 2019



	CDSW	CDSP	Team Leader	Coordin'r	Director	ED / CEO	Other Admin
Average Low	\$18.30	\$21.37	\$24.76	\$27.38	\$37.32	\$47.13	\$18.85
◆ Max	\$25.70	\$30.00	\$30.86	\$35.50	\$50.50	\$60.50	\$28.00
◆ Min	\$16.61	\$19.95	\$21.49	\$22.74	\$31.11	\$39.86	\$16.35
Average High	\$21.70	\$26.42	\$28.00	\$33.40	\$46.89	\$56.04	\$25.11
Total Employees Represented	244	32	28	14	5	4	12
Organizations Represented (n)	5	4	4	5	4	3	4



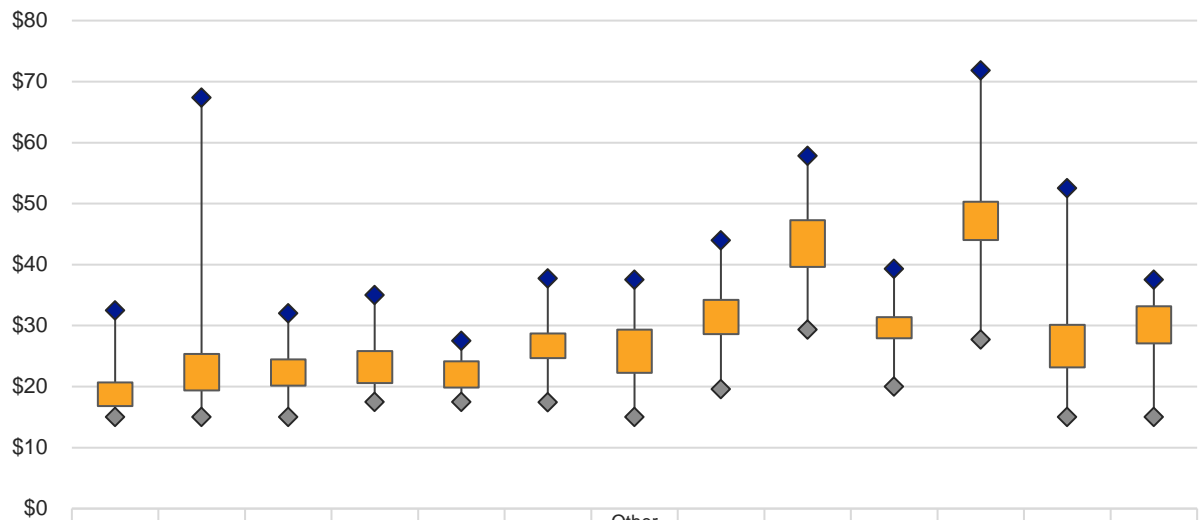
8.3.3 Wage Ranges by Funding Source

Wage range data by position is provided below by funding source. However, only some positions had sufficient data to enable comparisons across funding source.

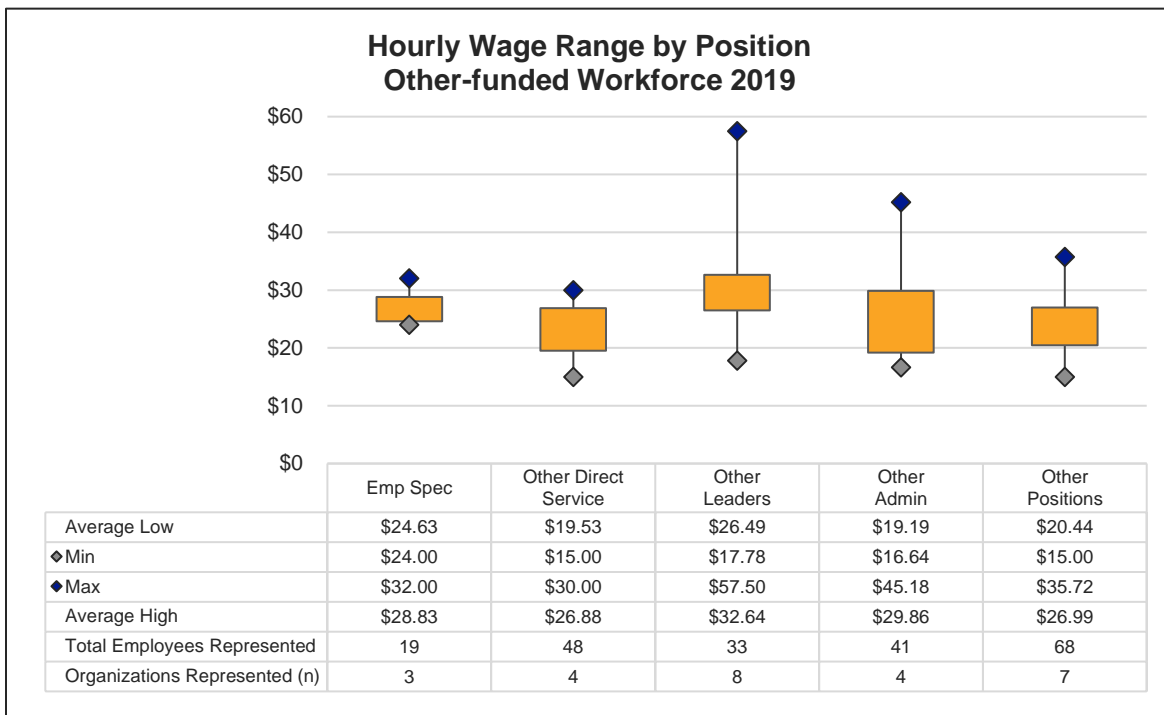
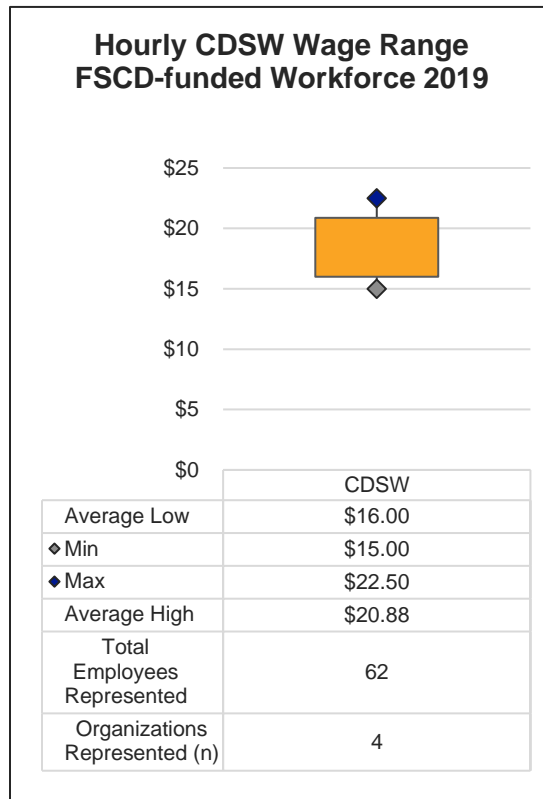
CDSW positions had comparable average ranges in both PDD-funded (\$16.81 to \$20.71) and FSCD-funded positions (\$16.00 to \$20.88).

Other-funded Employment Specialists had higher average wages (\$24.63 to \$28.83) compared to PDD-funded Employment Specialists (\$20.15 to \$24.35).

