



# **2019 Sector Compensation Review: Compensation Framework for Alberta's Settlement and Integration Sector**

February 2019



*Contents*

<b>Acknowledgements</b> .....	3
<b>Proprietary Note, Document Use, and Copyright</b> .....	3
<b>Tables and Figures</b> .....	3
<b>Acronyms and Abbreviations</b> .....	3
<b>Process and Application</b> .....	5
<b>Results</b> .....	6
2019 Alberta Settlement and Integration Sector Salary Grid.....	6
2018 Compensation Comparison.....	7
<b>Analysis and Discussion</b> .....	8
Demographic Considerations.....	8
Consideration of Living Wage.....	9
Potential Risks and Benefits.....	11
<b>Evaluation and Future Compensation Research</b> .....	12
<b>Conclusion</b> .....	13
<b>Appendices</b> .....	15
Appendix 1: Development of AAISA’s Professional Development and Certification Programs, 1980-Present.....	15
Appendix 2: AAISA Job Band Classification.....	18
Appendix 3: AAISA Salary Grid, 2013/14.....	19
<b>Bibliography</b> .....	20



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## Tables and Figures

Table 1. Alberta Settlement and Integration Sector Salary Grid, 2019.....	7
Table 2. Alberta Settlement and Integration Sector and Alberta's Non-Profit Sector Averages, 2018.....	8
Table 3. Alberta Living Wage by Municipality, 2015-2018 .....	10

## Acronyms and Abbreviations

AAISA	Alberta Association of Immigrant Serving Agencies
AB	Alberta
AISSC	Alberta Immigrant Serving Sector Compensation Project Report
CFP	Call for Proposals
CPI	Consumer Price Index
GAR	Government Assisted Refugees
IRCC	Immigration Refugee and Citizenship Canada
MPI	Municipal Price Index
OCASI	Ontario Council of Agencies Serving Immigrants
RAP	Resettlement Assistance Program

## Background

In 2016, AAISA completed a sector compensation review for Alberta's settlement and integration sector entitled the *Alberta Immigrant Serving Sector Compensation Project Report (AISSC)*, which built off its Sector Compensation Committee initiatives through the years 2007 to 2014. AISSC highlighted the positive progress made through recurrent compensation research and the advances made to achieve more competitive salaries for the settlement and integration sector in Alberta (AAISA, 2016).

The AISSC report also presented a thorough summary of the history of settlement and integration practitioners in Canada and the role these practitioners play in supporting newcomers (AAISA, 2016). A broad review of the settlement and integration sector by the Sector Compensation Committee advised that jobs in the sector must evolve and become established professions to ensure high quality practice standards at a provincial level (AAISA, 2016). Further details about the history of the Settlement and Integration Practitioners in Canada can be found in [Appendix 1](#).

This body of work saw settlement and integration positions classified into different job bands according to similar job competencies. The result was the creation of a band system that continues to be utilized to evaluate salary grids across the Alberta settlement and integration sector. A total of six bands, lettered A to F, were developed and covered a range of job titles from client facing support or administration to higher operations, coordination, or implementation positions (AAISA, 2016). Details of the AAISA Job Classification Bands can be found in [Appendix 2](#).

The first of its kind for the sector in Alberta, the AAISA salary grid became a valued resource that has been used by organizations to negotiate for competitive, equitable, and consistent compensation during negotiations with funders. AAISA member agencies' wages were compared to the broader non-profit sector using the 2007 Boland Survey report. Results showed that in Alberta an average salary gap of 13.6% to 19% existed between the immigrant-serving sector and the broader non-profit sector (AAISA, 2016).

Through consultations and engagement with members over various fora, AAISA discovered a renewed interest for an updated review of compensation in the Alberta settlement and integration sector in 2018. Through these forums, discussion on current compensation levels within the settlement and integration sector has focused on the challenge of competing with other human service-based agencies. This could potentially result in issues with the recruitment and retention of qualified staff, as discussed below. With Alberta continuing to attract a growing number of newcomers, agencies across the province must be well equipped to provide high-quality services, for which and staffing stability is integral.

