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***Area Economic Development Officers  
Compensation Review  
Date of Report: 1990 Author: Hinchey,  
Williams, Avery, Cooper And Co.  
Catalogue Number: 12-6-5***

AREA ECONOMIC DEVELOPMENT OFFICERS  
COMPENSATION REVIEW  
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Training/Development Programs

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**Hinchey, Williams,  
Avery, Cooper & Co.**

**AREA ECONOMIC DEVELOPMENT OFFICERS  
COMPENSATION REVIEW**

**Prepared For  
POLICY AND PLANNING  
DEPARTMENT OF ECONOMIC DEVELOPMENT  
AND TOURISM  
GOVERNMENT OF THE NORTHWEST TERRITORIES  
YELLOWKNIFE**

4817 - 49th Street, P.O. Box 1620  
Yellowknife, N.W.T. X1A 2P2  
Telephone: (403) 873-3441  
Fax: (403) 873-2353

W. Grant Hinchey, F. C.G.A.  
Robert A. Williams, C.G.A.  
Gerald G.F. Avery, C.G.A.  
Douglas E. Cooper, C.G.A.

Mr. Garry Singer  
Acting Director  
Policy and Planning  
Department of Economic Development and Tourism  
Government of the Northwest Territories  
Yellowknife, NWT  
XI A 2L9

September 19, 1990

Dear Mr. Singer:

**RE: AREA ECONOMIC DEVELOPMENT OFFICER COMPENSATION STUDY**

We are pleased to enclose our final report of the Area Economic Development Officer (AEDO) Compensation study. The study was to address the competitiveness of the AEDO salary range, given the staff responsibilities.

We highlight several findings:

- The salary range for the AEDO position is considered to be externally and internally competitive;
- The compensation levels in and of themselves are not seen to be contributing to the staff turnover problem; and
- There is insufficient rationale, based on compensation levels, for increased classification and pay levels for the AEDO position.

We have recommended a number of **actions which may help** you assess the source of the turnover problem.

We appreciate the opportunity to carry out the survey and look forward to assisting you in the future.

Yours truly,



Enclosure

**AREA ECONOMIC DEVELOPMENT OFFICERS  
COMPENSATION REVIEW**

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**POLICY AND PLANNING**  
DEPARTMENT OF ECONOMIC DEVELOPMENT  
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**YELLOWKNIFE**

**Prepared By**  
**HINCHEY, WILLIAMS, AVERY, COOPER AND CO.**  
**(YELLOWKNIFE)**  
**DELOITTE & TOUCHE**  
**(EDMONTON)**

**September, 1990**

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## 1. INTRODUCTION

### The Problem

The Department of Economic Development and Tourism (EDT), Government of the Northwest Territories is having difficulty retaining well-qualified employees in the position of Area Economic Development Officer (AEDO). The incumbents do not remain in the position long enough to ensure effective, continuous program delivery.

### The Objectives and Scope of this Study

The Department of Economic Development and Tourism, in addressing the EDO staffing problem, engaged Hinchey, Williams, Avery, Cooper and Co. and Deloitte & Touche (Edmonton) to undertake a compensation review for the position. The purpose was to determine if there was evidence that compensation levels were contributing to the high rate of turnover, thus providing grounds for an increase in the classification and pay levels.

The study was limited to a comparison of qualifications and experience, duties and responsibilities, salaries and benefits for the AEDO positions (or equivalents).

### The Methodology

Information with respect to the AEDO positions was supplied by the Department of Economic Development and Tourism. The survey of Regional Superintendent was conducted by EDT staff using a questionnaire, approved by Deloitte & Touche. A sample of 16 job descriptions for various AEDO positions was provided.

In order to complete this task, a comparative analysis was undertaken between the Government of the Northwest Territories AEDO positions and:

- comparable public and private positions in the NWT; and
- comparable positions outside the NWT.

A sample of fourteen positions were examined including the **AEDO**. The jurisdictions examined were agreed upon by the consultant team and EDT.

Information regarding comparable positions with the Government of the Northwest Territories was provided by the Department of Personnel. Information from outside the GNWT was obtained through a combination of interviews and questionnaires. The contacts in organizations surveyed were provided with a general job description for the **AEDO** position and asked to provide their most comparable positions.<sup>4</sup>

The information was analyzed by the consultants in a manner consistent with compensation studies. The positions were compared on the basis of stated minimum qualifications and experience, in addition to duties and responsibilities.

Based on these data and our experience, our findings and conclusions are reported below.

The AEDO position is designed to facilitate economic development in communities throughout the Northwest Territories by:

- facilitating, reviewing and evaluating business proposals;
- providing technical and managerial advice to businesses to ensure they operate in an effective and viable manner;
- design, development and, if possible, implementation of community and regional economic development strategies; and
- promoting and encouraging utilization of department programs and resources.

The job description states that experience with the territorial and federal Financial Assistance Programs available takes approximately two to three years. **Thus**, a new employee requires two or three years of experience to **fulfil** the AEDO position requirements.

