



Northwest Training and Adjustment Board

Compensation, Benefits, and Workplace Practices Survey



Compensation, Benefits, and Workplace Practices Survey

Provided January 26, 2022 by:

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Introduction

Northwest Training and Adjustment Board (NTAB) has partnered with People First HR Services to develop a compensation and workplace practice resource for employers and employees in the Kenora and Rainy River Districts. This resource can be used to understand general competitive pay rates and benefits offerings for common roles within the districts. This resource also provides a summary of the most common HR and compensation challenges as reported by employers. The goal of this resource is to provide employers and employees in the Kenora and Rainy River Districts with information specific to the region that can help inform decisions relating to pay, benefits, and general workplace practices (ex. vacation and remote work).

This resource is separated into three parts:

1. **Cash compensation:** Employers were provided an opportunity to share their salary and hourly ranges based on jobs in their organization. Individuals were provided an opportunity to disclose their current salary or hourly ranges received by their employer.
2. **Benefits and workplace practices:** The goal was to identify common types of benefits, vacation, perquisites offered, and pandemic responses provided by employers within the Kenora and Rainy River Districts.
3. **HR and compensation challenges:** Included as a section within benefits and workplace practices. Employers shared feedback relating to the most common challenges they face relating to managing their HR and compensation functions.

Methodology

Two custom surveys were developed by People First and approved by NTAB. The first survey focused on benefits, workplace practices, and general HR and compensation challenges, and was delivered as an online survey by NTAB.

The second survey focused on collecting base salary and hourly rates for common jobs in the Kenora and Rainy River Districts. Compensation surveys were provided to employers and individuals by NTAB and compensation data was further supplemented by salary data collected by People First. Additional salary data was collected and integrated into the calculation of competitive market rates to ensure a well-rounded report was generated to guide pay decisions for employers and employees.

Salary data used to generate competitive market rates for each role include:

- Employer submitted data
- Individual reported data
- People First HR proprietary data
- Economic Research Institute
- Salary.com
- Payscale
- Robert Half

The compensation data from all sources was compiled and analyzed by People First. The data analysis involves a detailed process of reviewing, among other things, the confidence in job match, familiarity with the data source and typical outcomes, number of companies, and number of incumbents, combined with our knowledge of Northern Ontario market rates. As a result of this detailed



analysis and interpretation of the data, the market median figures presented are frequently not a simple mathematical calculation. Both the art of the profession and science of statistical analysis result in the presentation of a market competitive salary range.

How to use this resource

This survey is intended to be used as a reference to assess the overall competitiveness of your current pay and benefits within the Kenora and Rainy River Districts. We provide a series of market-competitive salary ranges calculated using compensation data collected. It's important to understand that competitive pay does not mean matching the pay rates provided within this resource. It is common for organizations to match, lead, or lag competitive market rates based on a variety of internal and external factors relating to affordability, size of the organization, business strategy, competition within the targeted labour pool, availability of required talent, and specific requirements of a job.

Data provided within this resource is to help employers understand general market competitive rates and determine how they would like to position their compensation against competitive market rates. Individuals can use this resource to assess whether their current rate of pay is within the market competitive range. When reviewing current compensation rates received or provided to an employee, it is important to consider the seniority, experience, and proficiency level of the individual being compared to competitive market rates. Comparing current salary to the market median rate may not result in an accurate rate if the employee is new or, alternatively, has significant seniority. Additional guidance is provided within the section on market information - median and ranges.

About People First HR Services

People First's vision is to be the most trusted provider of people solutions to Canadian business. They contribute substantially to the success of clients by working with them to recruit top talent, discover the full potential of each of their employees and realize the collective strength of a highly engaged workforce.

Founded in 2001 in Winnipeg, People First HR has grown to be one of the largest human resource consulting firms in Manitoba. People First HR is a division of People Corporation, a leading consolidator of independent employee benefits, pension, and consulting practices in Canada.

Market Information – Median and Ranges

People First has used a combination of collected salary data, published third-party salary data, public data, and proprietary salary data to generate market competitive rates for a variety of roles within selected industries. Each market competitive rate reflects a composite rate generated using 3-5 salary sources. Salary data reported within this report is based on an average 40-hour work week. We have equally weighted all sources of data to arrive at the market rate for the position.