**Hourly Wage Range by Position
PDD-funded Workforce 2019**



	CDSW	CDSP	Emp Spec	CSN-1	CSN-2	Team Leader	Other Direct Service	Coordin'r	Director	Other Leaders	ED / CEO	Other Admin	Other Positions
Average Low	\$16.81	\$19.35	\$20.15	\$20.56	\$19.83	\$24.67	\$22.24	\$28.59	\$39.63	\$27.94	\$44.03	\$23.17	\$27.06
◆Min	\$15.00	\$15.00	\$15.00	\$17.50	\$17.50	\$17.43	\$15.00	\$19.58	\$29.36	\$20.00	\$27.71	\$15.00	\$15.00
◆Max	\$32.50	\$67.39	\$32.00	\$35.00	\$27.50	\$37.71	\$37.50	\$43.98	\$57.80	\$39.32	\$71.84	\$52.50	\$37.50
Average High	\$20.71	\$25.35	\$24.46	\$25.84	\$24.16	\$28.73	\$29.35	\$34.20	\$47.29	\$31.39	\$50.30	\$30.14	\$33.18
Total Employees Represented	1960	938	43	211	82	233	30	90	34	34	24	78	15
Organizations Represented (n)	31	26	10	10	3	30	6	21	15	9	15	21	4



9 Employee Benefits

The following tables summarize the percentage of organizations that provide the listed benefits to their employees. Information was provided by all 53 organizations in the sample.

Regardless of benefit type, fewer part time and temporary workers had access to benefits than full time or permanent workers.

The average wait time before employees become eligible for benefits is approximately 2.6 months. Additionally, organizations typically require employees to work a certain number of hours per week or month to become eligible for benefits.

Only two organizations in the sample stated they did not provide any benefits to their staff. The most prevalent benefits available were: extended healthcare, prescription drugs, life insurance, and accidental death and dismemberment insurance (91% of organizations), followed by dental care, dependent life insurance (89%), employee and family assistance plans (79%) and long term disability (74%). Savings and pension plans were the least likely to be available.

Benefits such as health/prescription coverage, dental coverage, or healthcare spending accounts typically have capped percentages or maximum amounts per year. Contributions to employee savings plans, RRSPs, and pension plans were typically based on employee tenure.

Percentage of costs paid by the organization depended on benefit type. Reimbursements were typically high for travel and technology benefits such as paid parking, internet connection (100%) and laptops (95%) or smartphones (81%), as well as for personal support or growth benefits such as professional membership fees (87%). Coverage for health and fitness benefits was typically around 64% for standard benefits such as extended healthcare, dental, vision and prescription drugs, and 86% for those offering health care spending accounts. Employer paid portions for insurance benefits ranged from 55% for optional/voluntary insurance to 67% for disability and business travel insurance.

Average Employee Benefits (n = 53 Organizations)

Type of Benefits		Benefits Availability							Eligibility	Costs	
		Availability by Organizational Level				Availability by Employment Status				Average # of Months Before New Employee is Eligible	Average Percentage of Benefit Costs Paid by Agency
		All Employees	Coordinator and Above	Director and Above	ED/CEO Only	Full Time	Part Time	Permanent	Temporary		
None	No Benefits Available	3.8%				5.7%	11.3%	5.7%	17.0%		
Insurance	Employee Life Insurance	49.1%	52.8%		90.6%	52.8%	73.6%	26.4%	3.1	62.6%	
	Dependent Life Insurance	47.2%	50.9%		88.7%	50.9%	71.7%	22.6%	3.2	60.9%	
	Accidental Death & Dismemberment	49.1%	54.7%		90.6%	54.7%	75.5%	26.4%	3.1	62.2%	
	Travel Accident (for Business Travel)	35.8%	37.7%		52.8%	26.4%	41.5%	17.0%	2.8	67.1%	
	Critical Illness Insurance	28.3%	30.2%		54.7%	28.3%	43.4%	18.9%	3.1	61.3%	
	Short Term Disability	17.0%	18.9%		39.6%	18.9%	30.2%	7.5%	6.3	67.2%	
	Long Term Disability	43.4%	47.2%		73.6%	37.7%	56.6%	18.9%	3.3	66.9%	
	Optional/Voluntary Insurance Coverage	7.5%				24.5%	15.1%	22.6%	1.9%	2.8	55.0%
Health and Fitness	Extended Healthcare	49.1%	52.8%		90.6%	52.8%	71.7%	28.3%	3.3	63.9%	
	Prescription Drugs	49.1%	52.8%		90.6%	52.8%	71.7%	30.2%	3.3	63.9%	
	Dental Care	47.2%	50.9%		88.7%	50.9%	69.8%	30.2%	3.5	63.9%	
	Vision Care	26.4%	32.1%		58.5%	39.6%	47.2%	22.6%	3.5	64.5%	
	Healthcare Spending Account	13.2%	17.0%		28.3%	13.2%	13.2%	7.5%	5.0	86.0%	
		Fitness/Social Club Membership	7.5%				7.5%	5.7%	5.7%	1.9%	2.8
Personal Support or Growth	Employee & Family Assistance Plan (Counselling Programs)	56.6%				79.2%	58.5%	71.7%	41.5%	2.5	79.7%
	Personal Financial Planning	11.3%				22.6%	18.9%	22.6%	9.4%	2.4	57.8%
	Individual Coaching/Counselling	18.9%				32.1%	24.5%	28.3%	7.5%	2.8	63.9%
	Professional Membership Fee Reimbursement	15.1%	22.6%	26.4%		30.2%	15.1%	24.5%	7.5%	1.9	86.9%
	Educational Assistance (Tuition, Books, etc.)	13.2%	17.0%		17.0%	11.3%	17.0%	5.7%	9.0	80.5%	

Average Employee Benefits (n = 53 Organizations) - Continued

Type of Benefits		Benefits Availability							Eligibility	Costs	
		Availability by Organizational Level				Availability by Employment Contract				Average # of Months Before New Employee is Eligible	Average Percentage of Benefit Costs Paid by Agency
		All Employees	Coordinator and Above	Director and Above	ED/CEO Only	Full Time	Part Time	Permanent	Temporary		
Travel and Technology	Parking Paid or Subsidy	7.5%				9.4%	7.5%	9.4%	7.5%	0.0	100.0%
	Company Car	1.9%			5.7%	-				1.0	83.3%
	Smartphone	7.5%	24.5%	30.2%	35.8%	11.3%	1.9%	9.4%	1.9%	0.3	80.8%
	Laptop Computer / Tablet		18.9%	30.2%	34.0%	5.7%		5.7%	1.9%	0.2	95.0%
	Home Internet Connection	-			3.8%	-				0.0	100.0%
Savings and Pension Plans	Employee Savings Plans (Non-registered)	7.5%				9.4%	7.5%	9.4%	7.5%	0.0	
	Employer contribution to ESP (%)	Often dependent on tenure. Average of 50% match, and average of 3.0% contribution.									
	Registered Retirement Savings Plan	24.5%	28.3%	32.1%	35.8%	47.2%	30.2%	37.7%	18.9%	1.9	
	Employer contribution to RSP (%)	Often dependent on tenure. Average of 43.8% match, and average of 4.6% contribution.									
	Pension Plan	9.4%	11.3%	13.2%		17.0%	9.4%	15.1%	5.7%	0.0	
	Employer contribution to Pension Plan (%)	Often dependent on tenure. Average of 5.3% contribution.									

Appendix A: Data Analysis

Age Calculations

The mean age was calculated by multiplying the mid-point of each category by the category frequency and obtaining an overall average. The value of 20 years was used for the lower category (20 or younger); the value of 67.5 years was used for the upper category (65 or older) since the category endpoints were undefined. This method is consistent with the 2017 ACDS Workforce Report.