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<sup>4</sup> It should be noted that federal government departments did not provide information regarding COI positions.

## **Background Information**

The results of a recent survey (February, 1990) of regional superintendents conducted by EDT, indicates that during the last five years an estimated average of three persons filled each AEDO position. This translates into an average duration of 1 year per person because the positions remain vacant for 6 to 7 months before being **re-filled**. The **survey** also indicated that the average number of years each AEDO position has been held by the present incumbents by community status is:

<b><u>Community Status</u></b>	<b><u>Average Number of Years<sup>2</sup></u></b>
Level 1	1.5
Level 2	<b>2.0</b>
Level 3	1.0

With a new person filling each AEDO position approximately every two years, effective program delivery is difficult to carry out in a strategic sense.

The staffing problem could be related to difficulty in attracting qualified individuals. To determine if this is the situation for the AEDO position, recruitment data and a sample of applicants were examined.

During the period from April, 1988 to April, 1990, thirty-six recruitments for AEDO positions<sup>1</sup> were conducted. These recruitments resulted in a total of 152 qualified applicants applying for the position. A qualified applicant is defined as an **individual who** met or exceeded the minimum education requirement of a diploma in Business Administration and three to five years of relevant experience. This translates to an average of four qualified applicants per position.

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<sup>2</sup>The Department of Economic Development and Tourism has divided communities in three groups. See page A-8 for the listing of these groups.

<sup>3</sup>These positions included Economic Development, Tourism, Renewable Resources and Arts and Crafts officers.

The thirty-six recruitments were distributed in the following manner among the three levels of communities:

<u>Community Status</u>	<u>Positions</u>
Level 1	9
Level 2	14
<b>Level 3</b>	<b>13</b>
<b>Total</b>	<b>36</b>

The GNWT provided detailed information for a sample of applicants for AEDO and Business Development Officer positions. The information indicated that persons applying for these positions met the required qualifications. A total of 17 sample applicants for 4 different AEDO recruitment positions was provided. The time distribution is:

- . 4 applicants - 1987;
- 3 applicants - 1988;
- . 2 applicants - Spring of 1989;
- .2 applicants - Fall of 1989; and
- 6 applicants -1989 Business Development Officer Recruitment.

**Of the sample, 41% of the applicants had obtained university degrees, 35% had post-secondary training and 24% had a combination of training (not resulting in diploma) and experience which would be appropriate for the AEDO position.**

The Regional Superintendent's survey completed for this study indicates the response to each recruitment undertaken **during the past five years** has been adequate, in terms of the number of applications received.

<u>Community Status</u>	<u>Average Number of Applications Received</u>
Level 1	26
Level 2	17
Level 3	70 <sup>4</sup>

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<sup>4</sup>Supporting information is not documented, therefore no **confirmation** of these figures **could be obtained**.

This particular information needs to be qualified because not all regions responded. Also the majority of the regions report accessing the AEDO eligibility list which was established in 1987. A **national** recruiting campaign resulted in 250 applications.

### **Summary**

The most reliable information indicates that recruitments for AEDO positions averaged four qualified applications. Thus, the AEDO staffing problem does not appear to be one of attracting individuals but of retaining them. The Regional Superintendents survey did not provide any information on why people are leaving.

The question to be addressed further is "Do the **GNWT** compensation levels contribute to the high level of **turnover**?" The results of this study follow below.

## II. RESULTS OF THE COMPARATIVE ANALYSIS

### The Goals of Compensation

The compensation system used in any organization is designed to achieve the goals of attracting, retaining and motivating staff. In order to achieve these goals the system must have the characteristics of external competitiveness and internal equity.

Compensation levels need to be competitive with other comparable employers or the organization will have difficulty in attracting and retaining staff. The compensation level must also be consistent with jobs of the similar worth in the organization.

The location and geography of the Northwest Territories result in two criteria which require special consideration: the cost of living as compared to southern Canada and the isolation of some communities. These are factors that must be addressed in establishing competitive compensation and benefits packages for employees.

### Comparison of Selected GNWT Positions

Information provided by the GNWT **Department** of Personnel was used to compare a number of similar positions **to the AEDO. Table 1 summarizes the pay levels and the minimum stated qualifications.** The Department of Personnel could not make job descriptions available to the consultant team, therefore, it must be assumed that these are positions of comparable **worth.**

In a comparison of this type, benchmark position(s) should be used. The **GNWT** Department of Personnel was unable to provide information on benchmark positions as not all positions have been benchmarked.