Market data should be used as a reference point and not as a rigid guideline for competitive pay rates. Actual pay rates provided by employers may vary depending on affordability, proficiency of the incumbent, and an organization's compensation philosophy. Pay that is within 10-15% of rates provided within this report are considered to be competitive. It is important that when comparing current salary rates against data provided within the report, the appropriate comparator is used.

Definitions

- **Range minimum:** Reflects the beginning of a salary range and the rate appropriate for relatively inexperienced incumbent.
- **Market median:** Reflects the salary range midpoint and is the rate appropriate for proficient and experienced incumbent.
- **Range maximum:** Reflects the end of the salary range and is the rate appropriate for a senior-level incumbent with extensive experience.



Salary Ranges

Drawing upon data and market comparators for 2021, the following median pay was found to be competitive within the Kenora and Rainy River Districts.

Administrative

Position	Hourly Rate			Salary (40 hours)		
	Market Median	Range Min	Range Max	Market Median	Range Min	Range Max
Office Manager	\$28.60	\$24.31	\$32.88	\$59,478	\$50,556	\$68,399
Administrative Assistant	\$23.95	\$20.36	\$27.54	\$49,816	\$42,344	\$57,288
Resource and Information Coordinator	\$23.86	\$20.28	\$27.43	\$49,618	\$42,176	\$57,061
Clerical Assistant	\$22.13	\$18.81	\$25.45	\$46,030	\$39,126	\$52,935
Records Clerk	\$19.50	\$16.58	\$22.43	\$40,560	\$34,476	\$46,644
Resource & Information Clerk	\$19.00	\$16.15	\$21.85	\$39,520	\$33,592	\$45,448
Receptionist	\$18.19	\$15.46	\$20.92	\$37,830	\$32,156	\$43,505
Office Clerk	\$16.23	\$13.79	\$18.66	\$33,750	\$28,688	\$38,813

Education

Position	Hourly Rate			Salary (40 hours)		
	Market Median	Range Min	Range Max	Market Median	Range Min	Range Max
Education Services/Program Manager	\$42.41	\$36.06	\$48.80	\$88,223	\$75,000	\$101,500
Post Secondary Coordinator	\$34.69	\$29.49	\$39.89	\$72,155	\$61,332	\$82,978
Employment Counsellor/Program Manager	\$33.75	\$28.69	\$38.81	\$70,200	\$59,670	\$80,730
Education Assistant	\$26.67	\$22.67	\$30.67	\$55,474	\$47,153	\$63,795
Adult Literacy Program Coordinator	\$26.40	\$22.44	\$30.36	\$54,903	\$46,668	\$63,138
Literacy Instructor	\$24.00	\$20.40	\$27.60	\$49,920	\$42,432	\$57,408
Education Assistant - Unqualified	\$23.16	\$19.69	\$26.63	\$48,173	\$40,947	\$55,399

Finance

Position	Hourly Rate			Salary (40 hours)		
	Market Median	Range Min	Range Max	Market Median	Range Min	Range Max
Finance Director	\$55.92	\$47.53	\$67.10	\$116,314	\$98,867	\$139,576
Manager of Finance	\$49.66	\$42.21	\$57.11	\$103,293	\$87,799	\$118,787
Financial Administrator	\$34.38	\$29.22	\$39.53	\$71,500	\$60,775	\$82,225
Accountant	\$26.86	\$22.83	\$30.89	\$55,869	\$47,488	\$64,249
Bookkeeper	\$26.00	\$22.10	\$29.90	\$54,080	\$45,968	\$62,192
Accounting Clerk	\$22.34	\$18.99	\$25.69	\$46,467	\$39,497	\$53,437