In the fall of 2018, AAISA began work on a supplementary review of compensation in the settlement and integration sector. This report presents the findings of the 2019 Sector Compensation Review, describes the current compensation landscape of the settlement and integration sector, reviews how this level of compensation compares to the general non-profit sector, and discusses potential factors contributing to this landscape. The 2019 AAISA Sector Compensation review is intended to act as a resource to support agencies as they approach compensation negotiations in their submissions for the 2019 IRCC Call for Proposals (CFP).

## Process and Application

To formulate this report, AAISA gathered information on the current state of sector compensation and calculated an updated salary grid for the settlement and integration sector in Alberta. The framework presented in this report looks at compensation at a provincial level and is intended to guide agencies, whose knowledge of their municipal context can add nuance throughout.

The salary grid for 2019 was developed using the format presented under the 2013/14 salary grid in the AISSC report, which can be found under [Appendix 3](#). These salary grids are presented as a resource to inform pay scale for the sector across Alberta. Such a provincial scope sets an aspirational level of compensation that enables professionalization in settlement and integration, as outlined in the Analysis and Discussion section of this report.

The first step to calculate an updated salary grid was to account for inflation from 2013/14 to 2018/19 to determine baseline salaries. The baseline salaries used were those for employees in their first year of experience under each letter band in 2013/14. From the baseline salaries, the 2019 values were calculated using the Consumer Price Index (CPI) for Alberta (Government of Alberta, 2019). This method accounts for Alberta's inflation since the previous salary grid was published. As defined by the Bank of Canada (2012), the CPI is a measure of inflation that "provides a broad measure of the cost of living in Canada" and is a broadly used indicator to measure changes in the cost of basic consumer purchases, such as food, shelter, furniture, clothing, transportation, and recreation. In this report, Alberta's CPI was used to ensure that salary calculations were better aligned with the cost of living in the province.

Municipal costs of living differences were considered, however as the Municipal Price Index (MPI) is not universally used as a measure of inflation in Alberta and local MPI rates for all municipalities in which AAISA has members were unavailable. When comparing Calgary's MPI to Alberta's CPI, it was also noted that there was only a marginal difference between the resulting salaries.

Additionally, an increase of 3.0% was taken into account for annual salary increases as correlated with the number of years of employment in the agency. This aspect of the 2019 review deviates from the format of the 2016 AISSC salary grid, as the 2019 follows a recommendation of

standardized, scheduled pay increases across all bands. The previous version in 2016 recommended regular increases for the A and B bands at a lower rate than those of the four higher paid bands. However, as will be discussed in the Demographic Considerations section below, this approach can be problematic. The 3.0% standard used represents the benchmark for increases and factors in inflation, which has exceeded the previous standard of 2.5% in the past years (Vander Wier, 2018). Although the rate still falls below the projected salary increase rate of 3.2% for 'Professional Services', it remains competitive with overall national standards (Accompass, 2017).

To gather a representation of the current salary compensation within the sector, AAISA reached out to its 43-member organizations across the province and obtained a 30% response rate. The salaries obtained were averaged across all AAISA job families and bands to build a collective sample for the Alberta settlement and integration sector in 2019. Averages were used to support comparison and to remain consistent with the 2016 AISSC report. In addition, the sample size was not large enough to be able to use the median, unless the sample was equally distributed. This would mean that 50% of the sample fell below and the other 50% of the sample fell above the median, which was not the case. Averages for the AAISA members' sample were then compared under each AAISA letter band to the 2018 Boland Survey report findings on the overall Alberta non-profit sector as well as the averages in the 2019 AAISA salary grid. The 2018 Boland Survey report figures used in this report reflect the current salary averages of the general non-profit sector in Alberta.

## Results

### 2019 Alberta Settlement and Integration Sector Salary Grid

**Table 1** presents the salary grid for settlement and integration sector in Alberta for the year 2019. As discussed in the *Process and Application* section of this report, the following table presents salaries adjusted for inflation in Alberta and annual salary raises are calculated from the baseline salary.