Turnover Calculations

Turnover rates were calculated at provincial and regional levels. Industry turnover (overall turnover) was calculated based on the aggregated number of employees and was annualized to remain consistent with previous calculations.

$$\text{Industry turnover (\%)} = \frac{(\# \text{ employees who left between Jan 1 and Oct 31 2019}) * 1.2}{\frac{(\# \text{ employees on Jan 1 2019}) + (\# \text{ employees on Oct 31 2019})}{2}}$$

Distribution of industry turnover was also calculated by funding source, reason, position, hours of work, gender identity, age, tenure, and education. The number of employees in the categories for these variables were collected for October 31, 2019 only. The formula used to calculate turnover by category can be found below, annualizing the number of employees leaving organizations similarly to the overall industry turnover calculation.

$$\text{Turnover by category (\%)} = \frac{(\# \text{ employees in category who left between Jan 1 and Oct 31 2019}) * 1.2}{\frac{\text{total \# employees on Oct 31 2019} * \# \text{ responses detailing turnover for category}}{\# \text{ responses given for total employees}}}$$

Organizational turnover was calculated in a similar fashion to industry turnover, but limited to the number of employees per organization. Average organizational turnover was calculated by taking the sum of all organizational turnovers and dividing by the number of summed organizations.

$$\text{Average organizational turnover (\%)} = \frac{\sum \frac{((\# \text{ employees in organization who left between Jan 1 and Oct 31 2019}) * 1.2)}{(\# \text{ employees in organization})}}{\# \text{ of organizations}}$$

Vacancy Calculations

The percent of positions vacant as of October 31, 2019 were calculated by dividing the number of vacancies by both vacancies and the total number of employees within the responding organizations. Organizations that did not report vacancies were not included in the analysis.

Wage Calculations

The average yearly wage was calculated by multiplying the midpoint of each category by the category frequency to obtain an overall average. The midpoint value of \$16.25 was used for the 'less than \$17.49' category, assuming a low endpoint equal to the Alberta legislated minimum wage of \$15.00 per hour. The value of \$50.00 was used for the category '\$40.00 or more' in order to maintain consistency with previous annual average estimates.

When broken down by funding source, sufficient wage data was often unavailable, as the number of organizations that provided wage information for FSCD and other-funded positions were below three. A lower bound of three organizations was consistently used in order to ensure anonymity among organizational data.

Benefit Calculations

Average months before an employee is eligible for a benefit was calculated by taking the sum of months and dividing it by the number of organizations that provided the specific benefit.

$$\text{Average months} = \frac{\sum \text{months before employee is eligible across all organizations}}{\# \text{ organizations who provide the benefit}}$$

Average contribution percentages were calculated by taking the average of the average contribution per organization.

Year-Over-Year Comparisons

As the number of organizations that respond to the ACDS Workforce Survey fluctuate from year to year, comparisons should be made with caution when comparing trends over time. Comparisons should be limited to assessing general sector trends.

Regional findings were not included in timewise comparisons as the sample sizes were too small and insufficient for comparisons.

Appendix B: Survey Tool



The confidentiality and ethics processes of this survey comply with the requirements of the Tri-Council Policy Statement on the Ethical Conduct for Research, the standard used by all universities in Canada, and by the Government of Canada.

You will send the completed form to only one person at ACDS (Elizabeth Schweighardt) who will replace your organization's name with a unique code and replace or delete any identifiable information. Your original form will then be deleted. All data will be aggregated to provide regional and province-wide analyses. If less than three organizations respond from one region, regional analyses will not be produced in order to maintain confidentiality.

Any questions about the survey may be directed to Elizabeth Schweighardt.

Email: elizabeth@acds.ca

Telephone: (403) 250-9495 ext. 243.

Submit the completed survey no later than December 31, 2019.

[Submit Survey: elizabeth@acds.ca](mailto:elizabeth@acds.ca)

Survey Instructions

- 1 This survey includes a spreadsheet for each PDD service region. Please complete the survey on the tab for your organization's service region.
- 2 If your organization operates in multiple service regions, please complete a spreadsheet for each region with data specific to the staff in that region. If you are unable to provide a regional breakdown, please complete the survey using the service region in which your organization's head office is located.

3 This survey uses job titles from the 2018 ACDS Workforce Classification System (WCS). If your organization does not use the WCS job titles, please complete the survey using the nearest equivalent positions. If a position (or equivalent) does not exist within your organization, please leave the space blank. Brief descriptions of the WCS job titles are below:

Community Disability Services Worker (CDSW)

An entry level direct service position with the training and experience to provide practical and capable service in relatively straightforward situations.

Employment Specialist (Emp Spec)

A direct service position with the specialized training and experience to support individuals with career exploration, preparation and entry into the job market.

Team Leader (TL)

A combined direct service role with supervisory responsibilities for a team of staff in other direct support roles.

Other Direct Service

Any other positions that include direct service but are not covered by the classifications above.

Director

A senior management role with broader program and service area responsibility. While not at the Executive Director level, this role has responsibility for input into the organizations strategic plan and leadership responsibility for the organizations programs. The director has responsibility for overseeing a group of services rather than a single service area.

Other Leaders

Any other leadership positions that are not covered by the classifications above.

Community Disability Services Practitioner (CDSP)

A more experienced direct service position with the additional training and skill to provide service in more complex situations.

Complex Support Needs: Tier 1 (CSN-1)

An experienced direct service position with the specialized training and skill necessary to support individuals with a combination of developmental disability and at least one of the following: mental health diagnosis, complex behavioural needs, or complex medical needs.

Complex Support Needs: Tier 2 (CSN-2)

An experienced disability worker who gives direct support to individuals with complex support needs. The complexity of the individual's needs and support requires more extensive and specialized education/training related to dual diagnoses and/or medical conditions, and multiple years of experience covering a range of services and supports.

Coordinator

An operational leadership position with responsibility for coordinating one or more services or programs within the organization. While there may be some client contact for dealing with service issues, this role is administrative and does not provide direct support.

Executive Director (ED) / CEO

The highest-ranking leadership position in the organization, with ultimate responsibility for making managerial decisions.

Other Administration

Any other administrative positions that were not covered by the classifications above.



Please review the 'Instructions' tab before completing this survey for relevant information, including brief job descriptions for the Workforce Classification System position titles used throughout this survey.

ACDS Annual Workforce Survey 2019

1 Organizational Information

1.1 Full name of your organization

In the regional tabs at the bottom of the window, complete a separate survey for each region your agency operates in, and state regional designation with your agency's name, e.g. "Alberta Support Services - Central Region".

Agency Name	
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1.2 How many individuals did your workforce support from Jan 1, 2019 to Oct 31, 2019?

Please provide a breakdown by funding source, as best as you can. If it is not possible to provide a breakdown, simply enter the total number of individuals next to "Overall Total".

