



Compensation Policy

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The Identity of L'Arche is:

- We are people with and without intellectual disabilities, sharing life in communities belonging to an international federation.
- Mutual relationships and trust in God are at the heart of our journey together.
- We celebrate the unique value of every person and recognise our need of one another

The Mission of L'Arche is:

- Make known the gifts of people with intellectual disabilities, revealed through mutually transforming relationships.
- Foster an environment in community that responds to the changing needs of our members, while being faithful to the core values of our founding story.
- Engage in our diverse cultures working together toward a more human society.

Part 1



INTRODUCTION

The Identity and Mission of L'Arche points to the essence of why assistants and people with an intellectual disability form community together. Mutual relationships are at the heart of L'Arche and continue to strongly define our unique identity. We value the spiritual and communal aspects that are inherent to belonging in L'Arche.

We also acknowledge that there is a dimension of L'Arche that has to do with employment. It is important that employment practices in L'Arche reflect our values and that they are clear, fair and that they respond to acceptable standards.

The challenge with a compensation policy for L'Arche is to foster an environment in communities that is inspired by the core values of its founding story, and that responds to the changing needs of its members. There is also recognition that the legal environment in different provinces must be considered when implementing national policies. For L'Arche communities as human service organizations, there is a growing emphasis on transparency, fairness and accountability.

This policy aims to reflect these core values of L'Arche:

- Foster a vibrant community
- Celebrate the value of each person
- Nurture our gifts and growth
- Shape a more human society

- Open to mutual relationships
- Journey together with respect
- Trust in God
- Stand on humble ground
- Fulfill your role in community
- Live in Joy

Compensation Policy Objectives for L'Arche in Canada

It is important that the Compensation Policy allows for:

- Caring for people with disabilities in all-size homes and programs where personal relationships are nurtured and support for people with disabilities is strong.
- Encouraging sufficient compensation so that people working in L'Arche communities can consider long-term commitments.
- Ensuring consistency where possible in compensation treatment for all people working in L'Arche communities independent of membership status.
- Encouraging mobility within and between communities, especially regarding compensation elements (pay levels, vacations, healthcare benefits, RRSP and days away). Due to external funding factors within communities achieving common salary grids across Regions is encouraged but not always possible.

Context

- Each community operates in a specific cultural, legal and financial environment.
- The means taken to achieve the objectives of the Compensation Policy may vary from one province to another.
- The implementation of the Compensation Policy must take into account local practices and regulations.
- One template has been devised for all L'Arche communities in Canada to ensure that the relationship between salary levels is consistent. Common pay grids within Regions may be inconsistent based on external funding factors.

- The Compensation Policy must be faithful to the Identity and Mission of L'Arche as well as conform to legal requirements.

Compensation Policy Principles

The Compensation Policy is governed by the following principles:

- *Common rules* that ensure unity in compensation practices in order to affirm our identity, promote fairness and encourage mobility between communities with respect to compensation elements.
- The *autonomy of the communities*, which encourages them to be responsible for compensation practices within a common framework.
- *Transparency* so that the Compensation Policy is clearly understood by both internal and external parties.
- *Recognition of competence* will strive to guarantee a personalized, high-quality level of care for people with intellectual disability, while placing deep importance on cultivating mutual relationships.

Part 2



COMPENSATION ELEMENTS

History

The Compensation Policy for L'Arche Canada was devised after a comprehensive and inclusive process carried out by L'Arche Canada and the Hay Group, a management consulting firm. The process began in 2007 and concluded with the ratification of the Policy at the General Assembly in November 2009.

At the ratification of the policy in 2009, it was announced that the policy would be reviewed regularly. In 2015, the National Leaders Group decided to begin its first review, after having completed the implementation process and having allowed communities to fully experience the policy's effects.

Across Canada, communities and those employed by L'Arche at the community, regional and national levels were given the opportunity to provide feedback via short and long surveys. These surveys covered all aspects of the policy. The Compensation Policy Review Committee compiled and reviewed responses. Consultation with the National Leaders group helped to clarify proposed changes to the policy.

The revised Compensation Policy was distributed to communities for feedback, before being sent to the General Assembly for its ratification in September of 2016.

The Hay Group consulting firm worked closely with L'Arche Canada throughout the policy's development and implementation phases. The following list outlines the Hay group's involvement with L'Arche to date.

