

# Peter T. Boland & Associates Inc.

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*Strategic Human Resource Management Solutions*

January 14, 2008

Wayne Stewart  
President and CEO  
Calgary Homeless Foundation  
McDougall Centre,  
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Dear Wayne,

Attached to this letter are several tables and charts summarizing the public sector data we were able to gather and comparing these data to various samples from the Non Profit Sector.

We were successful in obtaining data from four public sector organizations:

AADAC (Government of Alberta)  
Calgary Health Region  
Calgary Health Trust  
City of Calgary

Data were gathered on the same 14 positions on which we reported selected 2007 Boland survey data to you recently. For consistency the Public Sector organizations matched to the same survey descriptions as were used in gathering the 2007 Boland Survey data.

Three tables and two charts are attached to this letter:

Table 1 – Summary of Public Sector Salary Ranges and Actual Salaries.

Table 2 – Salary Range Comparison Public Sector vs. Selected Non Profit Organizations

Chart 1 – Public Sector vs. Selected Non Profit Organizations

Table 3 – Salary Range Comparison Public Sector vs. Non Profit Organizations over \$10 million

Chart 2 – Public Sector Vs. Non Profit over \$10 million

The over \$10 million sample is being provided to control for organizational size as much as possible given the size of the public sector organizations. This sample includes all organizations with operating budgets in excess of \$10 million that reported data in 2007. While the number of organizations varies by position, the total number of reporting organizations in this size category is 22.

The following comments should be noted in interpreting these data.

The Public Sector data are current but the Calgary Health Region, Calgary Health Trust and AADAC have scheduled salary adjustments for April 1, 2008. (In AADAC's case the union positions were adjusted as of January 1, 2008.). The Not for Profit sector data were current as of August and September of 2007.

Also, the contract for in scope AADAC positions will expire on The public sector organizations are typically reluctant to disclose actual salaries, especially where the incumbent may be identified through the position title. We have reported actual salaries where available however as the samples are small there may be anomalies.

Because of the small samples we have only reported average statistics. We have calculated an average if there were two or more data points.

The ratios shown in the comparison tables are the public sector to NFP sample ratio. I.e. values greater than 100% indicate that the Public Sector Data exceed the NFP sample.

The corresponding charts have two sets of bars for each position. One set shows the Average Maximum and Average Minimum from the public sector and the other set shows the same values for the Non Profit sample.

I hope these data will be useful and meet your needs. Please let me know if we can be of further assistance.