Funding Source (Jan 1 to Oct 31, 2019)	Number of Individuals Supported
PDD-funded direct (not including FMS model)	
PDD-funded via Family Managed Supports (FMS) model	
FSCD-funded	
Funded by other program (not PDD, FMS or FSCD)	
OVERALL TOTAL <small>(complete only if breakdown by funding cannot be provided)</small>	

1.3 What age groups does your workforce support? (select all that apply)

Age Groups Supported	Select all that apply
Children (under 16 years)	<input type="checkbox"/>
Youth (16 to under 18 years)	<input type="checkbox"/>
Adults (18 to 64 years)	<input type="checkbox"/>
Seniors (65 years and older)	<input type="checkbox"/>

1.4 What types of supports does your workforce provide? (select all that apply)

Types of Supports Provided	Select all that apply
Community Access and Recreation	<input type="checkbox"/>
Community Living: Overnight Staffed Residence	<input type="checkbox"/>
Community Living: Supported Independent Living	<input type="checkbox"/>
Community Living: Support Home	<input type="checkbox"/>
Employment Preparation, Placement and Support	<input type="checkbox"/>
FMS-related Supports (non-respite)	<input type="checkbox"/>
Respite Supports to Families	<input type="checkbox"/>
Supports to Families (Not FMS; non-respite)	<input type="checkbox"/>
Outreach Services	<input type="checkbox"/>
Life Skills and Other Workshops	<input type="checkbox"/>
Counselling and Other Professional Supports	<input type="checkbox"/>
Supports for Children/Youth (Not Listed Above)	<input type="checkbox"/>
Other (Please Specify in Comments)	<input type="checkbox"/>
Comments	

1.5 What disability types does your workforce support? (select all that apply)

Types of Disabilities Supported	Select all that apply
Autism Spectrum Disorders	<input type="checkbox"/>
Brain Injury	<input type="checkbox"/>
Complex Behaviours	<input type="checkbox"/>
Developmental Disability	<input type="checkbox"/>
Dual Diagnosis	<input type="checkbox"/>
Fetal Alcohol Spectrum Disorders	<input type="checkbox"/>
Medically Fragile	<input type="checkbox"/>
Other (Please Specify in Comments)	<input type="checkbox"/>
Comments	

2 Financial Information

2.1 What is your total operating expense (budgeted) for the 2018/2019 fiscal year?

Total Operating Expense 2018/19 (nearest thousand)	
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2.2 Please enter the percentage breakdown for your operating revenue sources for 2018/19.

Revenue Sources (2018/2019 Fiscal Year)		Percentage
Alberta Government	PDD	
	FSCD	
	FASD	
	Alberta Health (inc. home care)	
	Alberta Seniors	
	Alberta Works	
	Alberta WCB	
	Alberta Government - Other	
Municipal Government	FCSS	
	Municipal Government - Other	
Federal Government	Government of Canada	
Non-government	Fundraising (inc. gifts, donations)	
	Social Enterprise (inc. sales, fees)	
Other	Other (Please Specify in Comments)	
(Auto-calculated) TOTAL (should equal 100%)		0%
Comments		

2.3 Does your agency sub-contract for Community Living Supports provided via supportive living arrangements (e.g., support homes, supportive roommates/neighbours, proprietors, etc.)?

Sub-Contracted Community Living Arrangements	Select all that apply
NO , we do not sub-contract supportive living arrangements (Go to Section 3; add comments in this table if needed)	<input type="checkbox"/>
YES , we do sub-contract supportive living arrangements (Please answer the questions in the rest of this table)	<input type="checkbox"/>
Number of sub-contracted supportive living arrangements	
Number of individuals currently supported through this model	
Comments	

3 Staffing Information

3.1 How many total staffing hours did your agency pay out from Jan 1, 2019 to Oct 31, 2019?
Please provide a breakdown by funding source, as best as you can. If it is not possible to provide a breakdown, enter the overall total number of staffing hours paid in the last row.

Funding Source (Jan 1 to Oct 31, 2019)	Staffing Hours Paid Out
PDD-funded (including FMS)	
FSCD-funded	
Funded by other program (not PDD, FMS or FSCD)	
OVERALL TOTAL STAFFING HOURS (complete only if breakdown by funding cannot be provided)	

3.2 What was the total number of employees (headcount) at or near Jan 1, 2019 and Oct 31, 2019?
Please provide a breakdown by funding source, as best as you can. If it is not possible to provide a breakdown by funding source, please enter the data under the "OVERALL" (first) section only.

Funding Source	Number of Employees	
OVERALL (complete this section ONLY if breakdown by funding source cannot be provided)	Jan 1, 2019	Oct 31, 2019
Full Time (30hrs/week or more)		
Part Time (Less than 30hrs/week)		
Casual (irregular shifts on-call)		
(Auto-calculated) TOTAL EMPLOYEES OVERALL	0	0
PDD-FUNDED	Jan 1, 2019	Oct 31, 2019
Full Time (30hrs/week or more)		
Part Time (Less than 30hrs/week)		
Casual (irregular shifts on-call)		
(Auto-calculated) TOTAL PDD-FUNDED EMPLOYEES	0	0
FSCD-FUNDED	Jan 1, 2019	Oct 31, 2019
Full Time (30hrs/week or more)		
Part Time (Less than 30hrs/week)		
Casual (irregular shifts on-call)		
(Auto-calculated) TOTAL FSCD-FUNDED EMPLOYEES	0	0
OTHER-FUNDED	Jan 1, 2019	Oct 31, 2019
Full Time (30hrs/week or more)		
Part Time (Less than 30hrs/week)		
Casual (irregular shifts on-call)		
(Auto-calculated) TOTAL OTHER-FUNDED EMPLOYEES	0	0
Comments		

3.3 At or near Oct 31, 2019, what was the total number of employees (head count) by position?

Please provide a breakdown by funding source, as best as you can. If it is not possible to provide a breakdown by funding source, please enter the data under the "OVERALL" section only.
 This question uses the WCS job titles (see brief descriptions in the Instructions sheet). Please answer using the WCS titles or the nearest equivalent positions based on job functions.
 Employees working in more than one position for your organization should be listed in the Multiple Positions column, and counted under the more senior position. E.g., an employee working in a Team Leader role during the week and as a CSN-2 for a weekend shift would be counted once in the MP column at the Team Leader row.
 The total for each section of the table should equal the total number of employees calculated for Oct 31, 2019 in the corresponding section in Question 3.2. If it is not, please describe why in the Comments section.

Number of Employees by Position (Oct 31, 2019)	OVERALL <i>(complete this section ONLY if breakdown by funding source cannot be provided)</i>		PDD-FUNDED		FSCD-FUNDED		OTHER-FUNDED	
	Single Position	Multiple Positions	Single Position	Multiple Positions	Single Position	Multiple Positions	Single Position	Multiple Positions
Community Disability Services Worker (CDSW)								
Community Disability Services Practitioner (CDSP)								
Employment Specialist (Emp Spec)								
Complex Support Needs Tier 1 (CSN-1)								
Complex Support Needs Tier 2 (CSN-2)								
Team Leader								
Other Direct Service (please specify in the Comments)								
Coordinator								
Director								
Other Leaders (please specify in the Comments)								
Executive Director (ED) / CEO								
Other Administration (please specify in the Comments)								
Other Positions (please specify in the Comments)								
(Auto-calculated) TOTAL BY POSITION	0	0	0	0	0	0	0	0
(Auto-calculated) SECTION TOTAL	0	0	0	0	0	0	0	0
SECTION TOTAL = TOTAL reported for this funding source in Q3.2 for Oct 31, 2019?	YES		YES		YES		YES	
Comments								

4 Workforce Demographics

4.1 Please enter the number of employees (at or near Oct 31, 2019, by funding source) by gender identity, age, tenure, and education level. Please provide a breakdown by funding source, as best as you can. If it is not possible to provide a breakdown by funding source, please enter the data in the "OVERALL" Table (Table 4.1A) only. The totals for each of the four categories in the table should be equal. If they are not, please describe why in the comments.