- Beginning in 2007, the Hay Group reviewed the compensation practices of L'Arche communities across Canada.
- Part of the 2007 review included the analysis of a survey completed by most people who were working in Canadian L'Arche communities about the values that they believed should guide compensation policy.

- The Hay Group evaluated a broad selection of benchmark roles and developed a model for a salary grade structure, which was submitted to the Salary Policy Development Committee for review and consideration.
- Various tools were developed to allow the comparison of positions within each community to market data on similar positions from several different perspectives including market sector, job size, and provincial location.
- In 2016, the Hay Group was consulted to make changes to the ICAT, and submit up-to-date market data for the Human Service Sector.

Compensation Elements

1. Pay Levels

All roles at L'Arche in Canada are positioned into a six-level structure (see appendix 5). Communities generally operate within a 5 level structure. Provincial laws might have an impact on how communities apply this salary structure. It is understood that the laws take precedence.

Roles are positioned based on the skill, effort, responsibility and working conditions inherent in the role and using the levels of work descriptions and the benchmark roles as a reference. The initial reference benchmark roles were evaluated by the Hay Group, using the Hay Guide Chart Profile Method.

L'Arche Canada and L'Arche International roles have been placed within the six levels structure. Personnel from Canada who have roles with L'Arche International follow the L'Arche Canada salary grid and all elements of the Compensation Policy.

L'Arche Canada determines its pay grid based on the median salary grid from the communities across the country. Some L'Arche Canada and International roles are placed on level 6. It is important that communities maintain the six level structure even though they may never utilize level 6. L'Arche Canada utilizes the first step of level 6 from all community grids to determine the median for their grid. In theory, half the salary grids across Canada will have higher salaries than the Canada salary grid, and the other half will be lower.

The levels of work can be found in Appendix 1. The designation of benchmark roles into levels can be found in Appendix 2, and the summarized descriptions of the benchmark roles can be seen in Appendix 3.

When first implementing the policy, the level placement of individual roles is done in partnership between representatives from the community, regional and national levels of L'Arche to ensure that the intricacies of individual communities are understood and recognized, and that there is consistency across communities. New role creation that does not exist within the benchmarks (see appendix 2) is done in consultation with the community, Regional Leader and the L'Arche Canada HR Coordinator.

The pay rate at each level is based on a step rate progression. The step rate progression is based solely on the seniority (length of service) of the incumbent in the role. Pay rates are based on the human service sector, which is the selected market by L'Arche Canada.

An individual who holds more than one role in a community at different pay levels should have their pay administered at the different levels.

The following parameters will be consistent across all communities¹:

Levels 2, 3, 4, 5, and 6

- Level 2, 3, 4, 5 and 6 have eleven pay steps.
- The minimum (step 1) is equal to 85% of the target market rate.
- The pay increments from step 1 through step 11 have a consistent annual percentage increase of 3.1%
- Full time incumbents (minimum 35 hours per week considered full time) progress through the steps at a rate of one step per year. All others progress at accumulated full time hours of 1820.
- Step 6 will approximate the targeted market rate.
- The maximum (step 11) is equal to 115% of the market rate.

Level 1

- Communities have some autonomy and flexibility when administering level 1
- Level 1 does not have to overlap consistently with level 2.
- Level 1 has 11 steps or less depending on the community needs
- Level 1 step 1 is no less than the provincial min wage.

Level 1 provides a range of salary steps for entry-level positions, for candidates with little or no experience. Other roles that a community may choose to administer at this level are asleep overnight supports, and casual relief/respite supports in homes that do not carry the same responsibilities of a Level 2 Assistant.

A new person working in L'Arche may begin at this level but not all people will begin at Step 1. Initial placement on this level is based on past work experience, education and training. In some cases, the Step number is based on L'Arche province-wide policy for certain positions or certain types of workers.

Note: For purposes of placement on the salary grid, an individual who has completed a two-year course of study (or longer) for certification as a Developmental Service Worker (or its equivalent), or a person who has at least two years of experience working directly with people with developmental disabilities, would be placed on Level 2 and NOT level 1.