Table 1. Alberta Settlement and Integration Sector Salary Grid, 2019

Alberta Settlement and Integration Sector Salary Grid, 2019						
Job Family <sup>1</sup>	Band	Annual Compensation by Years of Service <sup>2</sup>				
		1	2	3	4	5
Support	A	\$ 43,251	\$ 44,548	\$ 45,885	\$ 47,261	\$ 48,679
Client-facing Support	B	\$ 48,937	\$ 50,405	\$ 51,918	\$ 53,475	\$ 55,079
Settlement Practitioner	C	\$ 55,128	\$ 56,781	\$ 58,485	\$ 60,239	\$ 62,047
Career Practitioner/ Language Assessor	D	\$ 58,265	\$ 60,013	\$ 61,814	\$ 63,668	\$ 65,578
Supervisors/ Coordinators/ Specialists	E	\$ 67,627	\$ 69,656	\$ 71,745	\$ 73,898	\$ 76,114
Managers+	F	\$ 83,476	\$ 85,981	\$ 88,560	\$ 91,217	\$ 93,953

### 2018 Compensation Comparison

As outlined in [Table 2](#), a gap emerges when compensation in the Alberta settlement and integration sector is compared to compensation levels in the broader non-profit sector, based on actual salary averages of the settlement sector and the averages for comparable job bands in the 2018 Boland Survey report.

<sup>1</sup> Further details on job positions that are considered under each AAISA letter band can be found in [Appendix 2](#)

<sup>2</sup> The number of years a staff person has been employed in their current role in their current agency

Table 2. Alberta Settlement and Integration Sector and Alberta's Non-Profit Sector Averages, 2018

Alberta Settlement and Integration and Alberta's Non-Profit Sector Salary Averages, 2018				
Job Family	AAISA Band	Settlement and Integration Sector	Alberta Non-Profit Sector	Gap
Support	A	\$ 42,069	\$ 43,687	4%
Client-facing Support	B	\$ 41,481	\$ 47,041	13%
Settlement Practitioner	C	\$ 47,820	\$ 51,410	8%
Career Practitioner/ Language Assessor	D	\$ 52,436	\$ 55,948	7%
Supervisor/Coordinator/ Specialist	E	\$ 57,911	\$ 58,810	2%
Manager+	F	\$ 69,742	\$ 89,184	28%

## Analysis and Discussion

The findings show that gaps between the broader non-profit sector and the settlement and integration sector in Alberta persisted in 2018. To understand the salary gaps presented in [Table 2](#), the context of compensation and the factors that may influence it in the settlement and integration sector will be discussed throughout this section of the 2019 Sector Compensation Review.

### Demographic Considerations

In 2004, a report by the Federal Equity Task Force found that women and racialized minorities suffered a historic economic disadvantage and discrimination in regard to job access and had lower earnings than other workers in Canada (Cornish, 2012). It is evident that immigrants to Canada, many of whom are racialized, experience disadvantage and discrimination in job access and earnings, as compared to the Canadian-born population (Block and Galabuzi, 2011; Picot and Lu, 2017). The significant gap in compensation between male and female Albertans is evident in Statistics Canada data for both average and median employment earnings across all age demographics (Statistics Canada, 2019). This gap becomes even more pronounced for those from different racial and ethnic backgrounds and for those who are new to Canada.



The Conference Board of Canada's examination of the immigrant wage gap found a 25.9% wage gap between university-educated landed immigrants and Canadian-born citizens in Alberta in 2015, the fourth highest of Canada's provinces (Conference Board of Canada, 2017). Furthermore, comparing the wage gap between immigrant women and men to their respective Canadian-born equivalents, the gap for immigrant women is greater than that for immigrant men. Analysis of Statistics Canada data found that immigrant women in Alberta saw a wage gap of 33.0% when compared to Canadian-born women, which was 9.8 percentage points higher than the national average. Comparatively, immigrant men in the province experience a wage gap of 22.6% when compared to Canadian-born men, which was 3.4 percentage points higher than the national average (Conference Board of Canada, 2017). When considering Alberta's wage gap for all immigrants, it is apparent that while many are affected by a wage gap, often immigrant women experience even more significant economic disadvantage compared to other demographics.