Food Services

Position	Hourly Rate			Salary (40 hours)		
	Market Median	Range Min	Range Max	Market Median	Range Min	Range Max
Kitchen Manager	\$24.50	\$20.83	\$28.18	\$50,960	\$43,316	\$58,604
Banquet Cook	\$18.44	\$15.67	\$21.21	\$38,355	\$32,602	\$44,108
Prep Cook	\$17.00	\$14.45	\$19.55	\$35,360	\$30,056	\$40,664
Line Cook	\$15.58	\$13.24	\$17.91	\$32,396	\$27,537	\$37,255
Banquet Bartender	\$14.79	\$12.57	\$17.01	\$30,771	\$26,155	\$35,387
Dishwasher	\$14.79	\$12.57	\$17.01	\$30,765	\$26,150	\$35,380
Dining Room Hostess / Busser	\$14.63	\$12.44	\$16.83	\$30,441	\$25,874	\$35,007
Dining Room / Banquet Server	\$14.00	\$11.90	\$16.10	\$29,120	\$24,752	\$33,488

Health Care

Position	Hourly Rate			Salary (40 hours)		
	Market Median	Range Min	Range Max	Market Median	Range Min	Range Max
Digital Health Lead	\$56.81	\$48.29	\$65.33	\$118,165	\$100,440	\$135,890
Nurse Practitioner	\$54.57	\$46.38	\$62.75	\$113,501	\$96,476	\$130,526
Manager in Health Care	\$46.15	\$39.23	\$53.08	\$95,992	\$81,598	\$110,406
Registered Nurse	\$41.53	\$35.30	\$47.75	\$86,372	\$73,416	\$99,328
Clinical Supervisor	\$37.77	\$32.12	\$43.46	\$78,562	\$66,810	\$90,397
Nursing/Health Programs Coordinator	\$37.00	\$31.49	\$42.60	\$76,960	\$65,499	\$88,608
Clinic Manager	\$33.57	\$28.54	\$38.61	\$69,828	\$59,353	\$80,302
Mental Health Worker	\$32.58	\$27.69	\$37.47	\$67,771	\$57,606	\$77,937
Registered Practical Nurse	\$30.59	\$26.00	\$35.18	\$63,627	\$54,083	\$73,171
Family Counsellor	\$28.56	\$24.28	\$32.85	\$59,412	\$50,500	\$68,324
Health Care Aid	\$22.44	\$19.07	\$25.80	\$46,665	\$39,665	\$53,665
Medical Office Assistant	\$18.50	\$15.73	\$21.28	\$38,480	\$32,708	\$44,252

Hospitality

Position	Hourly Rate			Salary (40 hours)		
	Market Median	Range Min	Range Max	Market Median	Range Min	Range Max
General Manager	\$37.82	\$32.15	\$43.49	\$78,669	\$66,868	\$90,469
Front Desk Clerk	\$17.91	\$15.22	\$20.59	\$37,250	\$31,663	\$42,838
Porters	\$16.17	\$13.75	\$18.60	\$33,638	\$28,592	\$38,683
Housekeeping	\$15.80	\$13.43	\$18.17	\$32,869	\$27,939	\$37,799



Human Resources

Position	Hourly Rate			Salary (40 hours)		
	Market Median	Range Min	Range Max	Market Median	Range Min	Range Max
HR Director	\$44.75	\$38.49	\$54.46	\$93,089	\$80,069	\$113,280
HR Manager	\$37.39	\$31.79	\$43.00	\$77,781	\$66,114	\$89,448
HR Generalist	\$30.05	\$28.85	\$31.25	\$62,500	\$60,000	\$65,000
Workshop Facilitator	\$23.55	\$20.02	\$27.09	\$48,991	\$41,643	\$56,340
HR Coordinator	\$23.73	\$20.21	\$26.55	\$49,348	\$42,040	\$55,217
HR Intern	\$19.23	\$16.35	\$22.12	\$40,000	\$34,000	\$46,000

Information Technology

Position	Hourly Rate			Salary (40 hours)		
	Market Median	Range Min	Range Max	Market Median	Range Min	Range Max
IT Manager	\$44.71	\$38.00	\$51.42	\$93,000	\$79,050	\$106,950
Security administrator	\$35.41	\$30.10	\$40.72	\$73,646	\$62,599	\$84,693
Help Desk Tier 3	\$30.46	\$27.94	\$33.75	\$63,347	\$58,114	\$70,206
Help Desk Tier 2	\$26.78	\$24.56	\$29.68	\$55,700	\$51,075	\$61,733
Help Desk Tier 1	\$23.91	\$20.17	\$26.51	\$49,739	\$41,945	\$55,139