Table 4.1A. OVERALL Number of Employees (at or near Oct 31, 2019)					
<i>(complete this table ONLY if breakdown by funding source cannot be provided; otherwise complete Tables 4.1B, 4.1C and 4.1D)</i>					
Gender Identity	Age (years)		Tenure		Highest Level of Education
Male	Younger than 20		Less than 1 year		Less than High School
Female	20 to 24 years		1 to <2 years		High School
Other	25 to 34 years		2 to <3 years		Unrelated Certificate/Diploma
Unknown	35 to 44 years		3 to <4 years		Related Certificate/Diploma
	45 to 54 years		4 to <5 years		Unrelated Bachelor Degree
	55 to 64 years		5 to <10 years		Related Bachelor Degree
	65 or older		10 or more years		Graduate Degree
	Unknown		Unknown		Unknown
(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0
(Auto-calc) TOTAL for each category = TOTAL EMPLOYEES OVERALL reported in Q3.2 for Oct 31, 2019? If NO, please describe why in the Comments section.					YES
Comments					

The totals for each of the four categories in the table should be equal. If they are not, please describe why in the comments.

Table 4.1B. PDD-FUNDED Number of Employees (at or near Oct 31, 2019)					
Gender Identity	Age (years)		Tenure		Highest Level of Education
Male	Younger than 20		Less than 1 year		Less than High School
Female	20 to 24 years		1 to <2 years		High School
Other	25 to 34 years		2 to <3 years		Unrelated Certificate/Diploma
Unknown	35 to 44 years		3 to <4 years		Related Certificate/Diploma
	45 to 54 years		4 to <5 years		Unrelated Bachelor Degree
	55 to 64 years		5 to <10 years		Related Bachelor Degree
	65 or older		10 or more years		Graduate Degree
	Unknown		Unknown		Unknown
(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0
(Auto-calc) TOTAL for each category = TOTAL PDD-FUNDED EMPLOYEES reported in Q3.2 for Oct 31, 2019? If NO, please describe why in the Comments section.					YES
Comments					

The totals for each of the four categories in the table should be equal. If they are not, please describe why in the comments.

Table 4.1C. FSCD-FUNDED Number of Employees (at or near Oct 31, 2019)							
Gender Identity		Age (years)		Tenure		Highest Level of Education	
Male		Younger than 20		Less than 1 year		Less than High School	
Female		20 to 24 years		1 to < 2 years		High School	
Other		25 to 34 years		2 to <3 years		Unrelated Certificate/Diploma	
Unknown		35 to 44 years		3 to < 4 years		Related Certificate/Diploma	
		45 to 54 years		4 to < 5 years		Unrelated Bachelor Degree	
		55 to 64 years		5 to <10 years		Related Bachelor Degree	
		65 or older		10 or more years		Graduate Degree	
		Unknown		Unknown		Unknown	
(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0
(Auto-calc) TOTAL for each category = TOTAL FSCD-FUNDED EMPLOYEES reported in Q3.2 for Oct 31, 2019? If NO, please describe why in the Comments section.							YES
Comments							

The totals for each of the four categories in the table should be equal. If they are not, please describe why in the comments.

Table 4.1D. OTHER-FUNDED Number of Employees (at or near Oct 31, 2019)							
Gender Identity		Age (years)		Tenure		Highest Level of Education	
Male		Younger than 20		Less than 1 year		Less than High School	
Female		20 to 24 years		1 to < 2 years		High School	
Other		25 to 34 years		2 to <3 years		Unrelated Certificate/Diploma	
Unknown		35 to 44 years		3 to < 4 years		Related Certificate/Diploma	
		45 to 54 years		4 to < 5 years		Unrelated Bachelor Degree	
		55 to 64 years		5 to <10 years		Related Bachelor Degree	
		65 or older		10 or more years		Graduate Degree	
		Unknown		Unknown		Unknown	
(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0
(Auto-calc) TOTAL for each category = TOTAL OTHER-FUNDED EMPLOYEES reported for this section in Q3.2? If NO, please describe why in the Comments section.							YES
Comments							

5 Employee Turnover and Vacancies

- 5.1 What was the total number of employees who left your agency by funding source between Jan 1 and Oct 31, 2019?
Please provide a breakdown by funding source, as best as you can. If it is not possible to provide a breakdown, simply enter the total number next to "Overall Total".

Funding Source (Jan 1 to Oct 31, 2019)	Number of Employees who Left Agency
PDD-funded (including FMS)	
FSCD-funded	
Funded by other program (not PDD, FMS or FSCD)	
OVERALL TOTAL NUMBER OF EMPLOYEES LEAVING <small>(complete only if breakdown by funding cannot be provided)</small>	

- 5.2 How many employees left by funding source, due to employer decision vs. employee decision (Jan 1 to Oct 31, 2019)?
Please provide a breakdown by funding source, as best as you can. If it is not possible to provide a breakdown by funding source, please enter the data under the "OVERALL" section only.
The total for each section should equal the number reported for each funding section in Q5.1. If it is not, please describe why in the Comments section.

Number of Employees Leaving Agency, by Reason and Funding Source (Jan 1 to Oct 31, 2019)				
Reason for Leaving	OVERALL <small>(only if breakdown by funding cannot be provided)</small>	PDD FUNDED	FSCD FUNDED	OTHER FUNDED
Employer Decision (termination, layoff, end of contract, etc.)				
Employee Decision				
Unknown				
<small>(Auto-calculated) TOTAL</small>	0	0	0	0
TOTAL = TOTAL EMPLOYEES LEAVING reported for this funding source in Q5.1?	YES	YES	YES	YES
Comments				

5.3 Please enter the number of employees leaving (Jan 1 to Oct 31, 2019) by funding source and position. Please provide a breakdown by funding source, as best as you can. If it is not possible to provide a breakdown by funding source, please enter the data in the "OVERALL" Table (Table 5.3A) only. Please answer using the WCS titles or the nearest equivalent positions based on job functions. Employees resigning from more than one position from your organization should be counted as having left from the more senior position. If an employee with multiple positions resigned only from one position, they should be counted under that position only. The total for each category should equal the number reported in Q5.1. If it is not, please describe why in the Comments section.

TABLE 5.3A. OVERALL Number of Employees Leaving by Position (Jan 1 to Oct 31, 2019) <small>(complete this table ONLY if breakdown by funding source cannot be provided; otherwise complete Tables 5.3B, 5.3C and 5.3D)</small>			
NUMBER OF EMPLOYEES (HEADCOUNT) LEAVING BY POSITION TYPE <small>(or closest equivalent)</small>		NUMBER OF EMPLOYEES (HEADCOUNT) LEAVING BY POSITION'S WORK HOURS	
Community Disability Services Worker (CDSW)		Full Time	
Community Disability Services Practitioner (CDSP)		Part Time	
Employment Specialist (Emp Spec)		Casual	
Complex Support Needs Tier 1 (CSN-1)			
Complex Support Needs Tier 2 (CSN-2)			
Team Leader			
Other Direct Service (please specify in the Comments)			
Coordinator			
Director			
Other Leaders (please specify in the Comments)			
Executive Director (ED) / CEO			
Other Administration (please specify in the Comments)			
Other Positions (please specify in the Comments)			
(Auto-calculated) TOTAL	0	(Auto-calc) TOTAL	0
TOTAL for each category = TOTAL NUMBER OF EMPLOYEES LEAVING in Q5.1? If NO, please describe why in the Comments section.			YES
Comments			
[Empty space for comments]			