A 2011, the Canadian Centre for Policy Alternatives report found that racialized Canadians experience significant income disparities as compared to non-racialized Canadians, and this was particularly pronounced for racialized women (Block and Galabuzi, 2011). In addition to finding that racialized Canadians have lower employment earnings than non-racialized Canadians, Block and Galabuzi identified that a "growing economy was not a solution to the income inequalities that racialized groups face". When GDP grew by 13.1% in the period of 2000 to 2005, the average income of racialized workers declined by 0.2%, while that of non-racialized individuals increased by 2.7% (Block and Galabuzi, 2011). In the settlement and integration sector, the role of agencies in supporting racialized individuals can extend past the programs and services they offer to tangible systemic changes through a compensation framework that brings consistency and equity for their diverse workforce.

In addition to the likelihood that an immigrant to Canada will earn a lower income than those who are Canadian-born, data from 2012 demonstrates that chronic low income was found to be prevalent among both recently arrived immigrants and those in Canada for long-tenure (Picot and Lu, 2017). The chronic low-income rate among immigrants in Canada for 16 to 20 years was 3.1 times higher than that of the Canadian-born population, demonstrating that the discrepancy immigrants experience persists despite time spent in Canada (Picot and Lu, 2017). This discrepancy is influenced by gender, though even more so based on an immigrant's country of origin; the chronic low-income rate among immigrants from Africa, East Asia, and South Asia ranged from 14.7% to 15.9% in 2012 as compared to 4.8% Northwestern Europe and 6.8% for Southeastern Europe for the same period (Picot and Lu, 2017). Although Picot and Lu found Alberta was a province with a lower chronic low-income rate for immigrants, it is imperative that a sector focused on supporting newcomers not perpetuate such troubling disadvantages.

Women are highly represented in the non-profit sector in Canada, with 76.4% of employees found to be female in a 2008 survey (HR Council for the Voluntary and Non-Profit Sector, 2008). While

gender representation among settlement and integration agencies would likely align with this, there is significant variation with the finding that 89% of employees in the broader non-profit sector identify as white or Caucasian (HR Council for the Voluntary and Non-Profit Sector, 2008). Within the settlement and integration sector there is greater diversity in the racial and ethnic backgrounds of agency staff. When this demographic composition is considered along with the fact that a high number of staff in the sector are immigrants themselves, the salary gap found between the settlement and integration sector and the non-profit sector becomes increasingly concerning.

### Consideration of Living Wage

In setting the parameters of the 2019 Sector Compensation review, it was first determined which data should be analyzed and subsequently, which factors should inform analysis. One such factor that has come out of conversations on compensation is living wage, as a standard intended to prevent the incidence of poverty among those working in low paying jobs. As such, analysis found limited applicability of living wage in the context of compensation and professionalization in the sector.

The following table represents living wages for municipalities within Alberta over the past four years:

Table 3. Alberta Living Wage by Municipality, 2015-2018

Alberta Living Wages by Municipality, 2015-2018			
Municipality	Wage	Hours per Week	Annual Salary
Calgary	\$ 18.15	35	\$ 33,033
Edmonton	\$ 16.48	35	\$ 29,994
Red Deer	\$ 17.74	35	\$ 32,287
Medicine Hat	\$ 13.65	35	\$ 24,843
Central Alberta	\$ 17.64	35	\$ 32,105
Grand Prairie	\$ 17.35	40	\$ 36,088

While the Living Wage “is a call to private and public sector employers to pay wages to both direct and contract employees that are sufficient to provide the basics to families with children” (Living

Wage Canada, 2013), its primary focus is to establish minimum compensation allowing families to meet their basic needs. This metric does not serve as an accurate qualifier when establishing compensation based on the professionalization of the sector. As demonstrated in the table above, the living wage, when extrapolated to an annual salary, remains significantly lower than even the lowest band for actual wages for the settlement and integration or Alberta's broader non-profit sector.

### **Potential Risks and Benefits**

While the primary purpose of this Sector Compensation Review is to provide the basis for ensuring fair wages to staff in the settlement and integration sector, the benefits for implementation extend past the wages themselves. The inability to provide fair compensation effects on employee retention directly, which limits both the sector's ability to support newcomers and the potential impact of funding investment.

