



Military Family Services Program Compensation Review 2010

SUMMARY REPORT

**Policy and Program Development
Director Military Family Services
June 2011**

INTRODUCTION

At both CF Family Service Summits, Military Family Resource Centres (MFRC) identified that a lack of adequate compensation, benefits and pension plans negatively affect their ability to recruit and retain well-qualified staff. Many stakeholders believe that significantly disparate rates of compensation exist between MFRCs, differences which cannot be rationalized by varied costs of living or levels of responsibility.

Between February 2010 and August 2010, [Personnel Systems <www.perssyst.com>](http://www.perssyst.com) was contracted by Director Military Family Services (DMFS) to conduct a twofold MFRC staff compensation review.

The review included a comparison of the 32 in-country MFRCs' compensation and benefits strategies and an examination of these strategies alongside a variety of similar organizations to determine whether MFRC compensation strategies are adequate.

While determining the level of compensation and benefits of MFRC staff remains the responsibility of each Board of Directors, the compensation and benefits review was initiated with the intent to help develop a tool to allow Boards to objectively assess whether their current strategies are adequate and help DMFS assess whether the current level of MFRC funding is sufficient.

On 31 August 2010, DMFS received the final Military Family Resource Centres Compensation Review 2010 report, as prepared by Personnel Systems. As the report contains confidential MFRC employee salary and benefits data, DMFS cannot publicly release the document as written. Instead, DMFS determined that to protect privacy, each in-country MFRC will be provided with this summary of the overall report and a detailed site-specific report.

The original intent of the compensation review was satisfied with the receipt of the final report. However the results of the review generated a number of additional questions. As a result, DMFS has initiated a supplementary review to assess whether the current level of MFRC funding is sufficient for MFSP service delivery, taking into account CF community complexities, varying MFRC organizational sizes and benefit package options. Developing this benchmark model will help to facilitate equitable DMFS funding strategies with sufficient flexibility for each MFRC to meet unique community needs. This work is ongoing and will be conducted over the 2011/2012 fiscal year.

METHODOLOGY USED TO CREATE COMPARISONS

Personnel Systems collected and analysed survey input data from the 32 MFRCs, covering position titles, job descriptors, specialized skills, hours of work, number of incumbents, salary ranges and salary averages, to name just a few variables.

Normally in such a review, it is recognized that not all jobs will be identical from organization to organization. As such 'core benchmark' jobs are identified which represent a cross section of jobs and the essential work of the organization and that are likely to be found in most organizations, either internal or external. Although all MFRCs have common mandated service areas, how the services are actually delivered through an organizational model bear little or no consistency.

In addition, each centre undertakes fundraising which allow them to add/expand service areas/jobs, some of which fall into the mandated areas, others not. As such, smaller centres have combined service areas/functions into unique jobs that cannot be compared to other centres, while larger centres have several levels providing parts of a service area, which in most cases are not structured the same from centre to centre.

The result, unfortunately, was that not all MFRC jobs could be compared. For example, information was submitted for 489 'jobs' from the MFRCs with over 120 distinct job title/functions and responsibilities. Through reviewing the organization structure, responsibilities, qualifications and levels of work within each MFRC, groupings were developed which managed to bring this total down to 74 distinct jobs (see Appendix 1 for more detail). Of those 74, less than 25 jobs have more than 3 matches with other MFRCs.

To compound the disparity between distinct jobs, jobs with somewhat similar titles appeared in the description of duties to have quite different responsibility areas and levels of work. For example, the jobs of Executive Assistant and Executive Administrative Assistant. The Executive Administrative Assistants had supervisory responsibility for other administrative jobs while the Executive Assistant did not. Still other jobs with the job title of Executive Assistant were matched to the job of Administrative Assistant based upon the job descriptor, qualifications and compensation level. To streamline program delivery functions, some jobs were consolidated and then group classified. For example:

Job Category	Responsibility Level	Normal Skill Requirements
Social Worker	Provision of counselling services on an on-going or intensive basis	MSW + experience
Coordinator I Prevention and Intervention Program	Responsible for coordination and provision of client focused, brief intervention and support to individuals experiencing challenging situations. Referral for situations requiring more intensive support	BSW + 2 years relevant experience in the delivery of counselling services + 2 years in program coordination
Coordinator II Working in any one, or a combination of the following areas: Personal Development, FSR, Child/Youth Development, Parenting Support, Special Needs Support and advocacy, etc.	Responsible for planning, promotion and implementation/delivery of service area/s.	Diploma (minimum 2 year program) in Social/Human Services, or related field + related experience in program coordination.
Coordinator III Working in any one, or a combination of the following areas: Volunteer, Community Integration, Outreach, Employment, information, second language training, communication, marketing, etc.	Responsible for planning, promotion and implementation/delivery of service area/s.	Diploma (minimum 2 year program) in a related field + experience in program coordination.

Using common compensation survey methodology, only those jobs delivering mandated MFRC services with more than 3 MFRC matches were analyzed in detail in either the internal or external phase of the study. As such, detailed analysis was conducted for a total of 16 jobs, including:

1. Executive Director
2. Assistant Executive Director
3. Business Manager
4. Finance Manager
5. Office Manager
6. Office Administrator
7. Administrative Assistant
8. Receptionist
9. Receptionist and Administrative Support
10. Program Development and Evaluation Manager
11. Social Worker
12. Coordinator I
13. Coordinator II
14. Coordinator III
15. Facilitator
16. Program Support Assistant

Beyond the type and classification of the jobs, confusion with the scope of compensation packages contributed to some of the disparity identified. The original survey input sheets anticipated gathering data concerning Employer Costs. Such costs were intended to include such things as Worker's Compensation, EI premiums, CPP contributions and the like. However, most MFRCs found this request confusing and difficult to complete. Most left the column blank, and those that did complete, did so employing their own definition as to what was to be included. Upon review, it was determined that the information that had been requested in this section was primarily inclusive of either federal or provincial legislated programs that would affect all employers equally in the respective jurisdiction. As such, the data would not assist in determining meaningful differentials between MFRCs or the external market.

The diversity of jobs also significantly complicated the gathering of data from external organizations. Rather than having the ability to go out to the market with 'core benchmark jobs' common to all MFRCs, a separate package had to be prepared for each MFRC geographic area, outlining the specific jobs necessary to match for that MFRC area.

Aside from job diversity, location was considered as a potential factor in comparing compensation strategies. The 32 MFRC locations were reviewed at the beginning of the project from the perspective of labour markets – where would each location most likely recruit from and lose people to. In addition, it was also taken into consideration whether the site was in a rural or urban location.

This resulted in over 800 pieces of job data coming in from external organizations that were re-matched to the reduced list of core jobs in order to carry out a comparison analysis between the same jobs in the MFRCs and the external market, by geographic area and type.

Additionally, positions within the MFRCs and external organizations work a variety of hours per week. Upon reviewing all data submitted, it appeared that 37.5 was the most common workweek.

To allow for effective comparative analysis, all data was converted to a common base of 37.5 hours per week and then annualized. For example, if a job was indicated to work 25 or 40 hours/week, the salary was converted to an hourly rate, then annualized using 37.5 hours as a base.

Lastly, organizational size was determined to be a significant factor in assessing compensation strategies. To ensure consistency in comparisons, all organizations in the study, whether MFRC or external, were identified and grouped together according to the size of their operating budgets.

Size	Operating Budget
S – Small	< 1 million
M – Medium	1 – 2 million
L – Large	2 – 10 million

This approach was necessary to determine whether the size of the organization had an impact on the level of compensation provided to jobs.

OVERALL INTERNAL COMPENSATION COMPARISON

The review found that with a few notable exceptions, there is a fair amount of consistency in what MFRCs are paying for the key jobs providing the MFSP mandated services. Perceptions of far greater disparities between MFRCs are most likely created by the differing organization structures and diversity of jobs and job titles within the MFRC environment.

Although MFRCs have common mandated service areas, the organizational models used to deliver these services bear few or no similarities. Jobs with similar titles have different areas of responsibility and levels of work, which made all efforts to draw straightforward comparisons challenging. For example, a Prevention, Support and Intervention Coordinator in one community may have different levels of responsibility and tasks, professional qualifications and requirements, and therefore corresponding compensation levels than a Prevention, Support and Intervention Services Coordinator in another community.