Legal

Position	Hourly Rate			Salary (40 hours)		
	Market Median	Range Min	Range Max	Market Median	Range Min	Range Max
Associate Lawyer	\$32.33	\$27.48	\$37.18	\$67,250	\$57,163	\$77,338
Legal Assistant	\$29.96	\$25.47	\$34.45	\$62,317	\$52,969	\$71,664

Non-Profit, Associations, and Program Delivery

Position	Hourly Rate			Salary (40 hours)		
	Market Median	Range Min	Range Max	Market Median	Range Min	Range Max
Executive Director	43.45	36.93	49.96	90,371	76,815	103,926
Communication and Outreach Coordinator	26.68	22.68	30.68	55,499	47,174	63,824
Program Coordinator	26.63	22.64	30.63	55,395	47,086	63,704
Outreach Coordinator/Facilitator	25.21	21.43	28.99	52,439	44,573	60,305
Program Manager	29.58	25.71	28.77	61,533	53,475	59,850
Program Assistant	17.50	14.88	20.13	36,400	30,940	41,860



Sales and Customer Service

Position	Hourly Rate			Salary (40 hours)		
	Market Median	Range Min	Range Max	Market Median	Range Min	Range Max
Sales Manager	37.06	31.50	42.62	77,083	65,521	88,645
Client Services Coordinator	26.72	22.71	30.73	55,578	47,241	63,914
Sales Associate	23.57	20.03	27.11	49,026	41,672	56,379
Client Services Assistant	20.00	17.00	23.00	41,600	35,360	47,840
Retail Sales Clerk	16.23	13.79	18.66	33,750	28,688	38,813

Social Services

Position	Hourly Rate			Salary (40 hours)		
	Market Median	Range Min	Range Max	Market Median	Range Min	Range Max
Social Services Manager	\$29.85	\$26.19	\$33.43	\$62,107	\$54,489	\$69,554
Social Worker	\$24.43	\$20.77	\$28.13	\$50,814	\$43,202	\$58,510
Intake Coordinator	\$23.30	\$19.05	\$27.56	\$48,482	\$39,636	\$57,328
Case Manager	\$23.43	\$19.91	\$26.94	\$48,729	\$41,420	\$56,039
Support Worker	\$21.72	\$18.47	\$24.98	\$45,187	\$38,409	\$51,966

Trades, Industry, and Labour

Position	Hourly Rate			Salary (40 hours)		
	Market Median	Range Min	Range Max	Market Median	Range Min	Range Max
Millwright	\$35.24	\$29.95	\$40.52	\$73,297	\$62,302	\$84,291
Warehouse Manager	\$27.40	\$23.29	\$31.51	\$57,000	\$48,450	\$65,550
Operator	\$24.26	\$20.62	\$27.90	\$50,466	\$42,896	\$58,036
Pest Control Assistant	\$23.76	\$20.19	\$27.32	\$49,418	\$42,005	\$56,831
Miller	\$19.00	\$17.00	\$23.28	\$39,520	\$35,360	\$48,422
Forklift Operator	\$19.00	\$16.15	\$21.85	\$39,520	\$33,592	\$45,448
General Labourer	\$19.00	\$16.15	\$21.85	\$39,520	\$33,592	\$45,448
Night Audit/Security	\$18.83	\$16.01	\$21.65	\$39,166	\$33,291	\$45,041
Maintenance	\$18.75	\$15.94	\$21.56	\$39,000	\$33,150	\$44,850
Warehouse Clerk	\$17.49	\$14.87	\$20.12	\$36,386	\$30,928	\$41,844
Shipper/Receiver	\$16.00	\$13.60	\$18.40	\$33,280	\$28,288	\$38,272



2022 Projected Base-Salary Increases

Annual base-salary increases vary depending on the organization, economic climate, and labour market conditions. We have collected and summarized significant findings relating to projected annual base-salary increases within Canada, Ontario, and relevant industries. Information provided within this table can help identify competitive base-salary increases for the 2022 year.