Sincerely

Peter Boland

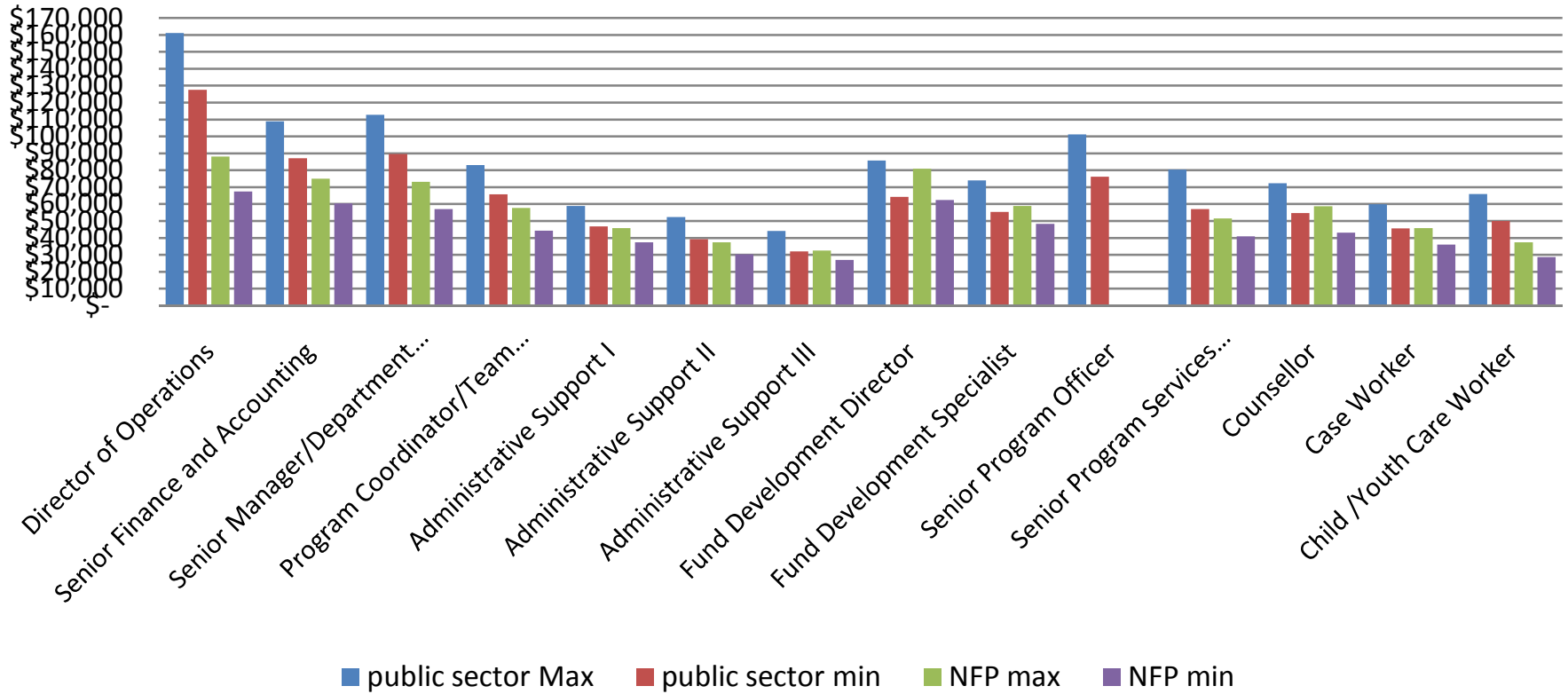
**Table 1 - Public Sector Organizations - Salary Ranges and Actual Salaries**

<b>code</b>	<b>Survey position</b>	<b>% Union</b>	<b>Average Entry Salary</b>	<b>Average Maximum salary for grade or position</b>	<b>Current average Actual Salary</b>
116	Director of Operations	0%	\$ 127,541	\$ 161,184	\$ 154,500
103	Senior Finance and Accounting	0%	\$ 87,030	\$ 108,834	\$ 116,005
105	Senior Manager/Department Head	0%	\$ 89,685	\$ 112,759	\$ 122,845
106	Program Coordinator/Team Leader	100%	\$ 65,773	\$ 83,095	-
110	Administrative Support I	67%	\$ 46,887	\$ 58,832	-
111	Administrative Support II	67%	\$ 39,233	\$ 52,321	\$ 45,595
112	Administrative Support III	67%	\$ 32,077	\$ 44,154	\$ 39,860
201	Fund Development Director	50%	\$ 64,218	\$ 85,736	-
202	Fund Development Specialist	50%	\$ 55,453	\$ 74,025	-
301	Senior Program Officer	0%	\$ 76,206	\$ 101,276	\$ 88,399
302	Senior Program Services Provider (non specific)	100%	\$ 57,128	\$ 80,469	-
306	Counsellor	100%	\$ 54,717	\$ 72,310	-
307	Case Worker	100%	\$ 45,660	\$ 59,897	-
309	Child /Youth Care Worker	100%	\$ 49,996	\$ 66,028	-