The comparable positions involved with program delivery are the wildlife officers, recreation officers and social workers. **Given similar stated qualifications and experience, these positions fall within the pay levels 23 to 26. Thus, the AEDO position at pay level 25, is within the range of positions of "similar worth".**

**Table 1  
COMPARISON OF SALARY RANGES AND MINIMUM QUALIFICATIONS**

**Selected GNWT Positions**

<b>GNWT Pay Range</b>	<b>21</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>
<b>Qualifications and Experience</b>	<b>\$37,507- \$44,038</b>	<b>\$39,631- \$46,760</b>	<b>\$40,919 - \$48,408</b>	<b>\$42,275- \$50,138</b>	<b>\$43,697- \$51,955</b>	<b>\$45,197- \$53,865</b>
<b>Grade XII and 3 years experience</b>				<b>AEDO PD/EC II</b>		
<b>Diploma in related field and 1 to 2 years experience.</b>	<b>Maintenance Management Officer (2 years experience) TK/AE 1</b>	<b>Wildlife Officer II Renewable Resource Officer II PD/WO II</b>		<b>AEDO PD/EC II</b>		
<b>Diploma in related field and 3 years experience.</b>				<b>Recreation Officer PD/LO II AEDO</b>		
<b>Diploma in related field and 4 to 6 years experience.</b>			<b>Community Social Service Work IV PD/IS V</b>	<b>Engineering Technician TK/AE II</b>	<b>Wildlife Officer III (6 years experience) PD/WO III</b>	<b>Chief Supervisor Corrections Supervisor PD/IS/CX IV<sup>1</sup> Senior Recreation Development Officer PD/LO III</b>
<b>Degree and 2 to 3 years experience.</b>		*		<b>Engineer TK/AE II AEDO</b>		

<sup>1</sup> Positions require supervisory experience.

Source: Department of Personnel, Government of the Northwest Territories

**Legend** TK = Technical  
PD = Program Delivery  
AEDO = Area Economic Development Officer

## Comparison to Non-GNWT Positions

The AEDO positions were also compared to a number of non-GNWT positions on the basis of qualifications, experience and responsibilities. Table 2 provides a summary of the minimum salary given minimum stated qualifications. For all positions examined, a high school diploma with some experience was the minimum stated qualification.

The AEDO position descriptions, however, provided a variety of stated minimum requirements ranging from a combination of senior matriculation and experience to a degree in business administration. On the basis of stated qualifications and experience, the AEDO minimum salary appears to be competitive with the other jurisdictions surveyed, as shown in Table 2.

The analysis is too narrow to make any quantitative statement about the value EDT receives for the salary paid. All the organizations contacted have a very limited set of qualifications requiring either a diploma or degree with the exception of various communities in Alberta. EDT had the most diverse set of qualifications, but the third highest minimum salary. In general terms the analysis suggests EDT is paying a premium for AEDO staff with a high school education and related experience. For staff having a diploma in business administration and some related experience or a degree in commerce and some experience, the salary paid appears to be 'fair market value'.

Figures 1 and 2 compare the salary ranges for the AEDO position to positions located in the NWT and positions outside the NWT respectively. The AEDO is competitive with the positions within the NWT. Federal Government positions have a higher upper range, however, the minimum qualifications are higher and the duties and responsibilities of the positions have a higher component of management responsibilities than the AEDO.

Table 3 compares the duties and responsibilities of the various positions with the required qualifications and experience. The duties are based primarily on AEDO type of positions and are very broad.

The most critical difference between the AEDO and other positions is the scope of the duties and responsibilities. The AEDO is responsible for providing technical and business assistance to ongoing and new businesses, community economic development and promoting the growth of various industries in addition to the other duties. Only four of

the 13 comparable positions examined were responsible for actual provision of technical and business assistance and community economic development. Only one position was responsible for promoting the growth of various industries.

The job descriptions for various AEDO positions indicate that one of the sources of stress in the job is dealing with clients who have limited business and technical skills.

The difficulty in matching duties between positions is understandable, since many of the positions focus on business counseling and business funding. Some of the positions such as Tourism Development Officer focus on a particular industry thus, eliminating the general community economic development duties.

The results of this comparison of duties suggest the AEDO duties and responsibilities are matched best by the following positions:

- . EDO, Yukon Government
- .IDO, Government of Alberta; and
- . EDO, at the community level in Alberta.

#### **compensation and Living Costs in the NWT**

Various allowances are granted by different organizations in the Northwest Territories to cover the higher costs of living. Table 4 compares the compensation packages for AEDO positions and eight comparable positions located in the NWT.

The analysis of the data provided indicates that the compensation received by AEDOS is in the mid range of the compensation packages offered. The Federal Government departments' compensation packages are higher, however, as stated earlier, the minimum qualifications are also higher and require a degree in related fields. Thus, the AEDO positions appear to be externally competitive.