LifeWorks 2022 Base Salary Increase Projections	
Ontario	2.5%
Accommodation and Food Services	3.0%
Arts, Entertainment, and Recreation	2.4%
Construction	3.0%
Educational Services	2.0%
Finance and Insurance	2.8%
Health Care and Social Assistance	2.0%
Information Technology	3.0%
Mining and Oil and Gas Extraction	2.8%
Professional and Technical Services	2.9%
Public Administration	2.4%
Retail	2.4%
Utilities	2.4%
Salary.com 2022 Projected Increases	
Median Merit Increase – Canada	2.5%
Median Total Increase – Canada (including merit, market adjustment, and general increases)	2.6%
Exempt Employees (Non-Managers) – Canada	2.8%

Benefits and Workplace Practices

This section provides an overview of common workplace practices, benefits, and perquisites offered by employers in the Kenora and Rainy River Districts. Information provided within this report is intended to inform employers and employees in understanding common practices within the market and are to be used as a reference.

Survey response demographics

Below is a summary of employer demographics generated based on employer responses to our survey. Percentages represent the percentage of employers that selected the corresponding employee size, annual operating revenue size, or location.

Number of Employees	Annual Operating Revenue	Location
Under 25: 66%	\$1M - \$5M: 44%	Kenora: 28%
25- 50: 22%	Less than \$1M: 44%	Rainy River: 33%
50 - 100: 6%	\$5M - \$10M: 6%	Ontario: 39%
250 – 100: 6%	\$50M - \$100M: 6%	



Workplace practices

The table below summarizes common practices relating to vacation and sick days. Most common refers to the most common response received within the survey, minimum refers to the lowest offering identified, and maximum refers to the highest offering identified within collected survey data.

	Most Common	Minimum	Maximum
Weeks of paid vacation provided at time of hire	2 weeks	2 weeks	4 weeks
Maximum number of paid vacation available	Over 5 weeks	2 weeks	Over 5 weeks
Length of service required to reach maximum vacation allotment	Over 11 years	1-3 Years	Over 11 years
Allows employees to carry over unused vacation	Yes	-	-
Maximum vacation allowed to be carried over	1 week	1 week	4 Weeks
When must the carried over vacation time be used by?	Within 1 year	Within 6 months	No timeline
Does your organization provide paid sick days?	Yes	-	-
How many days of paid sick days do you provide?	Over 10	1-3	Over 10
Does your organization provide personal days?	No	-	-

Perquisites

The table below summarizes common perquisites offered by employers within the Kenora and Rainy River Districts. Perquisites are additional, non-cash, or health related benefits provided to employees as part of a total rewards package. The most common perquisites provided in the districts, based on collected survey data are as follows:

Perquisites	% of Organizations that Offer
Free tea/coffee	72%
Professional development reimbursement	61%
Paid breaks (not required by legislation)	50%
Cell phone allowance	44%
Parking	33%
Car allowance	17%
Gym membership	5%
Childcare	None

Work From Home Tools Provided	% of Organizations that Offer
Cell phone	28%
Laptop	56%
Monitors	11%
Internet reimbursement	11%
Cell phone reimbursement	-
Ergonomic home office assessment	5%



Reimbursement for setting up home office	17%
Are you planning to allow employees to continue working from home?	Four employers indicated they would provide a hybrid offering to employees.
Are you considering hiring remote employees located outside of the Kenora-Rainy River Districts and/or province?	-
What you reimburse or provide funds to assist?	Purchasing technology – monitors, keyboards, mice, headsets, phones, printers.

Market Information – Benefits

The table below summarizes the most common benefits provided by employers within the Kenora and Rainy River Districts. The table also highlights the minimum benefits offering and maximum benefits offering identified within the survey, demonstrating the range of benefits provided within the region.