After one full year any person on level 1 would advance to Level 2 step 1. The only roles that a community may choose to continue to administer on level 1 are overnight asleep, relief/respite supports that do not carry the same responsibilities as level 2 Assistants. Individuals that are permanently placed on level 1, needs to be done in consultation with the Regional Leader in order to ensure continuity and consistency within a Region.

1. In order to implement a salary structure that respects and facilitates the application of the Pay Equity Act in Québec, Québec communities will develop a different pay structure, and potentially make other changes to the policy. The pay level structures that are currently applied in the province of Québec will continue to apply until such time as (a) the Québec region is able to develop a pay grid and system of pay steps that is compliant with the Pay Equity Act while remaining as consistent with this Compensation Policy as possible and (b) the new Québec pay grid and potentially other changes are formally adopted as part of this national Compensation Policy.

Initial Placement on the Salary Grid

At the time of hire, new people are placed in the level commensurate with the position for which they have been hired (see Appendix 2). People with limited or no experience will enter the system at Step 1 while people with experience generally start at a higher step number. Two years of experience warrants one step of advancement. Generally, people hired from outside L'Arche will not begin at higher than Step 3 in the level for their position. It is possible to negotiate a higher step for someone outside of L'Arche based on community needs. This would be done in consultation with the Regional Leader to ensure consistency within the Region.

Community government funding levels are not consistent and may even vary within each province; for this reason, actual rates of pay are not likely to be identical. Regional Councils must annually review both room and board charges and pay ranges for each level. The commitment to maintaining transparency within a region will allow for as much consistency as possible.

For roles not standard in every community, level placement may vary somewhat from one community to another depending on the specific role description, and market conditions. The roles of Development Officer and Finance Manager are examples of roles that could be placed at different levels. In most cases, however, level placement will be in line with the Chart in Appendix 2. Any role that a community is considering placing outside or below its benchmark must be done in consultation with the Regional Leader and the National HR Coordinator.

Role Reassignment

Role reassignment refers to when a person is reassigned (normally for a change of role or at the employer's request) to a new role that entails a lower level and decreased salary rate. Role reassignment, if initiated by L'Arche and not by the person employed, will not result in a deduction in pay. The general guideline in such cases is that a person's salary rate will remain the same but will be administered in the lower level for future salary treatment. The person will be "red-circled" and maintained at his or her current salary until such time as the applicable salary rate for the new role meets or exceeds that of the person's current salary. The person's salary will then be administered in the new salary level.

It should be noted that moving a person to a role with a change in level with lesser salary rate (at the request of L'Arche but not as a result of inadequate performance) constitutes a significant change in the employment relationship between L'Arche and the person employed and could result in a wrongful dismissal action against L'Arche if the salary rate were reduced. People who are placed in a different role because of inadequate performance or because of a personal choice to take a position at a lower salary level will receive a corresponding lower salary. Communities are encouraged to obtain advice about the possible legal effect of role reassignment that is initiated by the community.

When an individual transfers to another community, L'Arche Canada/International, they will be paid according to their new employer's salary grid.

A transition period for mandated roles, as outlined in the *L'Arche Canada Guidelines for Transition of Community Leaders*, is administered at an individual's current salary. Following the transition period, an individual's new salary should be based on the new role they have accepted (see appendix 2).

2. Insurance and Health Care Benefits

All people working in L'Arche communities are expected to be covered by the provincial health plan (or its equivalent) for basic health care. In addition, L'Arche communities in Canada are expected to offer a range of insurance and health care benefits to all people working full-time, and to those permanent part-time working no less than 20 hours in the communities. Note that support and casual relief roles are not considered permanent.

The minimum components of insurance and health care benefits are: Basic Life Insurance, Accidental Death and Dismemberment Insurance, Dependent's Group Life Insurance, Long term Disability insurance coverage, Extended Health Care benefits, and Dental insurance. Many communities have entered group insurance arrangements with other communities in their regions. Commencement dates for coverage and cost-sharing arrangements for these benefits vary from community to community.

It is the responsibility of each community/L'Arche Canada to provide individuals with the necessary education, training, changes, and cost sharing information.

3. Room and Board

Guidelines for room and board charges are determined at the provincial level. Room and board rates do not vary by role, and are consistent for all live-in assistants. For provinces where Room and board are regulated by Employment Standards, the maximum allowable regulated amount will be used. For non-regulated provinces, provincial standards will be developed. Please refer to Appendix 4 for detailed provincial Residential Care Live-In rates. Regional Councils will annually review their Room and board rates in order to maintain a level of transparency and whenever possible, work towards becoming consistent with levels of take-home pay for assistants.