**Table 2**  
**COMPARISON OF MINIMUM SALARY GIVEN QUALIFICATIONS**

<b>Minimum Salary Level</b>	<b>\$29,290</b>	<b>\$30,449</b>	<b>\$32,750</b>	<b>\$33,775</b>
<b>Qualifications and Experience</b>				
<b>Grade XII and 5 years experience</b>  <b>or</b> <b>Diploma and 3 years experience</b>				
<b>Diploma in Business Administration plus 4 years experience</b>				
<b>Degree in Business Administration, Economics</b>  <b>or</b> <b>Commerce</b>	<b>Junior Accounting Officer</b> <b>Federal Business Development Bank*</b> <b>(F. B. D. B.)</b>	<b>Business Development consultants</b> <b>Government Newfoundland and Labrador*</b>		
<b>Degree and 2 to 3 years experience</b>  <b>or</b> <b>Diploma and 3 to 5 years experience</b>			<b>Senior Accountant Officer</b> <b>(F. B. D.B.)*</b>	<b>Accountant Officer</b> <b>Commercial Lender*</b> <b>(Required 3 and 5 years of experience)</b>
<b>Degree and 5 years experience</b>				

Source: • Represents source of information

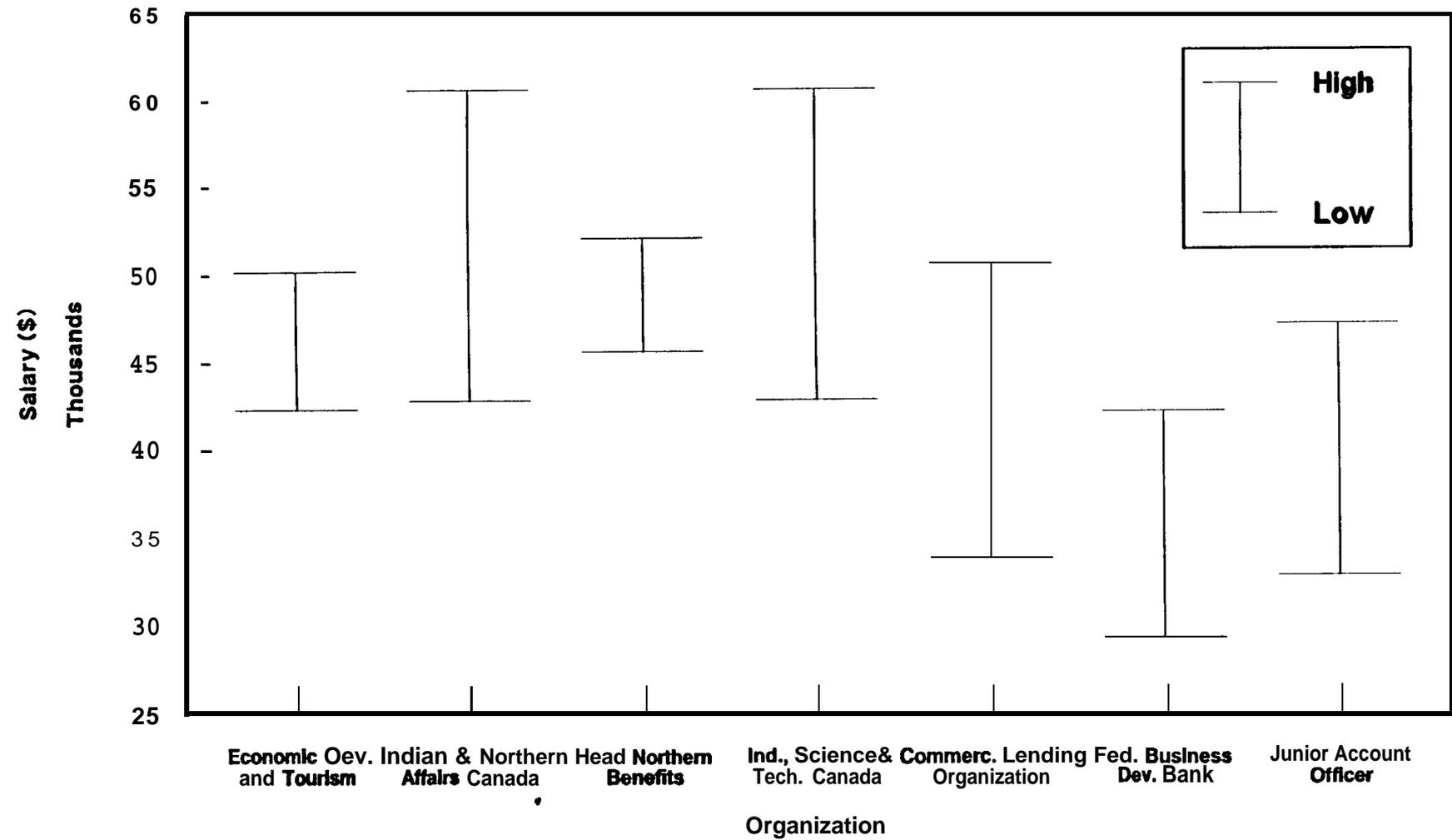
Table 2 (con't)