Benefits	Most Common	Minimum Coverage	Maximum Coverage
When does a full-time employee become eligible to participate in the organization's group benefits plan?	After 3 months	At time of hire	After 6 months
Are part-time employees eligible for the organization's benefit plan?	No	-	-
What is the minimum number of hours of work per week required to receive coverage?	Between 20-30	-	Over 30

Benefits	% of Organizations that Offer	Most Common Coverage	Minimum Coverage	Maximum Coverage
Employee life insurance	67%	2 x annual salary	1 x annual salary	2 x annual salary
Dependent life insurance	55%	\$10,000 Spouse; \$5,000 Child	\$5,000 Spouse; \$2,500 Child	\$10,000 spouse; \$5,000 Child
Accidental death and dismemberment	67%	1 x annual salary	1 x annual salary	2 x annual salary
Short term disability	28%	-	66.7% weekly earnings	75% of weekly earnings rounded to the next higher \$1 maximum \$2200 or to the EI commission max
Long term disability	72%	-	66.67% monthly max \$3500	2/3 salary
Health care spending account	11%	\$500	\$500	\$1,000
Dental (basic services)	50%	\$1,500	\$1,000	\$2,000
Dental (major services)	33%	\$1,500	\$1,000	\$2,000
Dental (orthodontic)	33%	\$2,500	\$1,750	\$3,000
Vision care	61%	\$150 Annually	\$50 annually	\$250



Prescription drugs	61%	No limit (Deductible required)	\$1,000	Unlimited
Prescription drug card	33%	No limit (Deductible required)	\$1,000	Unlimited
Ambulance	33%	100% covered	\$500 max	100% Coverage
Hospitalization	50%	Semi-private room, 80%	Semi-private room, 80%	100% Coverage
Paramedical benefits	33%	\$500	\$500	\$2,000
Employee assistance program	33%	10 Sessions	10 Sessions	Unlimited

Market Information – HR Challenges

This section summarizes the most common HR challenges as reported by employers within the Kenora and Rainy River Districts.

Prevalence of HR:

The majority of employers surveyed indicated they did not have a dedicated HR role within their organization. Based on market demographics included within this report, results indicate that many employers in the region with less than 50 employees and \$5 million revenue do not have a dedicated human resource role within their organization. However, over half of organizations surveyed have an employee HR handbook. Those that identified they have a handbook find it to be an effective tool.

Additionally, most organizations surveyed provide new employees an orientation and onboarding program to help integrate new employees into the job and organizations. Employers that do provide orientation and onboarding find their programs effective.

Top five human resource challenges identified by participants:

1. Attracting talent
2. Managing under-performers
3. Accurate and up to date job descriptions/designing jobs effectively
4. Employee awards and recognition
5. Getting managers to perform performance reviews

Themes highlighted by employers:

- Dealing with under-performers is a challenge and results in significant frustration within the organization. Individual employee attitudes can negatively impact an entire team and are difficult to manage effectively.
- Remaining up to date and informed on current human resource issues and practices.
- Not having a dedicated human resource role or function within the organization. Managing employees and employee behaviours is a challenge that is distributed and can be inconsistent at times.
- Leadership that does not have familiarity with human resource best practices, policies, or procedures create situations where employees can feel uncertain about their roles, responsibility, and performance.
- Keeping up with internal HR demands and requirements for compliance to legislation, policies, and practices for managing employee data, pay, and general employment requires significant time from managers/leaders in organizations that do not have an HR employee or function.
- Motivating underperformers and ensuring that good performers do not become demotivated by acceptance of underperformance.
- Managing interpersonal dynamics and peer pressure within small teams. Based on relationships, peer pressure, and dynamics within small teams, some employees are perceived as not feeling comfortable reporting coworkers that break policies, do not follow procedures, or significantly under perform.



- Attracting and retaining employees who are an asset to the organization, finding and retaining skilled/experienced professional employees.
- Front line supervisors and managers addressing employee attendance issues.
- Limited pool of candidates to recruit from within the area contributes to recruitment challenges; finding qualified applications that are viable candidates for open roles.
- Retaining warehouse and retail personnel; being able to provide competitive wages that help retain employees.
- Keeping employees/teams engaged and motivated.
- Competing with government wages makes it challenging to recruit highly skilled employees.
- Difficult to retain part-time employees and managing funding models that restrict or the number of full-time and/or part time employees.
- Attracting and retaining skilled professionals to the Kenora and Rainy River Districts that are willing to stay, recruiting and relocating working professionals to the region.
- Maintaining accurate and up to date job descriptions, especially considering the pace that jobs are required to evolve or grow.
- Undervaluing of work done by support staff in health care; not providing salary ranges, competitive pay rates, or incentives that appropriately reward employees within health care.