4. Retirement Planning

L'Arche Canada currently has a national RRSP plan (for plan details, please refer to the Membership Booklet). The minimum and maximum contribution percentages of an individual's salary are set at the national level. Anyone can join the program at any time, however matching employer contribution will only take effect after 2 years of employment with L'Arche. In some cases, a community may choose to waive the waiting period for an individual as part of the initial hiring agreement. This is not a mandatory program; individuals can opt out at any time. The withdrawal of funds is restricted to education, first-time homes, voluntary contributions, and departure from L'Arche.

Eligibility	Employer Contribution	Employee Required Contribution	Withdrawal of Contribution
Anytime	After 2 years Employer matches up to 5% maximum	Minimum 2% (for retirement purposes, highly recommend a higher min)	Required contribution by employer & employee – No Voluntary contribution by employee – Yes

5. Vacation

The vacation schedule is as follows:

Years of Service <i>Calculated from the beginning of the year</i>	Vacation Days
First Year	10 (or pro-rated portion)
Second through Fourth Year	15
Fifth through Ninth Year	20
Tenth through Twentieth Year	25
Twenty-First	26
Twenty-Second	27
Twenty-Third	28
Twenty-Fourth	29
Twenty-Fifth Year and Beyond	30

Individuals working for L'Arche must make every effort to use all their vacation time within the year that it is granted. The community /L'Arche Canada does not pay for unused vacation and therefore reserves the right to find a mutually agreed upon time during which individuals can use their earned vacation days. In the event that not all of the vacation time is used, individuals will be allowed to carry forward a maximum of five days of vacation time to the following year, with the provision that the additional days be used within that year.

6. Days Off/Away

Number of days off is an average of two days off per week. Determination of how the actual days taken off/away are arranged is at a community's discretion.

7. Public (Statutory) Holidays

The number of statutory holidays granted will follow provincial standards. Some statutory holidays are considered optional in some provinces (i.e. Boxing Day). Communities within the same province or communities with 9 or less Statutory Holidays are encouraged to agree on the optional days so they have at least 10 statutory holidays. Provinces and Regions should be consistent and reach agreements where possible. See Appendix 5.

8. Additional Days

National guidelines for additional days off/away are outlined below. Discretion is allowed at the community level for how these days are administered. The number of additional days off/away is defined for a one-year cycle. Unused days cannot be carried over to the next year.

Communities and L'Arche Canada are responsible for developing internal policies on the use of personal days and retreat days. Communities and L'Arche Canada are also responsible for developing policies on the use of employment insurance benefits for sick leaves that extend beyond the typical maximum of 12 allotted days. In a written policy, either the participating L'Arche community or L'Arche Canada must outline any existing practice of "topping up" salary during sick leave; this policy must be consistently applied to everyone.

The community will determine the number of bereavement days granted depending on circumstances such as relationship to the deceased, travel requirements and executor responsibilities.

	Maximum Number of Days per Year
Sick Days	12 days per year
Bereavement Leave	1 to 10 days depending on circumstances (i.e. up to 10 days for the death of a spouse or child)
Personal Days	3 days per year

Part 3



ACCOUNTABILITY, REPORTING AND OVERSIGHT

The National Compensation Policy contains a great deal of nuances and intricacies; these require regular review to ensure continuity between communities, Regional Leaders, and the L'Arche Canada HR Coordinator. A strong desire for collaboration and communication exist at all levels.

For new or existing communities or projects, the Regional Leader and L'Arche Canada HR Coordinator will oversee the initial implementation of the Compensation Policy. Communities must submit the ICAT (interactive costing assessment tool) annually, in addition to a progress report outlining implemented compensation elements.

Within two to three years of implementing the policy, the L'Arche Canada HR Coordinator can decrease his or her level of supervision. L'Arche Canada HR Coordinator provides ongoing assistance and support to communities that require it on an as needed basis.

For communities where the ICAT has been successfully implemented, annual submission is no longer required. However, to account for the many transitions that occur in our communities, the L'Arche Canada HR Coordinator and Regional Leaders will share the task of thoroughly reviewing ICAT's with each region taking a turn every 5 years. It is expected that the Compensation Policy will be reviewed every five years. The chart below provides an outline of how the review cycle might take place.