COMPARISON OF MINIMUM SALARY GIVEN QUALIFICATIONS

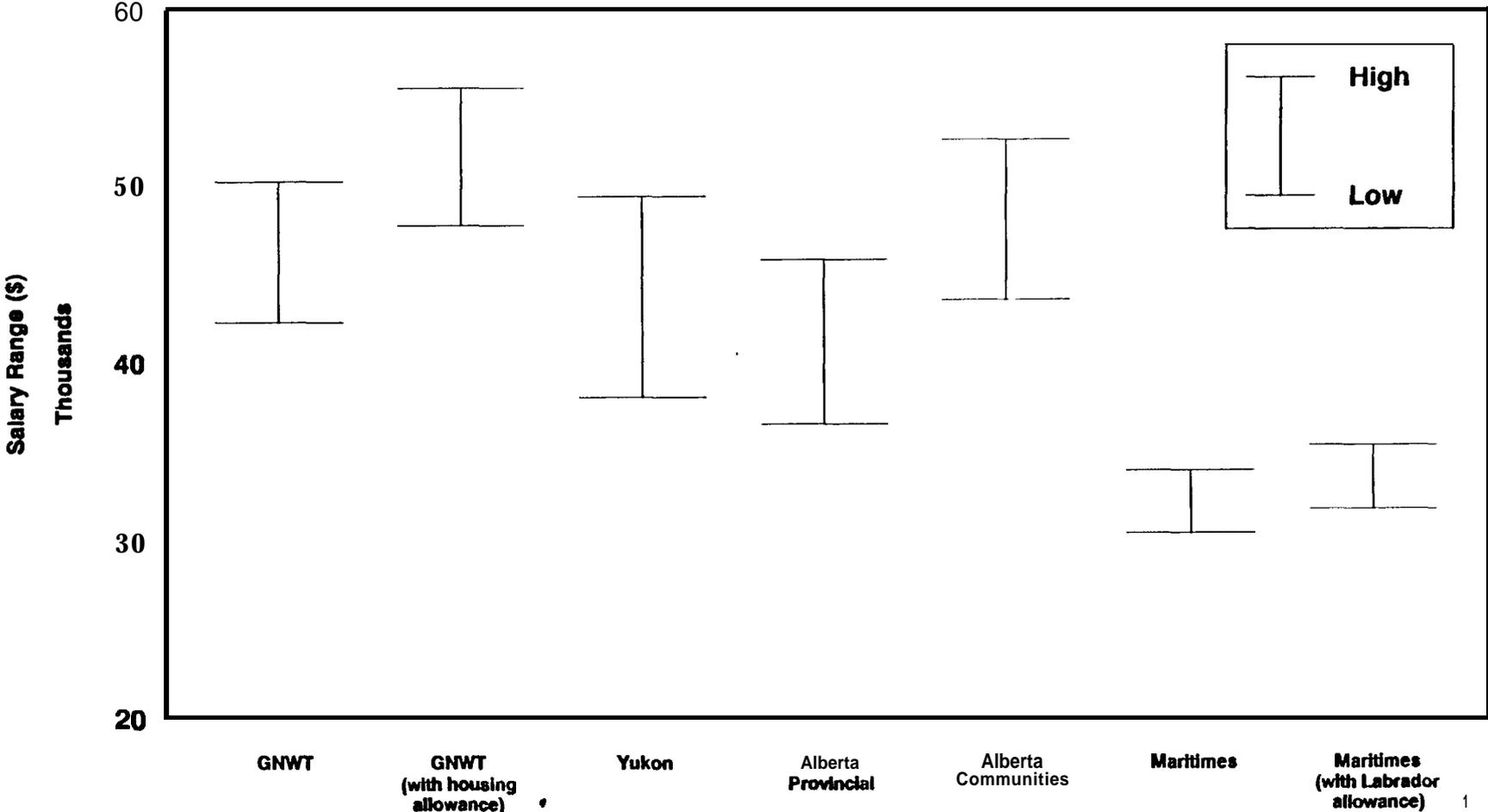
Minimum Salary Level	\$36,528	\$36,021	\$42,275	\$42,761	\$43,523
Qualifications and Experience					
Grade XII and 5 years experience  <u>or</u> Diploma and 3 years experience			AEDO		Economic Development Officer Community in Alberta'
Diploma in Business Administration plus 4 years experience			AEDO		
Degree in Business Administration, Economics  <u>or</u> Commerce			AEDO	Development Officer and Tourism Development Officer Industry Science and Technology Canada*	
Degree and, 2 to 3 years experience  <u>or</u> Diploma and 3 to 5 years experience	Industrial Development Officer Alberta Government*	Economic Development Officer Yukon Government*	AEDO	Non-Renewable Resource Economics Indian and Northern Affairs* (Degree necessary)	
Degree and 5 years experience				Head, Economic Development Section Head Northern Benefits Indian and Northern Affairs, Canada*	

AEDO = Area Economic Development Officer GNWT Economic Development and Tourism  
Source: •Represents source of reformation

**Figure 1**  
**COMPENSATION RANGES - NWT POSITIONS**  
**(\$1990)**



**Figure 2**  
**COMPARISON OF SALARY RANGES**  
**NWT AND OUTSIDE JURISDICTIONS**  
**(\$1990)**



<sup>1</sup> Salary plus Labrador Allowance for single person.