HR solutions or resources organizations identified as needed:

- Competitive salary reviews and/or review of pay structures to ensure competitive rates and pay progression are provided to employees.
- Resources or supports to improve, address, or ensure best practices are followed within HR policies and processes that relate to employment laws, legislation, or standards.
- Support dealing with difficult employees: training, resources, or new strategies to support employers and managers in successful dealing with difficult employees.
- Annual reports or information on salaries/wages for different positions relating to municipalities.
- Annual updates and information that summarizes all changes relating to employment legislation.
- In-house expert on HR to provide advice and support to managers; budget capacity to hire a full- or part-time HR person.
- Up to date job and accurate job descriptions that outline clear work expectations and responsibilities to employees, supervisors, and managers.
- Knowledge of comparable wage levels and benefit programs within the region.
- Tools or resources to facilitate employee satisfaction and engagement surveys to collect important insights into how employees perceive organizational culture, work conditions, and managers/leaders/coworkers.
- Knowledge and support to hire foreign workers.
- Training programs and resources to help small businesses build proper HR resource manuals for small business.
- Incentives for working professionals to relocate, or that currently work in the Northwestern Ontario area to stay.
- Advice and resources relating to employees benefit packages.
- Leadership, management, and employees need help to understand the role and function of human resources.

Market Information – Compensation Challenges

Employers identified the following as the top compensation challenges faced within their organizations:

1. Providing competitive pay
2. Attracting and retaining with current pay
3. Managing pay raises/increase
4. Creating and managing pay ranges and grades
5. Internal equity



Themes highlighted by employers:

- Inability to provide salary increases due to stagnant and/or limited funding; low wages resulting from extended periods with limited to no funding increases to improve wages.
- Ensuring external pay equity and remaining competitive with salary/wage scales.
- Funding provided by government, provincial, or other agencies has not kept pace with rate of inflation, limiting the ability of organizations to provide pay increases that match cost of living adjustments based on inflation.
- Resource constraints from government funders reducing capacity to effectively serve clients.
- Recruiting and retaining nurse practitioners and physicians in the north due to low wages and limited pay increases.
- Ensuring internal pay equity; challenges ensuring pay-for-performance is implemented effectively and high performers are compensated at a rate higher than underperformers.
- Employees often leave employers for higher wages elsewhere. Overall lack of understanding of competitive market rates to support employee retention.
- Small business struggle to maintain competitive with larger private and public employers that are able to offer higher pay at all levels within the organization.
- Perceived competitiveness of pay between different organizations in the region for health care roles.

People First HR Support

If your organization is struggling with HR and compensation practices, People First HR is available to provide focused HR support.

- HR @ Your Service – HR expertise for small and growing organizations
- Compensation consulting services
- Recruiting of professional, management, and executive staff
- Career transition services

About Northwest Training and Adjustment Board

The Northwest Training and Adjustment Board is a community directed, non-profit corporation leading the Kenora and Rainy River Districts in their approach to workforce development and labour market planning.

Vision: Engage all regional stakeholders and partners with valuable workforce information.

Mission: To improve our local workforce.

The Northwest Training and Adjustment Board functions as a neutral broker of research, disseminator of information and facilitator of collaborative partnership development. Operating as part of the Local Boards Network of Ontario, it is one of 25 local planning board areas funded by the Ministry of Labour, Training and Skills Development to conduct and distribute local labour market research and engage community stakeholders in a planning process that supports local solutions to local issues. NTAB's mandate is to provide guidance regarding important workforce and employment challenges facing the Kenora and Rainy River Districts.

The role of Workforce Planning Boards is to engage communities and community partners in local labour market development. By conducting and analyzing local labour market research, trends and planning processes, we work to develop community partnerships to find solutions to local issues.

We provide labour market information and research on the regional workforce.

To achieve our objectives, NTAB undertakes the following activities: A series of activities led by each local board in their area that includes the production of Census profiles, research of local labour market information, consultation with community partners and stakeholders to discuss and prioritize issues, trends, opportunities and priorities, development of a community partners' action plan to foster the development and implementation of local solutions to local issues and the production of the Local Labour Market Plan.

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The views expressed in this document do not necessarily reflect those of the Government of Ontario.

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