



WORKING CENTRE SALARY POLICY

Adopted April 1, 1989

Revised April 2009

Updated September 2014

1. The Working Centre seeks to serve the unemployed and the poor, not by patronizing them, but through alliance and identification with them. Because of this no full-time staff member receives a salary greater than the average full-time salaried worker in Canada.

Once annually, at the beginning of the fiscal year, April 1, the Board of Directors sets as the Reference Salary an amount lower than or close to the average full-time salary of Canadian workers. This Reference Salary is higher than the average income of Canadian adults, when it includes people who are unemployed, employed part-time, or retired. The Reference Salary is not set mechanically, but by balancing the sometimes competing goals of paying staff members well, maintaining solidarity with the people the Working Centre serves, meeting requirements of the government, and of course, keeping the Working Centre in fiscally sound condition.

2. Because the Working Centre is committed to the reduction of hierarchy and inequality, no full-time staff member receives a salary lower than 62% of the Reference Salary. The salaries of all positions are set in relation to the Reference Salary, as follows:

| | |
|-------------------------|-----------------------------------|
| Positions in Category 1 | 86 – 106% of the Reference Salary |
| Positions in Category 2 | 80 – 100% of the Reference Salary |
| Positions in Category 3 | 74 – 94% of the Reference Salary |
| Positions in Category 4 | 68 – 88% of the Reference Salary |
| Positions in Category 5 | 62 – 82% of the Reference Salary |

3. For all positions in each category, there are eleven salary steps, each step defined as two percentage points of the Reference Salary. Staff members at the Working Centre move up one step for each year of service. The chart below shows for each step in each category the salary defined as a percentage of the Reference Salary.

| Positions in: | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 | Step 7 | Step 8 | Step 9 | Step 10 | Step 11 |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|---------|
| Category 1 | 86% | 88% | 90% | 92% | 94% | 96% | 98% | 100% | 102% | 104% | 106% |
| Category 2 | 80% | 82% | 84% | 86% | 88% | 90% | 92% | 94% | 96% | 98% | 100% |
| Category 3 | 74% | 76% | 78% | 80% | 82% | 84% | 86% | 88% | 90% | 92% | 94% |
| Category 4 | 68% | 70% | 72% | 74% | 76% | 78% | 80% | 82% | 84% | 86% | 88% |
| Category 5 | 62% | 64% | 66% | 68% | 70% | 72% | 74% | 76% | 78% | 80% | 82% |

4. At the time of joining the Working Centre staff, a person's salary is set at Step 1, 2, or 3 of the salary category for his or her position. Upon completion of twelve months' work, and after each twelve-month period thereafter, each staff member advances to the next step within the salary category of his or her position. Step 11 is the ceiling. If the Board of Directors finds it possible to increase the amount of the

Reference Salary for a given year, a staff member who has not yet reached the top step of the category of his or her position receives two raises in that year, one at the beginning of the fiscal year and one on the anniversary of his or her starting date.

5. For fiscal 2014-2015, the Board of Directors has set the Reference Salary at \$34,854, the same amount as for the preceding four years, despite the fact that the average industrial wage in Canada has risen to \$38,000 or more, depending on method of calculation. The reason there has been no increase in the Reference Salary is that the Working Centre is governed by the Public Salary Restraint Act of the Government of Ontario, in effect from 2010 to 2017-2018.