Table 3

**COMPARISON OF DUTIES AND RESPONSIBILITIES  
SELECTED POSITIONS**

Qualifications	Promotion and delivery of organization programs	Provide technical and business assistance to ongoing/new businesses	Facilitation, Development, Management of Business Funding Proposals	Provide Training	Monitor Businesses and assist management to ensure success (compliance to program legislation, etc.)	Business Funding Proposal Analysis and Evaluation	Community Economic Development	Promoting Growth of Various Industries	Liaising with Federal Department
Grade XII and 5 years of experience or Diploma and 3 years experience.	14	14				14	14	14	
Degree or combination of education and experience	1, 3, 9, 11, 13	1, 11, 13	1, 2, 5 <sup>b</sup> , 9 <sup>a</sup> , 11	13	1, 2, 3, 5, 9, 11, 13	1, 2, 3, 11, 13	1, 11	1	3, 11, 13
Degree plus 2 to 3 years of experience.	4, 10	10	4 <sup>a</sup>		4	4, 6, 10	6, 10		10
Degree plus extensive experience.	7, 8, 12		7, 8, 12 <sup>d</sup>		7, 8	7, 8, 12			7, 8

<sup>a</sup> Management not required.

<sup>b</sup> Primarily proposal preparation.

<sup>c</sup> Community development as related to non-renewable resource development projects.

<sup>d</sup> Ministerial and supervisory work.

1. A. E. Do. GNWT

2. Development Officer, DIST.

3. Tourism Development officer, DIST.

4. senior Account officer, F.B.D.B.

5. Account Officer, F. B. D. B.

6. Non-renewable Resource Officer, Indian and Northern Affairs, Canada

7. Head, Economic Development section, Indian and Northern Affairs, Canada

8. Head Northern Benefits, Indian and Northern Affairs, Canada.

9. Account Manager, Commercial Landing Organization.

10. Industrial Development Officer, Alberta Government

11. Economic Development Officer, Yukon Government.

12. Manager, Business Assistance, Yukon Government.

13. Business Development Counsellor, Government of Newfoundland and Labrador.

14. Economic Development Officer, Community in Alberta

Note: Positions 7 and 8 are more managerial than the AEDO.

**When comparing living costs in the NWT to Southern Canada very little data is available.**

The spatial price index provided by the Government of the **NWT** indicates that the living costs were 32.5% higher in **Yellowknife** when compared to Edmonton in 1988.5 Thus, compensation levels need to be correspondingly higher in the NWT.

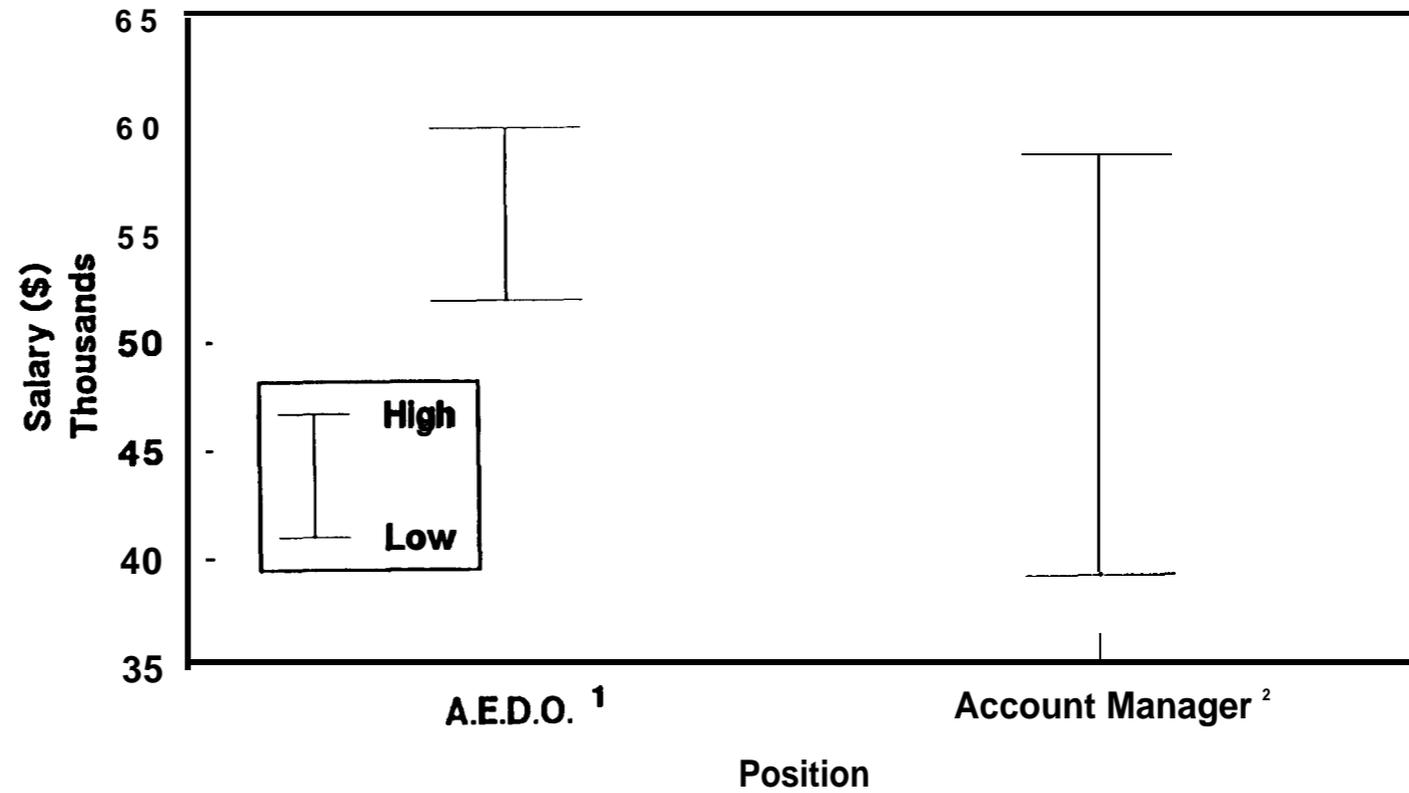
The current AEDO minimum compensation package<sup>6</sup> (\$47,675) is approximately 30.5% higher than the Government of Alberta (\$36,528) and 49.9% higher than the Government of Newfoundland and Labrador (\$31,811.5)<sup>7</sup> and **25.4% higher than the Yukon Government (\$38,021)**.