Year of Review	Region
2017	Atlantic
2018	Ontario
2019	Western
2020	Quebec

L'Arche Canada HR Coordinator does require the annual submission of individual community pay grids, for the purpose of establishing the level 6 median for L'Arche Canada's salary grid. This submission occurs every March.

It is the responsibility of the local Boards to ensure the policy is adhered to in a community. It is the national Board responsibility to ensure the policy is adhered to by L'Arche Canada for their employees.

In order to ensure consistency when there are hires from outside of L'Arche, the community will consult with the Regional Leader regarding the step placement of individuals.

As required, Regional Leaders will consult the L'Arche Canada HR Coordinator to obtain support and insight on issues pertaining to role placement and possible exceptions.

During the creation of a new role not included on the benchmarks (Appendix 2), consultation will take place between the community, the Regional Leader, and the L'Arche Canada HR Coordinator.

Communities are responsible to ensure Assistants are made aware of the compensation policy salary changes, cost sharing for health benefits and general information that comes from the benefit providers.

APPENDIX

Appendix 1. Levels of Role Descriptions

As evaluated by the Hay Group 2007

(note appendix 1 & 2 are interrelated and do not stand alone)

Level 6 "Guidance" (International, National, Regional)

- Requires a broad understanding of the organization and its related environments.
- Guides the entire organization by developing and managing its overall direction.
- Provides strategic leadership to International/National/Regions and ensures integration of L'Arche values.

Level 5 "Strategic Guidance" (International, National, Community)

- Understands organizational governance and oversees leaders responsible for management
- Applies in-depth knowledge and skills to build leadership capabilities, to anticipate changing needs, and guides others to develop team-based approaches.
- Sets policies, measures risk and provides leadership in upholding policies.
- Provides strategic leadership and ensures integration of L'Arche values.

Level 4 "Managerial Direction" (International, National, Community)

- Understands community-wide plans and governance processes.
- Applies thorough and/or specialized knowledge and skills to develop management capabilities and implements systems to meet needs.
- Strengthens leadership team by soliciting ideas and opinions.
- Develops and recognizes policies, measures risk and challenges accordingly.
- Provides management leadership guided by L'Arche values.

Level 3 "Team Leadership" (Community)

- Understands work and team accountabilities.
- Applies generalist and/or technical knowledge and skills to enhance team effectiveness.
- Recognizes policies, measures risk and modifies approaches within established limits
- Acts as a model, provides guidance to others on how to achieve results, and promotes an understanding of L'Arche values.

Level 2 "Administrative Coordination/Support" (Community)

- Understands straightforward procedures and related routines.
- Applies conventional knowledge and skills to meet needs.
- Supports activities.
- Recognizes policies, measures risk and takes action appropriately.
- Respects L'Arche values.

Level 1 "Student/Intern/Paid Volunteer (stipend, spending monies)" (Community)

- Short-term or introductory entry-level positions.
- Understands basic routines and everyday tasks.
- Applies elementary knowledge and skills to respond to routine tasks.
- Shares in work load and helps where needed.
- Recognizes standards and risks.
- Learns and discovers L'Arche values and culture

Appendix 2. Benchmark Roles By Level/Community/National/International

*Denotes roles that could be placed on a different level in consultation with Regional Leader

Job Title	Bands/Levels of Work
International/Vice International Leader International Envoy International Delegate Countries International Delegate Isolated Communities National/Vice National Leader Regional/Vice Regional Leader	6. "Guidance" International/National/Regional
Community Leader L'Arche Canada Priority Leaders (i.e. communications, Servant Leadership, HR, roles hired for mandate priorities) L'Arche Canada Director of Operations International Support team roles (i.e. communications, solidarity, HR, formation)	5. "Strategic Guidance" International/National/Community
Homes Coordinator Finance Manager * Development Officer * HR Coordinator/Assistants Coordinator L'Arche Canada Servant Leadership team member L'Arche Canada Finance and Operations Assistant L'Arche Canada Communications, Graphic Design International Support Team Assistants (web manager, finance assistant)	4. "Managerial Direction" International/National/Community
Program Leader* House Leader Community Life Coordinator Outreach Coordinator Volunteer Coordinator Health Care Coordinator * Spiritual Guide L'Arche Canada Translation Manager L'Arche Canada Admin, Events Coordinator	3. "Team Leadership" Community
Office Administrator Property Manager * Program Assistant House Assistant Overnight Awake Residential Support Bookkeeper Administrative Secretary Office Assistant Receptionist	2. "Administrative Coordination/Support" Community
Entry Level Roles Awake Overnight Relief/Respite support*	1. "Introductory Roles/Student/Intern"