**Table 2 - Salary range comparison Public Sector vs Selected Not For Profit organizations.**

Code	Survey position	Public Sector		NFP Select sample		Ratios Public/NFP	
		Salary Range Maximum	Salary Range Minimum	Salary Range Maximum	Salary Range Minimum	Maximum	Minimum
116	Director of Operations	\$ 161,184	\$ 127,541	\$ 88,046	\$ 67,507	183%	189%
103	Senior Finance and Accounting	\$ 108,834	\$ 87,030	\$ 75,060	\$ 60,446	145%	144%
105	Senior Manager/Department Head	\$ 112,759	\$ 89,685	\$ 73,234	\$ 57,095	154%	157%
106	Program Coordinator/Team Leader	\$ 83,095	\$ 65,773	\$ 57,771	\$ 44,333	144%	148%
110	Administrative Support I	\$ 58,832	\$ 46,887	\$ 45,777	\$ 37,381	129%	125%
111	Administrative Support II	\$ 52,321	\$ 39,233	\$ 37,479	\$ 30,458	140%	129%
112	Administrative Support III	\$ 44,154	\$ 32,077	\$ 32,578	\$ 27,100	136%	118%
201	Fund Development Director	\$ 85,736	\$ 64,218	\$ 80,808	\$ 62,415	106%	103%
202	Fund Development Specialist	\$ 74,025	\$ 55,453	\$ 58,823	\$ 48,395	126%	115%
301	Senior Program Officer	\$ 101,276	\$ 76,206				
302	Senior Program Services Provider (non specific)	\$ 80,469	\$ 57,128	\$ 51,444	\$ 40,878	156%	140%
306	Counsellor	\$ 72,310	\$ 54,717	\$ 58,811	\$ 43,205	123%	127%
307	Case Worker	\$ 59,897	\$ 45,660	\$ 45,829	\$ 36,053	131%	127%
309	Child /Youth Care Worker	\$ 66,028	\$ 49,996	\$ 37,462	\$ 28,768	176%	174%

### Chart 1 - Public Sector Vs Selected NFP organizations Salary range comparison



**Table 3 - Salary range comparison Public Sector vs Not For Profit over \$10 million**

Code	Survey position	Public Sector		NFP > \$10 million		Ratios Public/NFP	
		Salary Range Maximum	Salary Range Minimum	Salary Range Maximum	Salary Range Minimum	Maximum	Minimum
116	Director of Operations	\$ 161,184	\$ 127,541	\$ 105,329	\$ 82,098	153%	155%
103	Senior Finance and Accounting	\$ 108,834	\$ 87,030	\$ 91,563	\$ 71,206	119%	122%
105	Senior Manager/Department Head	\$ 112,759	\$ 89,685	\$ 92,576	\$ 69,070	122%	130%
106	Program Coordinator/Team Leader	\$ 83,095	\$ 65,773	\$ 66,361	\$ 50,466	125%	130%
110	Administrative Support I	\$ 58,832	\$ 46,887	\$ 52,482	\$ 40,013	112%	117%
111	Administrative Support II	\$ 52,321	\$ 39,233	\$ 42,330	\$ 32,882	124%	119%
112	Administrative Support III	\$ 44,154	\$ 32,077	\$ 36,182	\$ 29,038	122%	110%
201	Fund Development Director	\$ 85,736	\$ 64,218	\$ 100,232	\$ 77,530	86%	83%
202	Fund Development Specialist	\$ 74,025	\$ 55,453	\$ 66,513	\$ 53,504	111%	104%
301	Senior Program Officer	\$ 101,276	\$ 76,206	\$ 60,099	\$ 47,275	169%	161%
302	Senior Program Services Provider (non specific)	\$ 80,469	\$ 57,128	\$ 65,765	\$ 45,553	122%	125%
306	Counsellor	\$ 72,310	\$ 54,717	\$ 59,547	\$ 44,125	121%	124%
307	Case Worker	\$ 59,897	\$ 45,660	\$ 50,586	\$ 38,403	118%	119%
309	Child /Youth Care Worker	\$ 66,028	\$ 49,996	\$ 45,282	\$ 32,426	146%	154%

## Chart 2 - Public Sector Vs NFP organizations over \$10 million