In CCVO's 2018 survey on the state of the Alberta non-profit sector, low wages was reported as the second most significant workforce challenge, preceded only by heavy staff workloads (CCVO, 2018). In an environment of low wages and heavy workload, non-profit agencies inevitably are challenged by high turnover as well as a shortage of needed skills and expertise, which CCVO found to be the third and fourth most significant challenges faced by non-profit organizations in 2018. All such challenges create a climate where organizational stability and professionalization can be impaired.

A 2016 study by the Ontario Council of Agencies Serving Immigrants (OCASI) highlighted the relationship between service provision and funding. Two scenarios related to funding levels were shown to directly affect staffing (OCASI, 2016). Staff retention was seen as a risk when employees were leaving "their positions at these organizations in order to seek work in other sectors with better pay and stability", causing a loss of highly qualified employees in the sector. Additionally, from an agency perspective, limited funding can put an organization in the predicament of having to choose whether to prioritize adequate compensation versus retaining staff levels. Ontario agencies attempted to navigate limited funding by reducing hours or laying off staff. It was found that 53% of employees whose hours were cut were also individuals that had more than 5 years of work experience in the organization (OCASI, 2016). The effect of fewer staff hours and increased turnover results in staff who have less experience and limited training serving vulnerable newcomer populations. The benefit of adhering to a sector compensation model, such as is proposed by AAISA, alleviates these risks to service providers and ensures agencies are staffed with the expertise and experience required to best serve their clients.

The risk from the funder perspective is also evident in such a scenario. Funders supply agencies within the settlement and integration sector with annual professional development funding to

ensure that all staff are adequately trained to respond to the emerging needs of newcomers. However, the impact of the investment into training a professionalized workforce of service providers is limited if agencies are not able to retain their staff. Additionally, agencies with a higher turnover ratio will be forced to spend significant resources in the hiring, orienting, and onboarding of newly hired staff, thereby limiting the time available to provide direct client support. The benefit of providing a more stable work environment ensures that staff training compounds to increase staff expertise and agency resources are directed to those needing support.

Settlement work with newcomers in Canada has been practiced since the start of the twentieth century and its work is progressing to establish settlement and integration as a profession (Turegun, 2013). In Alberta, the professionalization of settlement and integration work has been a longstanding priority and AAISA's work in professional development aims to support high quality, consistent service delivery and the goal of bringing "legitimacy and professionalism to the practice of settlement in Alberta" (AAISA, 2016). A chronological timeline of the development of AAISA's professional development and certification programs is included in [Appendix 1](#).

As Gibbons (2017) argues, organizations that encourage professional development are not only investing in their employees, but also in the "long term stability and success of their organizations." Professional development is an investment in these agencies and their staff, but it is also an investment in newcomers who access settlement and integration services. In this way, sector compensation can be demonstrated to influence many facets of an agency's ability to meet its intended outcomes.

## **Evaluation and Future Compensation Research**

Through the process of revisiting research on compensation in Alberta's settlement and integration sector, AAISA identified areas where further research and evaluation could strengthen future work on the topic in alignment with changes in context.

The 2019 Sector Compensation Review was developed based on the methodology used in the 2016 Alberta Immigrant Serving Sector Compensation Project Report (AISSC) and the Sector Compensation Committee initiatives through the years 2007 to 2014. To ensure that sector compensation research is effective and can meet the evolving needs of AAISA's membership, it is necessary to conduct a full evaluation of this methodology prior to the next sector compensation review. As part of this evaluation, the job band classification should be assessed and updated to account for any developments in the job types found in the sector. This evaluation should capture member experiences with this work and gather feedback to inform the next iteration of this project.