Appendix 3. Benchmark Role Descriptions

Community/National/International

(more detailed role guides can be found on the Servant Leadership Portal)

Role 201 Administrative Secretary: provides secretarial and administrative support to any or all administrative staff or the Board of Directors. Duties may include and or all of the following: Processing incoming and outgoing mail, handling email, faxes, answering and directing phone calls, word processing documents, making travel arrangements, filing etc.

Role 202 Office Assistant/Receptionist: Responsible for providing courteous reception services, including: attending to the front desk, greeting visitors, answering phones, and directing calls. The position may also assist the Administrative Secretary in assigned duties.

Role 203 Office Administrator: ensures that the office runs in a smooth and efficient manner through supervision of administrative staff and the coordination of a wide range of services including: maintaining an inventory of office supplies, equipment and support services. Services may include things like office machine repair, catered functions and temporary employment services.

Role 204 House Assistant: Reports to the house Leader, responsible for “creating home” and ensuring that the physical, emotional, spiritual, vocational and recreational needs of the members with developmental disabilities are met.

Role 205 Overnight Awake Residential Support: ensures the safety and wellbeing of people with intellectual disabilities during night hours by remaining awake all night and responding to people’s needs(-medical, behavioral and otherwise) and completing maintenance and domestic tasks as assigned.

Role 206 Program Assistant: Reporting to the Program Manager, the Program Assistant is responsible for ensuring that the vocational needs of the program participants are met by creating meaningful work and daytime activities.

Role 207 Bookkeeper: Responsible for maintaining a systematic record of the financial transactions of the community. Duties may include any or all of: payment of bills, banking, payroll including government remittances, preparation of journal entries, preparation of monthly and annual financial statements monitoring budgets. Preparation of grant proposals, reconciliations, preparation of filing of T3010 and T4, filing for annual GST rebate and financial analysis.

Role 208 Property Manager: Responsible for overseeing the maintenance of all property (buildings, grounds and vehicles) within the community in a good state of cleanliness and repair, including: renovations, painting, household repairs and the purchasing of furniture, equipment and vehicles(the scope of this role may vary somewhat from community to community).

Role 301 Community Life Coordinator: Responsible for coordinating and planning community events , including the preparation of event budgets, organizing committees to plan events, purchasing food and supplies for community functions, ensuring clean-up after events and maintaining community supplies and decorations.

Role 302 House Leader: Reports to the Homes Coordinator, responsible for ensuring the quality of life within one home of a community. Supervises a team of House Assistants to ensure that the physical,

emotional, spiritual, vocational and recreational needs of the members with developmental disabilities are met. Responsible for conducting Roles and Goals meetings, and reviews.

Role 303 Spiritual Guide: Responsible for providing spiritual guidance and support to community members of all spiritual traditions. May also support the Spiritual Life Committee of the community.

Role 304 Volunteer Coordinator: Responsible for developing, coordinating and administering the volunteer program within the community. This includes the development of recruitment strategies, the development and implementation of processes for selecting and orientating volunteers, and developing and maintaining volunteer policies and procedures.

Role 305 Finance manager: A professional accountant with a CMA or CGA designation, this person is responsible for the development and submission of approval of all budgets, for the financial reporting function, and for leading monthly board finance committee meetings. (the scope of this role may vary from community to community).

Role 306 Development Officer: Responsible for the development, implementation and execution of the annual fundraising plan. The position may also include responsibility for communications and public relations for the community. (The scope of this role will vary broadly from community to community).

Role 307 Outreach Coordinator: Responsible for building relationships and raising the profile of the L'Arche community in the broader community by arranging public talks, presentations and displays promoting the vision, mission and philosophy of L'Arche; developing pamphlets, brochures and information packages, and working with local media to ensure coverage of events and news releases. (the scope of this role may vary somewhat from community to community).