TABLE 5.3B. PDD-FUNDED Employees Leaving by Position (Jan 1 to Oct 31, 2019)			
NUMBER OF EMPLOYEES (HEADCOUNT) LEAVING BY POSITION TYPE (or closest equivalent)		NUMBER OF EMPLOYEES (HEADCOUNT) LEAVING BY POSITION'S WORK HOURS	
Community Disability Services Worker (CDSW)		Full Time	
Community Disability Services Practitioner (CDSP)		Part Time	
Employment Specialist (Emp Spec)		Casual	
Complex Support Needs Tier 1 (CSN-1)			
Complex Support Needs Tier 2 (CSN-2)			
Team Leader			
Other Direct Service (please specify in the Comments)			
Coordinator			
Director			
Other Leaders (please specify in the Comments)			
Executive Director (ED) / CEO			
Other Administration (please specify in the Comments)			
Other Positions (please specify in the Comments)			
(Auto-calculated) TOTAL	0	(Auto-calc) TOTAL	0
TOTAL for each category = TOTAL NUMBER OF PDD-FUNDED EMPLOYEES LEAVING in Q5.1? If NO, please describe why in the Comments section.			YES
Comments			

TABLE 5.3C. FSCD-FUNDED Employees Leaving by Position (Jan 1 to Oct 31, 2019)			
NUMBER OF EMPLOYEES (HEADCOUNT) LEAVING BY POSITION TYPE (or closest equivalent)		NUMBER OF EMPLOYEES (HEADCOUNT) LEAVING BY POSITION'S WORK HOURS	
Community Disability Services Worker (CDSW)		Full Time	
Community Disability Services Practitioner (CDSP)		Part Time	
Employment Specialist (Emp Spec)		Casual	
Complex Support Needs Tier 1 (CSN-1)			
Complex Support Needs Tier 2 (CSN-2)			
Team Leader			
Other Direct Service (please specify in the Comments)			
Coordinator			
Director			
Other Leaders (please specify in the Comments)			
Executive Director (ED) / CEO			
Other Administration (please specify in the Comments)			
Other Positions (please specify in the Comments)			
(Auto-calculated) TOTAL	0	(Auto-calc) TOTAL	0
TOTAL for each category = TOTAL NUMBER OF FSCD-FUNDED EMPLOYEES LEAVING in Q5.1? If NO, please describe why in the Comments section.			YES
Comments			

TABLE 5.3D. OTHER-FUNDED Employees Leaving by Position (Jan 1 to Oct 31, 2019)			
NUMBER OF EMPLOYEES (HEADCOUNT) LEAVING BY POSITION TYPE (or closest equivalent)		NUMBER OF EMPLOYEES (HEADCOUNT) LEAVING BY POSITION'S WORK HOURS	
Community Disability Services Worker (CDSW)		Full Time	
Community Disability Services Practitioner (CDSP)		Part Time	
Employment Specialist (Emp Spec)		Casual	
Complex Support Needs Tier 1 (CSN-1)			
Complex Support Needs Tier 2 (CSN-2)			
Team Leader			
Other Direct Service (please specify in the Comments)			
Coordinator			
Director			
Other Leaders (please specify in the Comments)			
Executive Director (ED) / CEO			
Other Administration (please specify in the Comments)			
Other Positions (please specify in the Comments)			
(Auto-calculated) TOTAL	0	(Auto-calc) TOTAL	0
TOTAL for each category = TOTAL NUMBER OF OTHER-FUNDED EMPLOYEES LEAVING in Q5.1? If NO, please describe why in the Comments section.			YES
Comments			

5.4 Please enter the number of employees leaving (Jan 1 to Oct 31, 2019) by gender identity, age, tenure, and education level, for each funding source. Please provide a breakdown by funding source, as best as you can. If it is not possible to provide a breakdown by funding source, please enter the data in the "OVERALL" Table (Table 5.4A) only. The totals for each of the four categories should be equal. If they are not, please describe why in the comments.

TABLE 5.4A. OVERALL Number of Employees Leaving, by Demographic Categories (Jan 1 to Oct 31, 2019)					
<i>(complete this table ONLY if breakdown by funding source cannot be provided; otherwise, complete Tables 5.4B, 5.4C and 5.4D)</i>					
Gender Identity	Age (years)		Tenure		Highest Level of Education
Male	Younger than 20		Less than 1 year		Less than High School
Female	20 to 24 years		1 to < 2 years		High School
Other	25 to 34 years		2 to <3 years		Unrelated Certificate/Diploma
Unknown	35 to 44 years		3 to < 4 years		Related Certificate/Diploma
	45 to 54 years		4 to < 5 years		Unrelated Bachelor Degree
	55 to 64 years		5 to <10 years		Related Bachelor Degree
	65 or older		10 or more years		Graduate Degree
	Unknown		Unknown		Unknown
(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0
TOTAL for each category = TOTAL NUMBER OF EMPLOYEES LEAVING in Q5.1? If NO, please describe why in the Comments section.					YES
Comments					

TABLE 5.4B. PDD-FUNDED Employees Leaving, by Demographic Categories (Jan 1 to Oct 31, 2019)					
Gender Identity	Age (years)		Tenure		Highest Level of Education
Male	Younger than 20		Less than 1 year		Less than High School
Female	20 to 24 years		1 to < 2 years		High School
Other	25 to 34 years		2 to <3 years		Unrelated Certificate/Diploma
Unknown	35 to 44 years		3 to < 4 years		Related Certificate/Diploma
	45 to 54 years		4 to < 5 years		Unrelated Bachelor Degree
	55 to 64 years		5 to <10 years		Related Bachelor Degree
	65 or older		10 or more years		Graduate Degree
	Unknown		Unknown		Unknown
(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0
TOTAL for each category = TOTAL NUMBER OF PDD-FUNDED EMPLOYEES LEAVING in Q5.1? If NO, please describe why in the Comments section.					YES
Comments					

TABLE 5.4C. FSCD-FUNDED Employees Leaving, by Demographic Categories (Jan 1 to Oct 31, 2019)					
Gender Identity	Age (years)		Tenure		Highest Level of Education
Male	Younger than 20		Less than 1 year		Less than High School
Female	20 to 24 years		1 to < 2 years		High School
Other	25 to 34 years		2 to <3 years		Unrelated Certificate/Diploma
Unknown	35 to 44 years		3 to < 4 years		Related Certificate/Diploma
	45 to 54 years		4 to < 5 years		Unrelated Bachelor Degree
	55 to 64 years		5 to <10 years		Related Bachelor Degree
	65 or older		10 or more years		Graduate Degree
	Unknown		Unknown		Unknown
(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0
TOTAL for each category = TOTAL NUMBER OF FSCD-FUNDED EMPLOYEES LEAVING in Q5.1? If NO, please describe why in the Comments section.					YES
Comments					

TABLE 5.4D. OTHER-FUNDED Employees Leaving, by Demographic Categories (Jan 1 to Oct 31, 2019)					
Gender Identity	Age (years)		Tenure		Highest Level of Education
Male	Younger than 20		Less than 1 year		Less than High School
Female	20 to 24 years		1 to < 2 years		High School
Other	25 to 34 years		2 to <3 years		Unrelated Certificate/Diploma
Unknown	35 to 44 years		3 to <4 years		Related Certificate/Diploma
	45 to 54 years		4 to <5 years		Unrelated Bachelor Degree
	55 to 64 years		5 to <10 years		Related Bachelor Degree
	65 or older		10 or more years		Graduate Degree
	Unknown		Unknown		Unknown
(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0	(Auto-calc) TOTAL	0
TOTAL for each category = TOTAL NUMBER OF OTHER-FUNDED EMPLOYEES LEAVING in Q5.1? If NO, please describe why in the Comments section.					YES
Comments					

5.5 How many positions are currently vacant in your organization?

Please provide a breakdown by funding source, as best as you can. If it is not possible to provide a breakdown, simply enter the total number next to "Overall Total".