Teachers' salaries were briefly examined to help verify the findings, since the positions across regions are similar. A survey conducted by the Canadian Teachers' Federation found minimum starting salaries in the NWT to be **35.5%** higher than the Edmonton Public School board, 45.8% higher than in Newfoundland and 6.8% higher than in the Yukon. The reasons for the differentials were primarily attributed to higher living costs in the Northwest Territories.<sup>8</sup>

In comparison to the teachers' salary survey, AEDOS fall short of their counterparts only in comparison to the Government of Alberta. This further supports the external competitiveness of the AEDO pay level.

Figure 3 provides a comparison of the AEDO position in **Inuvik** with the one position the survey yielded. The compensation range for the AEDO is narrower than the account manager, however, it starts higher and ends higher, thus making it very **competitive**.

**Figure 3**  
**COMPENSATION FOR POSITIONS IN INUVIK**



<sup>1</sup> Salary and Housing Allowance and Settlement Allowance

<sup>2</sup> Salary and Northern Allowance for Account Manager, Commercial Lending Organization

Table 4  
 COMPENSATION FOR POSITIONS IN THE NWT  
 (\$1990)

Position	Location	Salary Range \$	Northern Allowance \$	Housing Allowance \$	Total \$
Economic Development and Tourism • A E D O	Yellowknife	42,275 to 50,136	---	5,400 <sup>1</sup>	47,675-55,538
Indian and Northern Affairs Canada • Head Economic Development • Non-renewable Resource Economist	Yellowknife	42,761 to 60,578	2,942 <sup>2</sup> 4,804 <sup>3</sup> 4,967 <sup>4</sup> 8,029 <sup>5</sup>	5,400	51,103-68,920 53,065-70,882 53,128-70,945 56,190-74,007
Indian and Northern Affairs Canada • Head Northern Benefits	Yellowknife	45,549 to 51,999	2,942 <sup>2</sup> 4,904 <sup>3</sup> 4,967 <sup>4</sup> 8,029 <sup>5</sup>	5,400	53,891-60,341 55,853-62,303 55,916-62,366 56,978-65,428
Industry, Science and Technology Canada • Tourism Development Officer • Development Officer - Aboriginal Economic Program	Yellowknife	42,761 to 80,578	2,842 <sup>2</sup> 4,904 <sup>3</sup> 4,967 <sup>4</sup> 8,029 <sup>5</sup>	5,400	51,103-68,920 53,065-70,822 53,128-70,945 56,190-74,007
Commercial Lending Organization, • Account Manager?	Yellowknife Inuvik	33,775 to 50,865	10% of Salary 15% of Salary		37,153-55,732 38,841-58,265
Federal Business Development Bank' • Junior Account Officer • Senior Account Officer	Yellowknife	29,290 to 41,150 32,750 to 47,130	30% of Salary —		38,077-54,795 42,575-61,269

<sup>1</sup> Not available to employees in subsidized housing.

<sup>2</sup> Isolated Post Allowance; Crown housing and single.

<sup>3</sup> Isolated Post Allowance; Crown housing and married.

<sup>4</sup> Isolated Post Allowance; Own housing and single.

<sup>5</sup> Isolated Post Allowance; Own housing and married.

<sup>6</sup> Employer subsidizes heating bills and rent.

<sup>7</sup> Salary ranges misleading. Employees receive midpoint salary; 35,720 and 39,940 respectively.