Role 308 Health Care Coordinator: Responsible for the health and well-being of the people with developmental disabilities in both the homes and day programs. Consults with the Homes Coordinator, House Leaders, Program Leaders, professionals and families to ensure that the medical and health needs are met. Responsibilities include: providing training in dispensing medications, arranging and attending medical appointments, supervising the maintenance of medical records, ensuring access to Government funding, Old Age Security and disability pensions, accompanying members to Government funding reviews and developing strategies for responding to personal health crises and behavioural incidents, (the scope of this role may vary somewhat from community to community).

Role 309 Program Leader: Coordinates, plans, implements, and participates in providing day programs for people with developmental disabilities. Supervises a team of Program Assistants in implementing day programs. Responsible for conducting roles and goals meetings and reviews.

Role 310 L'Arche Canada Translation Manager: Coordinates, supervises, all necessary translation for documents, meetings and events, within Canada.

Role 311 L'Arche Canada Administration/Events Coordinator: Responsible for the overall organization, coordination, scheduling, communications of events at the National Level. Oversees the administrative responsibilities at the National level.

Role 401 Homes Coordinator: Responsible for the administration of a group of homes and for ensuring the quality of life in those homes. Supervises a team of House Leaders to ensure that the physical,

emotional, spiritual, vocational and recreational needs of the members with developmental disabilities are being met. Works to ensure that the stability and continuity of household routines are managed well. Responds to crisis situations and other management challenges in the homes.

Role 402 HR/Assistants Coordinator: Responsible for the recruitment, selection, and screening of Assistants and all people employed by the community. This position is responsible for the orientation of new employees and Assistants, the implementation of compensation policy, developing and monitoring personnel budgets, developing and writing personnel policies, and ongoing Human Resources/Servant Leadership support to all people employed by the community.

Role 403 Servant Leadership Team member: Responsible for the design, development, training, of materials related to Servant leadership within Canada. Subject to change depending on the priority i.e. recruitment.

Role 404 L'Arche Canada Finance/Operations Assistant: Assistant to the Director of Operations.

Role 405 L'Arche Canada Communications/Graphic Design: Responsible for overall design and management of websites. Works closely with and is supervised by the Communications Leader.

Role 407 International Support Team Assistant: Assistant to International Support team members, includes web management, financial support to programs and initiatives.

Role 501 Community Leader: The leader and shepherd of the community, responsible to the Board of Directors for ensuring that the community fulfills the mission of L'Arche with respect to its mandate; builds the spiritual life, community life, the membership, and furthers the integration of L'Arche in the wider community. Responsible for overseeing all of the day-to-day operations of the community. Responsible for conducting roles and goals meetings and reviews of leadership team members.

Role 502 L'Arche Canada Priority Leaders: Priority Leaders provide strategic direction to priorities named by L'Arche Canada. These roles can change as directed by the mandate. Priority Leaders also support the National Leaders in fulfilling the Mission of L'Arche in Canada. This includes L'Arche Canada Communications, HR, Servant leadership Team Leader. Responsible for conducting roles and goals meetings, as well as reviews for those they supervise.

Role 503 L'Arche Canada Director of Operations: Effectively manages the day to day operations of the L'Arche Canada office and establishes priorities and manages the workload and resources applied to projects, events and meetings. Maintains a constant knowledge of L'Arche Canada finances and makes effective decisions on financial/accounting matters, ensures fiscal control. Provides supervision to the office team, conducts roles and goals meetings as well as reviews.

Role 504 International Support Team Roles: These roles provide strategic direction to International priorities named by L'Arche International. These roles can change as directed by the mandate. Support Team leaders also include a variety of roles that support the Mission of L'Arche as well as supporting the International Leaders. This includes International HR, Communications, Solidarity, Formation, etc.

Role 601 Vice Regional Leader: The Vice Regional Leader works with the Regional Leader to strengthen the Region, and fulfill the Regional Mandate. He/she coordinates specific activities of the Region in line with the priorities set by the Regional Council and Board. Where appropriate conducts roles and goals meetings and reviews.

Role 602 Vice National Leader: The Vice national Leader supports the National coordinator in carrying the vision of L'Arche in Canada. This individual will be primarily focused on developing the support system to promote the deepening and understanding of L'Arche as a "vocational path" ensuring the continuity of the leadership training and development and promoting the vision of L'Arche. Conducts roles and goals meetings as well as reviews.