Funding Source	Current Number of Vacancies
PDD-funded (including FMS)	
FSCD-funded	
Funded by other program (not PDD, FMS or FSCD)	
OVERALL TOTAL NUMBER OF CURRENT VACANCIES <small>(complete only if breakdown by funding cannot be provided)</small>	

5.6 Please enter the number of current vacancies by position, for each funding source

Please provide a breakdown by funding source, as best as you can. If it is not possible to provide a breakdown by funding source, please enter the data in the "OVERALL" Table (Table 5.6A) only.

Please answer using the WCS titles or the nearest equivalent positions based on job functions.

TABLE 5.6A. OVERALL Number of Current Vacancies <small>(complete this table ONLY if breakdown by funding source cannot be provided; otherwise complete Tables 5.6B, 5.6C and 5.6D)</small>			
NUMBER OF VACANCIES BY POSITION TYPE (or closest equivalent)		NUMBER OF VACANCIES BY POSITION'S WORK HOURS	
Community Disability Services Worker (CDSW)		Full Time	
Community Disability Services Practitioner (CDSP)		Part Time	
Employment Specialist (Emp Spec)		Casual	
Complex Support Needs Tier 1 (CSN-1)			
Complex Support Needs Tier 2 (CSN-2)			
Team Leader			
Other Direct Service (please specify in the Comments)			
Coordinator			
Director			
Other Leaders (please specify in the Comments)			
Executive Director (ED) / CEO			
Other Administration (please specify in the Comments)			
Other Positions (please specify in the Comments)			
(Auto-calculated) TOTAL	0	(Auto-calc) TOTAL	0
TOTAL for each category = TOTAL OVERALL NUMBER OF VACANCIES in Q5.5? If NO, please describe why in the Comments section.			YES
Comments			

Please answer using the WCS titles or the nearest equivalent positions based on job functions.

TABLE 5.6B. PDD-FUNDED POSITIONS Number of Current Vacancies			
NUMBER OF VACANCIES BY POSITION TYPE (or closest equivalent)	NUMBER OF VACANCIES BY POSITION'S WORK HOURS		
	Community Disability Services Worker (CDSW)	Full Time	
Community Disability Services Practitioner (CDSP)	Part Time		
Employment Specialist (Emp Spec)	Casual		
Complex Support Needs Tier 1 (CSN-1)			
Complex Support Needs Tier 2 (CSN-2)			
Team Leader			
Other Direct Service (please specify in the Comments)			
Coordinator			
Director			
Other Leaders (please specify in the Comments)			
Executive Director (ED) / CEO			
Other Administration (please specify in the Comments)			
Other Positions (please specify in the Comments)			
(Auto-calculated) TOTAL	0	(Auto-calc) TOTAL	0
TOTAL for each category = TOTAL NUMBER OF PDD-FUNDED VACANCIES in Q5.5? If NO, please describe why in the Comments section.			YES
Comments			

Please answer using the WCS titles or the nearest equivalent positions based on job functions.

TABLE 5.6C. FSCD-FUNDED POSITIONS Number of Current Vacancies			
NUMBER OF VACANCIES BY POSITION TYPE (or closest equivalent)	NUMBER OF VACANCIES BY POSITION'S WORK HOURS		
	Community Disability Services Worker (CDSW)	Full Time	
Community Disability Services Practitioner (CDSP)	Part Time		
Employment Specialist (Emp Spec)	Casual		
Complex Support Needs Tier 1 (CSN-1)			
Complex Support Needs Tier 2 (CSN-2)			
Team Leader			
Other Direct Service (please specify in the Comments)			
Coordinator			
Director			
Other Leaders (please specify in the Comments)			
Executive Director (ED) / CEO			
Other Administration (please specify in the Comments)			
Other Positions (please specify in the Comments)			
(Auto-calculated) TOTAL	0	(Auto-calc) TOTAL	0
TOTAL for each category = TOTAL NUMBER OF FSCD-FUNDED VACANCIES in Q5.5? If NO, please describe why in the Comments section.			YES
Comments			

Please answer using the WCS titles or the nearest equivalent positions based on job functions.

TABLE 5.6D. OTHER-FUNDED POSITIONS Number of Current Vacancies			
NUMBER OF VACANCIES BY POSITION TYPE (or closest equivalent)		NUMBER OF VACANCIES BY POSITION'S WORK HOURS	
Community Disability Services Worker (CDSW)		Full Time	
Community Disability Services Practitioner (CDSP)		Part Time	
Employment Specialist (Emp Spec)		Casual	
Complex Support Needs Tier 1 (CSN-1)			
Complex Support Needs Tier 2 (CSN-2)			
Team Leader			
Other Direct Service (please specify in the Comments)			
Coordinator			
Director			
Other Leaders (please specify in the Comments)			
Executive Director (ED) / CEO			
Other Administration (please specify in the Comments)			
Other Positions (please specify in the Comments)			
(Auto-calculated) TOTAL	0	(Auto-calc) TOTAL	0
TOTAL for each category = TOTAL NUMBER OF OTHER-FUNDED VACANCIES in Q5.5? If NO, please describe why in the Comments section.			YES
Comments			

6 Wages and Employer Contributions

6.1 Please provide the number of employees (head count) by position for each wage range (at or near Oct 31, 2019), and your organization's starting and top salaries for each position. Employees working in multiple positions should be counted in the wage range for the more senior position.
Please provide a breakdown by funding source, as best as you can. If it is not possible to provide a breakdown by funding source, please enter the data in the "OVERALL" Table (Table 6.1A) only.

TABLE 6.1A. OVERALL Number of Employees by Wage Range and Position (at or near Oct 31, 2019) - WCS title or nearest equivalent <i>(complete this table ONLY if breakdown by funding source cannot be provided; otherwise complete Tables 6.1B, 6.1C and 6.1D)</i>															
Hourly Range	Annual Salary Range	CDSW	CDSP	Emp Spec	CSN-1	CSN-2	Team Leader	Other Direct Service	Coordinator	Director	Other Leaders	ED / CEO	Other Admin	Other Positions	TOTAL (Auto-calc)
less than \$17.49	\$34,999 or less														0
\$17.50 to \$19.99	\$35,000 to \$39,999														0
\$20.00 to \$22.49	\$40,000 to \$44,999														0
\$22.50 to \$24.99	\$45,000 to \$49,999														0
\$25.00 to \$27.49	\$50,000 to \$54,999														0
\$27.50 to \$29.99	\$55,000 to \$59,999														0
\$30.00 to \$32.49	\$60,000 to \$64,999														0
\$32.50 to \$34.99	\$65,000 to \$69,999														0
\$35.00 to \$37.49	\$70,000 to \$74,999														0
\$37.50 to \$39.99	\$75,000 to \$79,999														0
\$40.00 or more	\$80,000 or more														0
(Auto-calculated) TOTAL		0	0	0	0	0	0	0	0	0	0	0	0	0	0
OVERALL TOTAL (last cell in final row) = TOTAL number of employees reported for Oct 31, 2019 in Q3.27 if NO, please describe why in the Comments section.															YES
Wage Range for Each Position (at or near Oct 31, 2019)															
Starting (Lowest) Salary for the Position (\$)															
Top Salary for the Position (\$)															
Comments															