This diversity of positions may account for MFRC and stakeholder perceptions that there are significantly disparate rates of pay for the “same job” at different MFRCs. The fact that jobs with similar titles often have quite different responsibilities may also contribute to some CF families’ perceptions of inconsistent service delivery across the country.

Further complications stem from the reality that in many MFRCs, jobs are structured around the job occupant rather than specific functions, particularly if the person is a long-service employee. Creating an atmosphere where employees are encouraged to share their unique skill sets beyond one strict area of responsibility is a common occurrence in the not-for-profit world, but this phenomenon also makes it difficult to compare jobs of similar responsibility and skill requirements across MFRCs and other organizations.

16 core jobs were compared in detail to determine the comparability of salaries for similar jobs between MFRCs. It should be noted that in many of the jobs with small sample sizes, it is difficult to be too definitive concerning trends.

Executive Director (ED)

Size of organization is the most significant determinant of salary level for the ED position. While some disparity appears as a result of geographic variables, for the most part, compensation strategies for the ED are based on the size of the organization. With a few exceptions, most salaries were within the \$60,000-\$80,000 per year range with differences consistent with size of organization.

Assistant Executive Director

Although it was difficult to draw a trend with only four matches overall, the primary compensation determinants were size of organization and geographic variables, with most salaries in the \$60,000 per year range.

Business Manager

Data for this job is fairly consistent, with most salaries in the high \$40,000 per year range.

Finance Manager

There is a fair amount of consistency in the compensation for this job, with size of organization as the primary determinant for rate of pay. Unfortunately, the small number of matches made it difficult to determine if a geographic differential also exists. With a few exceptions, most salaries

were within the \$40,000-\$60,000 per year range with differences consistent with size of organization. Further review and analysis of the few exceptions outside of this range is likely warranted.

Office Manager

There is a fair amount of consistency in this job with most salaries in the \$40,000 per year range. Further review might indicate that the exceptions to these are actually at a more senior level than the others.

Office Administrator

There is a fair amount of consistency in this job with most salaries in the \$30,000 per year range.

Administrative Assistant

There is a great deal of consistency in salary levels for this job. Most jobs are paying in the very high \$20,000 to mid \$30,000 per year range.

Receptionist

There is a great deal of consistency across size and geographic areas for this job, with most salaries in the mid \$20,000 per year range.

Receptionist & Administrative Support

The small sample size made it difficult to accurately assess, but salary levels appear quite consistent across size and geographic areas in the mid \$20,000 per year range. A more detailed review of actual duties and responsibilities of incumbents may provide rationale for exceptions outside of the typical range.

Program Development & Evaluation Manager

The fairly small sample size made comparisons difficult, but available data is quite consistent across size and geographic areas with most salaries within the mid \$50,000 per year range. A more detailed review of actual duties and responsibilities of incumbents may provide rationale for exceptions outside of the typical range.

Social Worker

The sample size was quite small and the data was widely divergent. The category was originally created to differentiate between the Coordinator I, which conducts counselling and referral activities and requires a BSW, and the Social Worker, which provides intensive counselling services and requires a minimum of a MSW. Significant diversity in the reported Social Worker salary levels did not allow for valid national averaging, therefore, the findings should only be viewed as a means to differentiate between Social Worker and Coordinator I jobs. Additional research would be required to determine accuracy, and as such, this position has been removed from the overall summary. Given the increasing importance of this position, DMFS will undertake further research to be able to provide MFRCS with reliable information.

Coordinator I

There is a great deal of consistency in this job across organizational size and the national average, with most salaries within the high \$40,000 to mid \$50,000 per year range.

Coordinator II

Very large sample size results revealed slight variation due to size of organizations, with most geographic areas paying at a relatively similar level. Salaries are within the low to high \$40,000 per year range.

Coordinator III

A large sample size revealed some slight impacts due to organizational size, but the greater influencing factor was geographic variables, with most salaries within the low \$40,000 per year range.

Facilitator

The data was fairly consistent, with most salaries in the mid \$20,000 per year range.

Program Support Assistant

The data was fairly consistent, with most salaries in the mid \$20,000 per year range.