Additionally, a larger sample of agency salary grids would allow for increased analysis in future compensation review efforts, which is an important consideration to include in the phase of

research design. This work could also be strengthened by formally gathering qualitative data, whereas anecdotal feedback has largely informed the 2019 review and its predecessors

This review also highlighted many factors related to sector compensation that could require additional investigation. These aspects, while providing context to better inform AAISA's future reviews, could be undertaken independently and would not necessitate being conducted within a future Sector Compensation Review. Firstly, this review highlighted certain compensation-based disparities within multiple vulnerable population groups that the sector supports. Additional research into these inequalities would be beneficial for the sector as a whole, while also increasing the applicability and relevance of a future review. Accompanying that, AAISA could examine composition of staff across agencies to more accurately measure the potential impact of a future review. Secondly, future research on sector compensation should further explore how municipal cost of living differences can be better accounted for, thereby allowing for regional variances where appropriate.

## Conclusion

In order to better understand the context of compensation in the settlement and integration sector, this report presents an updated salary grid for 2019 across six different job bands and over five levels of staff experience. This updated salary grid is intended to be a tool to support negotiations by individual agencies, and rather than uniform application, it can be applied by each agency in a manner suited to their own unique context.

Further, this report found that in 2018, the settlement and integration sector continued to display lower compensation averages across all the job bands when compared to the Alberta non-profit sector at large, according to findings in the 2018 Boland Survey report.

Compensation in the settlement and integration sector was examined from the standpoint of the demographic composition of its workforce. It is evident that significant inequities exist in compensation levels for racialized individuals, immigrants, and females in Canada. With these demographics highly represented among staff in the sector, the implementation of an adequate compensation framework is an important mechanism to address systemic inequities.

This compensation review found that organizational stability and effective service delivery are intrinsically tied to compensation levels. Hence, a framework that aligns compensation to annual increases in inflation enables agencies to maintain an experienced and well-trained workforce and focus their efforts on effective service delivery. These additional factors also contribute to the broader goal of the professionalization of Alberta's settlement and integration sector. Ultimately all these elements influence the outcomes that agencies achieve for newcomer settlement and integration.



The 2019 Sector Compensation Review is built on an existing body of work that has looked to understand the context of compensation in the sector and provide both salary standards and a framework for continued examination and analysis. Through revisiting this work for 2019, AAISA has provided a point-in-time salary grid and analysis that contributes to this body of work and set a trajectory to continue to develop it in the future.

## Appendices

### Appendix 1: Development of AAISA’s Professional Development and Certification Programs, 1980-Present

This appendix outlines the development of AAISA’s professional development and certification work since the association’s inception in 1980. It originally appeared in the 2016 *Alberta Immigrant Serving Sector Compensation Project Report (AISSC)*, which was informed by a 2009 evaluation of the program by Roxanne Felix and Ann Gold Blatt.

Timeframe	Activity	Result
1980	AAISA opens its doors. Mandate to build sector capacity by providing member agencies that serve newcomers, access to relevant and meaningful professional development opportunities, to act as a liaison with stakeholders, and provide a centre for knowledge, expertise, and leadership.	Awareness by service providers and others of the need to establish professional standards for settlement workers through training and development.
1985	AAISA passes a resolution to develop a plan for the settlement workers’ profession.	AAISA distributed a survey to the membership and the analysis of the feedback identified training needs and barriers to training. It became evident that there was a need for settlement worker training.
1989 -1993	AAISA and Grant MacEwan Community College (GMCC) jointly developed and took joint ownership for new curriculum material, with GMCC supervising the project. The training offered was modeled after the college’s social work training program and supplemented by materials specifically addressing the issues faced by settlement workers.	Training was offered in Calgary (Feb 1989 – Dec 1990) and Edmonton (March 1989 – November 1990) with 75 participants. The course was 206 hours long and consisted of seven topics. Participants who successfully completed this course received a certificate from Grant MacEwan College.
1993	The curriculum used in the GMCC training was re-organized into nine courses and published.	Limited viability for a sustained formal certificate program for settlement workers due to the small number of candidates, limited growth in the numbers of candidates in the future and