Role 603 Regional Leader: The lead person for L'Arche in a region of Canada, the Regional Leader provides leadership in fulfilling the Regional mandate. The Regional Leader gives support and supervision to Community Leaders in the region and leads the planning and coordination of regional events. The Regional Leader holds communities accountable to the Charter of L'Arche and represents the region at many national L'Arche meetings. Conducts roles and goals meetings and reviews.

Role 604 National Leader: The lead person for L'Arche in Canada, provides leadership in fulfilling the L'Arche Canada mandate. The National Leader holds the vision for L'Arche in Canada and is a key spokesperson for the organization. The National Leader is responsible for the implementation and oversight of a strategic plan to fulfill the objectives of the L'Arche Canada mandate. This includes building a common vision for how the Mandate will be realized, establishing key priorities, serving as Executive Director of the L'Arche Canada office and as the leader of the team of people who work for L'Arche Canada. The national Leader also builds collaborative relationships with external organizations to enhance the well-being of people with developmental disabilities across Canada. Responsible for conducting roles and goals meetings as well as reviews.

Role 605 International Envoys and Delegates: These roles are comparable to Canada Regional/National Leaders. These individuals support regions, isolated countries in promoting the mission of L'Arche.

Role 606 International Leader, Vice International Leader: Spokespersons for the organization. The International Leaders are responsible for the implementation and oversight of the strategic plan to fulfill the objectives of the International mandate.

Appendix 4. Provincial Room & Board Guidelines Residential Care Live In Rates²

Province	Effective Date	Hourly Wage	Minimum Wage By Province Annualized	Maximum R&B Deductions Annualized	Minimum Salary after R&B Deductions Annualized
British Columbia	Sept 15, 2015	10.45	21,736	0.00	17,836
Alberta	Oct 1, 2015	11.20	23,296	5270.60 (4.41+10.05) Lodging +food per day	18,025
Saskatchewan	Oct 1, 2015	10.50	21,840	3000 (250/mth)	18,840
Manitoba	Oct 1, 2015	11.00	22,880	1456 7/wk room 21/wk food	21,424
Ontario	Oct 1, 2015	11.25	23,400	4433 (85.25 /wk)	18,967
Quebec	May 1, 2016	10.75	22,360	3876.08 27.30/week food, 47.24/ week lodging	18,484
New Brunswick	April 1, 2016	10.65	22,152	0.00	22,152
Nova Scotia	April 1, 2016	10.70	22,256	3546.40 (68.20/wk)	18,710

Note: The “maximum” Room & Board deduction figures from the above chart are based on the assumption of minimum wage salary levels. For several provinces, it is acceptable to charge a higher Room & Board charges, provided the salary level has increased sufficiently to ensure that the person employed, after Room & Board deductions, maintains at least the minimum salary figure in the sixth column “Minimum R&B deductions annualized”.

For example, a community in Ontario could raise Room and Board to \$6000 (or higher) if salaries are raised sufficiently above minimum wage so that the lowest paid live in Assistant still has a minimum salary after Room & Board deductions of \$18,967

2. As of August 2016

Appendix 5. Statutory Holidays Canada

Holiday	Observance
New Years Day	Nationwide
Family Day	BC,AB,SK,ON
Louis Riel Day	MB
Heritage Day	NS
Good Friday	Nationwide except QC
Easter Monday	QC, NB*, NS*
Victoria Day	BC,AB,SK, MB,ON,NB*,NS*
National Patriotes Day	QC
St. Jean Baptiste Day	QC
Canada Day	Nationwide
August Civic Holiday	BC,AB,SK,ON,NB, NS*
Labour Day	Nationwide
Thanksgiving	BC,AB,SK,MB,ON,QC,NB*NS*
Remembrance Day	BC,AB,SK,MB,NB,NS*
Christmas Day	Nationwide
Boxing Day	ON,AB*,NB*,NS*

* Denotes an optional holiday chosen by the Community(s) in that Province

Province	Total
British Columbia	10
Alberta	11
Saskatchewan	10
Manitoba	9
Ontario	10
Quebec	8
New Brunswick	11
Nova Scotia	12