OVERALL EXTERNAL COMPENSATION COMPARISON

One of the main objectives of this study was to assess the comparability of MFRC compensation levels with the external market. The external market comparison found that MFRCs are paying slightly below the market for some positions, while higher for others.

Appendix 2 lists those organizations that provided data for comparison. Data from provincial contributors were allocated to the appropriate MFRC locations and, in some cases, were used for more than one MFRC location within the province, when appropriate. Data was also extracted from the Canadian Society of Association Executives 2010 Salary Survey. It is relevant to note that an additional 37 organizations were approached but did not complete the survey.

Generally, for management and senior administrative positions, size of organization is a more significant determinant of salary level than geographic factors. However, this review faced significant challenges matching MFRC positions with external organizational positions. As such, it was not possible to compare all 16 positions with similar sized organizations within each location or region. At best, the 16 positions can be compared with either local organizations of all sizes or with nationally- averaged similar-sized organizations.

Figure 1 outlines the comparable nationally-averaged median for actual salary (as opposed to salary ranges) for the MFRCs and the external market averaging across all organizational sizes.

Figure 1: Internal vs. External Median Actual Salary Differential (all sizes)

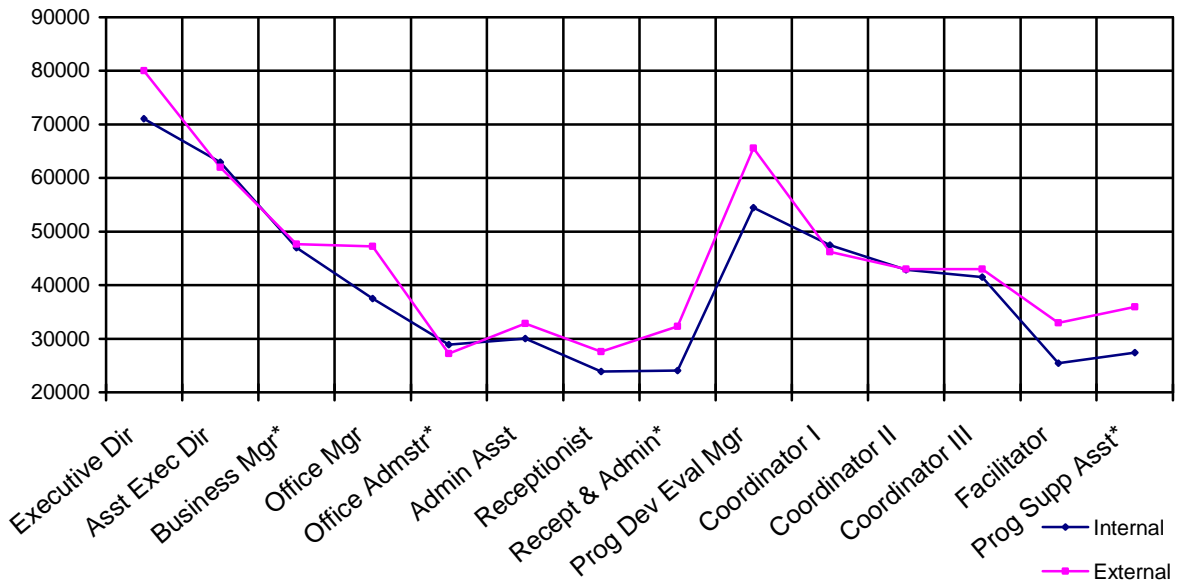


Figure 1 Notes:

Where medians were not available, averages have been used. This results in a potential skewing of certain positions (as asterisked *) in instances where there were wide variations of pay levels. Additionally, significant diversity in the reported Social Worker salary levels did not allow for valid national averaging, therefore this position has been removed. Similarly, the Finance Manager position was removed from national averaging, as internal-external comparisons were not possible

due to extremely divergent organizational size variations (e.g. Finance Manager salary levels were only available for small/medium MFRCs and large/very large external organizations). Finally, while several measures were taken to ensure that the data supplied by MFRCs was accurately represented, some atypical data could not be verified, and as such results may have been unintentionally distorted.