		the wide variation in settlement worker learning needs, reflecting the diversity of their backgrounds and job descriptions.
1998	AAISA conducts an additional training needs assessment. Priority was placed on job-specific training. A secondary emphasis was placed on certificate or diploma programs.	A majority of respondents felt that some form of recognition by post-secondary providers was important.
1998	The Canadian Council for Refugees stressed the importance of developing national standards for settlement services.	Recognition and agreement from the service providers of the need for addressing competencies of settlement workers.
1999	AAISA developed and ratified the Alberta Framework of Competencies for Settlement Workers (based on the British Columbia framework).	Competencies from this framework were clustered to reflect training topics and the basis for the accreditation model.
1999	A three-stage training model was considered appropriate, knowing settlement workers might want to move through levels of expertise as they gained education and experience in the field.	Consultants were hired to develop a policy on the equitable delivery of training to ensure it was accessible, flexible and cost-effective. Recommendations for the use of Prior Learning Assessment and Recognition (PLAR) and its application to training and accreditation were also developed.
2001–2002	AAISA sought to have training modules delivered and evaluated by post-secondary institutions.	Not pursued due to similar factors that earlier served as a barrier to formal certificate programs: the limited number of candidates; difficulty in determining clear areas of responsibility and ownership; wide variation in needs of settlement workers; and the limited cost-effectiveness.
2003	After a series of re-iterations, AAISA created a finalized list of training modules that addressed the different competencies in the Alberta Framework of Competencies for Settlement Workers.	Delivered training to standards agreed upon by the AAISA membership.
2004	The first settlement practitioners were officially certified by AAISA.	Recognition for the profession.



2005 – present	Continued professional development of settlement practitioners with AAISA training, based on best practices identified by professionals in the sector.	Brought legitimacy and professionalism to the practice of settlement in Alberta.
2005 – present	Continued offering of the only Certification program in Canada that provides accreditation to qualified Settlement Practitioners.	Provided the foundation to bring awareness and recognition to the Settlement Practitioner profession as a viable career option.
2007	AAISA's Job Classification and Standards Project began.	Initiated the case for comparable salaries for comparable work across the human service sector.
2010 - present	AAISA's Sector Compensation Committee, consulted with key funding partners, and Human Resource consulting firms to research and develop Settlement Practitioners job classifications, salary grids, and standards.	Created five Job Classification Bands (2010 – 14), Human Resource Ranking Tool (2013 – 14), a Job Standards and Salary Framework (2013 – 14), as well as a communication strategy between its members and key funding partners.

## Appendix 2: AAISA Job Band Classification

Band	Position	Job Examples
<b>A</b>	Support	Administrative assistants, data entry positions, support officers, and junior positions in various settlement program departments.
<b>B</b>	Client-facing Support	Intake services, client support services, mid-level administrative staff, and facilitators.
<b>C</b>	Settlement Practitioner	Settlement workers, direct client services in facilitation, basic counselling, interpretation, support for development of organization.
<b>D</b>	Career Practitioner / Language Assessor	Employment, career, counselling, senior accountant, and senior interpretation, and other specializations.
<b>E</b>	Supervisor / Coordinator / Specialist	Positions that provide leadership, direction, training, and support for positions in Bands A to D. Supervisors that generally do not carry responsibility for funder relations and contract management.
<b>F</b>	Managers+	Senior Management, mid-level managers. This band positions usually reports to the top executive or director of operations and supervises one or more program coordinators and/or specialist staff.

### Appendix 3: AAISA Salary Grid, 2013/14

Jobs Family	Band	Annual Compensation Rate by Years of Service <sup>3</sup>				
		1	2	3	4	5
Support	A	\$ 38,600	\$ 39,565	\$ 40,554	\$ 41,568	\$ 42,607
Client-facing Support	B	\$ 43,675	\$ 44,767	\$ 45,886	\$ 47,033	\$ 48,209
Settlement Practitioner	C	\$ 49,200	\$ 50,676	\$ 52,196	\$ 53,762	\$ 55,375
Career Practitioner/ Language Assessor	D	\$ 52,000	\$ 53,560	\$ 55,167	\$ 56,822	\$ 58,526
Supervisors/ Coordinators / Specialists	E	\$ 60,355	\$ 62,166	\$ 64,031	\$ 65,952	\$ 67,930
Managers+	F	\$ 74,500	\$ 76,735	\$ 79,037	\$ 81,408	\$ 83,850

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<sup>3</sup> The number of years a staff person has been employed in their current role in their current agency

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