TABLE 6.1B. PDD-FUNDED Employees by Wage Range and Position (at or near Oct 31, 2019) - WCS title or equivalent															
Hourly Range	Annual Salary Range	CDSW	CDSP	Emp Spec	CSN-1	CSN-2	Team Leader	Other Direct Service	Coordinator	Director	Other Leaders	ED / CEO	Other Admin	Other Positions	TOTAL (Auto-calc)
less than \$17.49	\$34,999 or less														0
\$17.50 to \$19.99	\$35,000 to \$39,999														0
\$20.00 to \$22.49	\$40,000 to \$44,999														0
\$22.50 to \$24.99	\$45,000 to \$49,999														0
\$25.00 to \$27.49	\$50,000 to \$54,999														0
\$27.50 to \$29.99	\$55,000 to \$59,999														0
\$30.00 to \$32.49	\$60,000 to \$64,999														0
\$32.50 to \$34.99	\$65,000 to \$69,999														0
\$35.00 to \$37.49	\$70,000 to \$74,999														0
\$37.50 to \$39.99	\$75,000 to \$79,999														0
\$40.00 or more	\$80,000 or more														0
(Auto-calculated) TOTAL		0	0	0	0	0	0	0	0	0	0	0	0	0	0
OVERALL TOTAL (last cell in final row) = TOTAL number of PDD-FUNDED employees reported for Oct 31, 2019 in Q3.27 if NO, please describe why in the Comments section.															YES
Wage Range for Each Position (at or near Oct 31, 2019)															
Starting (Lowest) Salary for the Position (\$)															
Top Salary for the Position (\$)															
Comments															

TABLE 6.1C. FSCD-FUNDED Employees by Wage Range and Position (at or near Oct 31, 2019) - WCS title or equivalent															
Hourly Range	Annual Salary Range	CDSW	CDSP	Emp Spec	CSN-1	CSN-2	Team Leader	Other Direct Service	Coordinator	Director	Other Leaders	ED / CEO	Other Admin	Other Positions	TOTAL (Auto-calc)
less than \$17.49	\$34,999 or less														0
\$17.50 to \$19.99	\$35,000 to \$39,999														0
\$20.00 to \$22.49	\$40,000 to \$44,999														0
\$22.50 to \$24.99	\$45,000 to \$49,999														0
\$25.00 to \$27.49	\$50,000 to \$54,999														0
\$27.50 to \$29.99	\$55,000 to \$59,999														0
\$30.00 to \$32.49	\$60,000 to \$64,999														0
\$32.50 to \$34.99	\$65,000 to \$69,999														0
\$35.00 to \$37.49	\$70,000 to \$74,999														0
\$37.50 to \$39.99	\$75,000 to \$79,999														0
\$40.00 or more	\$80,000 or more														0
(Auto-calculated) TOTAL		0	0	0	0	0	0	0	0	0	0	0	0	0	0
OVERALL TOTAL (last cell in final row) = TOTAL number of FSCD-FUNDED employees reported for Oct 31, 2019 in Q3.2? If NO, please describe why in the Comments section.															YES
Wage Range for Each Position (at or near Oct 31, 2019)															
Starting (Lowest) Salary for the Position (\$)															
Top Salary for the Position (\$)															
Comments															

TABLE 6.1D. OTHER-FUNDED Employees by Wage Range and Position (at or near Oct 31, 2019) - WCS title or equivalent															
Hourly Range	Annual Salary Range	CDSW	CDSP	Emp Spec	CSN-1	CSN-2	Team Leader	Other Direct Service	Coordinator	Director	Other Leaders	ED / CEO	Other Admin	Other Positions	TOTAL (Auto-calc)
less than \$17.49	\$34,999 or less														0
\$17.50 to \$19.99	\$35,000 to \$39,999														0
\$20.00 to \$22.49	\$40,000 to \$44,999														0
\$22.50 to \$24.99	\$45,000 to \$49,999														0
\$25.00 to \$27.49	\$50,000 to \$54,999														0
\$27.50 to \$29.99	\$55,000 to \$59,999														0
\$30.00 to \$32.49	\$60,000 to \$64,999														0
\$32.50 to \$34.99	\$65,000 to \$69,999														0
\$35.00 to \$37.49	\$70,000 to \$74,999														0
\$37.50 to \$39.99	\$75,000 to \$79,999														0
\$40.00 or more	\$80,000 or more														0
(Auto-calculated) TOTAL		0	0	0	0	0	0	0	0	0	0	0	0	0	0
OVERALL TOTAL (last cell in final row) = TOTAL number of OTHER-FUNDED employees reported for Oct 31, 2019 in Q3.2? If NO, please describe why in the Comments section.															YES
Wage Range for Each Position (at or near Oct 31, 2019)															
Starting (Lowest) Salary for the Position (\$)															
Top Salary for the Position (\$)															
Comments															

6.2 What benefits are currently available in your agency by organizational level (select all that apply), and state what percentage of the benefit costs are paid by the agency.

Type of Benefits		Benefits Availability							Eligibility	Costs		
		Availability by Organizational Level				Availability by Employment Contract				Months Before New Employee is Eligible	Percentage of Benefit Costs Paid by Agency	
		All Employees	Coordinator and Above	Director and Above	ED/CEO Only	Full-Time	Part-Time	Permanent	Temporary			
None	No Benefits Available											
	Insurance	Employee Life Insurance										
		Dependent Life Insurance										
		Accidental Death & Dismemberment										
		Travel Accident (for Business Travel)										
		Critical Illness Insurance										
		Short Term Disability										
		Long Term Disability										
		Optional/Voluntary Insurance Coverage										
		Health and Fitness	Extended Healthcare									
Prescription Drugs												
Dental Care												
Vision Care												
Healthcare Spending Account												
Fitness/Social Club Membership												
Personal Support or Growth	Employee & Family Assistance Plan (Counseling Programs)											
	Personal Financial Planning											
	Individual Coaching/Counseling											
	Professional Membership Fee Reimbursement											
	Educational Assistance (Tuition, Books, etc.)											
Travel and Technology	Transit Pass											
	Parking Paid or Subsidy											
	Company Car											
	Business Class Travel											
	Smartphone											
	Laptop Computer / Tablet											
	Home Internet Connection											
Savings and Pension Plans	Employee Savings Plans (Non-registered)											
	Employer contribution to ESP (enter %) (enter 0 if employer does not contribute)											
	Registered Retirement Savings Plan											
	Employer contribution to RSP (enter %) (enter 0 if employer does not contribute)											
	Pension Plan											
Other	Employer contribution to Pension Plan (enter %) (enter 0 if employer does not contribute)											
	Other (please specify in Comments)											
Comments												

7 Training

7.1 Please enter the **approximate** costs of providing staff training and the percentage of costs covered by your primary funders, for the first half of this fiscal year (from Apr 1, 2019 to Sep 30, 2019).

Staff Training Expenses (Apr 1 to Sep 30, 2019)	Amount (\$)	Funder Contribution (%)
Mandatory Training (Required by Funder or Accreditation Body)		
Non-mandatory (Required by Organization, but Not by Funder or Accreditor)		
Voluntary or Self-identified Professional Development (Not Required but Paid for by Organization)		
Other (Please specify in Comments)		
(Auto-calculated) TOTAL	\$0	
Comments		

7.2 What costs are included within your estimate? (select all that apply)

Costs Included in Staff Training Estimate (Apr 1 to Sep 30, 2019)	Select all that apply
Course Fees and Materials	<input type="checkbox"/>
Costs to Prepare Internal Trainers	<input type="checkbox"/>
Professional Fees for External Trainers	<input type="checkbox"/>
Travel and Accommodation	<input type="checkbox"/>
Meals	<input type="checkbox"/>
Facility Charges	<input type="checkbox"/>
Administration	<input type="checkbox"/>
Staff Wages	<input type="checkbox"/>
Other (Please Specify in Comments)	<input type="checkbox"/>
Comments	

8 Survey Feedback

Please provide your feedback on your experience with this survey (what you liked, what could be improved, etc.)

Comments

Thank you for making the time and effort to complete this survey.
Your data supports us to have a better understanding about our workforce
and to advocate on behalf of ACDS members.