Although on the surface it appears that MFRCs are paying below market for most positions, Personnel Systems cautions against reaching this as the definitive conclusion. Due to the previously mentioned limitations with the data available, the graph represents a comparison of similar positions across dissimilar organizational sizes. As organizational size is the predominant determinant of salary level for many positions, the model for external comparison, particularly when national in scope, is relatively weak.

Specifically, the MFRC positions examined are predominantly from organizations in the smaller size range, with 50% in the small category (<\$1 million) and a further 38% in the medium category (\$1-2 million). Of the 22% of the MFRCs in the large category (\$2-10 million), all are in the lowest quadrant of that category's range. In contrast, the external organizations are on the whole much larger, and comparators came from all organizational sizes including the very large (>\$10 million).

Again, given the role organizational size has in predicting salary range the selected external organizations are not wholly appropriate comparators – particularly when combined and portrayed nationally. The supplemental site specific reports issued to each MFRC provides comparison of relevant positions against similar sized organizations and as such offers a more nuanced, accurate and centre-relevant comparison than this national averaging comparison.

OVERALL BENEFITS COMPARISON

Among the MFRC community there is a great deal of consistency in terms of employee benefit plans and related human resource practices (e.g. vacation time, flex time, conditions of work, etc.). The most common pension plan within MFRCs is the Group RRSP plan.

In areas such as Sick Leave and Vacations there exists a wide variance in allowances within the external market. Among MFRCs there is much more consistency. The most notable differences where external benefits exceed MFRCs are in the areas of pension benefits, medical plans, dental plans and vision care. Some of the explanation for the variance is the fact that many of the external agencies are larger in size, are national in coverage, and are tied in to government plans.

DMFS is committed to conducting additional research on the issue of employee benefits in future phases in order to provide more valuable information to MFRCs on appropriate benefits packages.

SUMMARY

The MFRC staff compensation review did, for the most part, reveal that there is internal compensation consistency. Although the sample size for many of the jobs is relatively small, it appears that there is a fair amount of consistency in what MFRCs are paying key jobs that actually ensure delivery of the mandated services – i.e. Executive Director, Coordinator, Facilitator and Program Support Assistant positions. There is also a fair amount of consistency across the administrative positions.

Differences, where they exist, can be largely attributed to bona fide differences in compared positions, or organizational size. This variation in compensation strategies due to organizational size is not exclusive to MFRCs; it is consistent with the compensation strategies in the broader sector.

When portrayed nationally, it appears most MFRCs are paying below the external market. This trend however is not as strong or as consistent when MFRCs are individually compared to geographically proximate external organizations of similar size. Centre by Centre comparisons with specific, relevant external organizations reveal MFRCs are paying slightly below market for some positions, while higher for others.

The differentials with the external market comparators may be attributable to organizational structure, disconnects between job title and responsibilities, length of employment, particular attributes/expertise of current incumbents, or a combination of these factors. Boards of Directors are encouraged to review their supplemental site-specific reports to determine or gauge the specific factors at play.

As DMFS embarks on the second stage of this compensation review, it is anticipated that by April 2012 a benchmark model will be developed that will not only assess the accurate costs of delivering the MFSP in various communities, but also assist MFRC Boards of Directors to determine the fair and equitable compensation of staff engaged in the provision of the MFSP mandated services.

Appendix 1 Number of Job Matches (MFRC)

# Job Matches	Job title
93	Coordinator II
75	Coordinator III
32	Executive Director
31	Coordinator I
28	Early Childhood Educator
19	Child Care Worker
19	CC Supervisor
18	Program Support Assistants
16	Administrative Asst.
13	Facilitator
11	Receptionist
9	CC Center Director
7	Office Manager
6	Program Development Manager & Evaluation
6	Finance Manager
5	Social Worker
5	Office Administrator
5	Day Care Cook
5	CC Worker Level 2
5	Business Manager
4	Asst. Exec. Director
4	Receptionist/Admin. Support
4	Asst. CC Center Director
3	Children's Services Manager
3	Accounting Clerk
3	Executive Assistant
2	Youth Centre Staff
2	Admin & Program Asst.
2	Bookkeeper
2	Executive Administrative Asst.
2	Accountant
2	Day Care Head Educator
2	Asst. CC Supervisor
2	Site Mgr/Program Coordinator
2	Programmer
2	Custodian
2	Educator Second Language
2	Employment & Education Asst.
1	Private Home Daycare/Emergency Home Visitor
1	Parent Child Drop-in Coordinator
1	School Age Programs Leader

# Job Matches	Job title
1	Youth Drop-In Worker
1	Child/Youth Assistant
1	C&Y Development & Parenting Support Supervisor
1	CC Office Administrator
1	CC Administrator
1	Sr. Admin. Assistant
1	Operations Manager
1	Sr. Accounting Clerk
1	Office & Facilities Asst.
1	A/R Clerk/Administrative Assistant
1	Playroom Facilitator
1	CC Worker Level 3
1	Program Supervisor/Comptroller
1	Children's Services/Service Team Supervisor
1	Deployment Services Supvr.
1	Employment Services Counselor
1	Financial Administrator/Executive Assistant
1	Graphic Design & Web Maintenance
1	Website/Newsletter Asst.
1	Teen Center Assistant
1	Outreach Worker
1	Registered Nurse
1	Translation
1	Educator (Youth)
1	Information & Referral Clerk
1	Region Liaison Agent
1	Youth Intervener
1	CC nights
1	Military Family Services Coord.
1	Admin & Volunteer Development
1	Admin. Asst./Special Events Co-ord.
1	Manager Family Support
1	Youth Program Asst. Supervisor

Appendix 2: External Comparator Organizations

Organization Name	Location
British Columbia	
YMCA	Victoria
CNIB	Victoria
Veterans Affairs Canada	
YWCA	Vancouver
CFPSA	
CNIB	Vancouver
Alberta	
Veterans Affairs Canada	
Boys and Girls Clubs	Edmonton
YMCA	Edmonton
Norwood Child & Family Centre	Edmonton
Kids Kottage	Edmonton
CNIB	Edmonton
Catholic Family Services	Edmonton
YWCA	Calgary
CNIB	Calgary
FCSS	Wainwright
Boys & Girls Club	Cold Lake & Wainwright
YMCA	Cold Lake & Wainwright
YWCA	Cold Lake & Wainwright
Boys and Girls Clubs	Brooks
YMCA	Medicine Hat
YWCA	Lethbridge
CNIB	Medicine Hat
CFPSA	
Saskatchewan	
Boys & Girls Club	Saskatoon
YWCA	Saskatoon
Catholic Family Services	Saskatoon
YMCA	Regina
Catholic Family Services	Regina
CNIB	Regina
Veterans Affairs Canada	
CFPSA	
Manitoba	
Veterans Affairs Canada	
YMCA - Brandon Sent	Winnipeg & Brandon
CNIB	Winnipeg & Brandon
CFPSA	
Yellowknife	
YWCA	Yellowknife
Yellowknife Health & Social Services Agency	Yellowknife
Gov't of NWT (NWT Council of Persons with Disabilities)	Yellowknife
CFPSA	

Organization Name	Location
Ontario	
YWCA	Bracebridge
Catholic Family Services	Barrie
CNIB	Barrie
Veterans Affairs Canada	London
Boys and Girls Clubs	London
YMCA	London
YWCA	St. Thomas-Elgin
Family Development Centre YMCA	Toronto
YWCA	Toronto
CNIB	Toronto
Youth Services Bureau	Ottawa
Andrew Fleck	Ottawa
CNIB	London
Sandy Hill	Ottawa
Employee & Family Assistance Program	North Bay
Boys and Girls Clubs	Ottawa
YMCA	Ottawa
CNIB	Ottawa
CFPSA	
Quebec	
Veterans Affairs Canada	Montreal
YMCA	Montreal
CNIB	Montreal
CFPSA	
New Brunswick	
Veterans Affairs Canada	
Boys and Girls Clubs	Moncton
YMCA	Moncton
YWCA	Moncton
Built Network	Moncton
CNIB	Moncton
CFPSA	
Nova Scotia	
Veterans Affairs Canada	Halifax
YMCA	Halifax
YMCA Child Care	Halifax
YWCA	Halifax
CFPSA	
Newfoundland	
Veterans Affairs Canada	Goose Bay
CFPSA	