### III. CONCLUSIONS

The comparative analysis is based on the information obtained from the GNWT and the other organizations contacted. This information was used in the form it was provided. To the best of our knowledge this information is up to date and accurate. Should this not be the case, the analysis and conclusions would be affected.

The AEDO position is comparable to several positions in the public and private sectors. The responsibilities related to community development are matched best by positions in the public sector and the responsibilities related to business proposal evaluation are matched best by positions in the private sector.

The analysis suggests that, on the basis of similarly stated minimum qualifications, the AEDO salary range is competitive with positions within the **GNWT**. In addition, the analysis indicates, that on the basis of similar qualifications, experience and levels of responsibilities, the AEDO positions are competitive with positions outside the **GNWT**. The salary range is therefore, considered to be internally and externally competitive.

With respect to the cost of living, positions located in the **NWT** received higher compensation packages than in the other jurisdictions examined. The AEDO position is not competitive with the Government of Alberta salaries once cost of living is considered. The level of compensation received by the AEDO is competitive with remuneration packages given by the other employers examined in the **NWT**.

If the compensation levels were inadequate the **GNWT** would have difficulty attracting qualified individuals to the position. This does not appear to be a problem experienced by Economic Development & Tourism. Based on this information there is no evidence to suggest compensation levels, in and of themselves, are contributing to the high turnover rate.

The AEDO positions are located in a number of isolated communities. The cost of living in these locations is obviously higher than **Yellowknife**. A settlement allowance designed to cover cost of living differentials between **Yellowknife** and other communities is included in the compensation package of GNWT employees. The settlement allowance levels are not likely to be a factor to the turnover problem.

#### **IV. RECOMMENDATIONS**

The objective of this study was to determine the rationale for increased classification and pay levels. The conclusion **that EDOS** are fairly compensated has not yielded any justification for this to occur. This result however, does not solve the staff turnover problem.

The turnover problem may be a result of salary administration practices or hiring practices. **Salary** administration practices involve the way in which increments are granted and the pay level at which individuals are hired. Staff may leave if these are, or are perceived, to be unfair. The hiring practices may result in hiring individuals who are not sufficiently qualified or experienced. The new incumbent would find the position too difficult and leave after a short time. At the other extreme, individuals hired may be over qualified and accordingly would not be challenged by the position, thus leaving after one or two years.

In order to determine an acceptable turnover rate and what is responsible for the turnover rate, we recommend the following:

1. An **exit-interview** program to determine why individuals are leaving. Some past EDOS may be useful to canvass and review their reasons for leaving.

Analyze the qualifications and experience levels of performance of individuals-who leave the position. The purpose of this exercise is to determine if the turnover problem is specific to a particular level of **AEDO**.

2. A review of the salary administration practices.
3. An internal conference to deal with human resource issues and needs. This may need to take two forms: a senior level conference (planning and issues) and a general conference (needs **focussed**).

The strategy of higher compensation does not appear to be valid. Perhaps a strategy of making some positions become "term-oriented" (e.g., 2 years in a location), such as financial institutions do, may be useful. The strategy of staffing needs to be rethought.

**APPENDICES**

**SUMMARY OF REGIONAL SUPERINTENDENT SURVEY . . . . . Appendix A**  
**CONTACT LIST . . . . . Appendix B**  
**DUTIES AND RESPONSIBILITIES OF AEDO'S . . . . . Appendix C**  
**REFERENCES . . . . . Appendix D**

**ECONOMIC DEVELOPMENT & TOURISM  
SUMMARY REPORT  
AREA ECONOMIC DEVELOPMENT OFFICER EMPLOYMENT DATA  
AS OF 90/05/18**

A. Entry Level Academic Qualifications Relevant Experience, Pay Level and Distribution by Community Status.

1. Entry Level Academic Qualifications

<u>Qualifications</u>	<u>Number</u>
Master Business Administration	2
<b>Senior</b> Matric	1
Bachelor of Commerce	3
High School	6
Diploma, Business Administration	7
Master of Arts	2
Bachelor of Arts	1
B. Sc. Engineering/ Bachelor of Business Administration/Incomplete	1
B. Sc. Agriculture	<u>1</u>
<b>TOTAL</b>	<b>24</b>

2. Years of Relevant Experience.

**Average: 18 responses 9 years**  
**Range: 1 year - 32 years**

**Adjusted Average 13 responses 7 years**  
**Range: 2 years - 19 years**

3. Relevant Experience By Type.

<u>Experience</u>	<u>Number</u>
Small Business Employee	8
Small Business Owner	3
<b>Retail Sales</b>	2
Banking/Financial	2
Government	2
Arctic Cooperatives	1
NOT STATED	<u>6</u>
<b>TOTAL</b>	24

4. Classification Category and Pay Level.

<u>Category</u>	<u>Level</u>	<u>Number</u>
PDEC II	25	23
PDEC III	27	<u>1</u>
<b>TOTAL</b>		24

5. Distribution By Community Status.

<u>status</u>	<u>Number</u>
Level 1	7
Level 2	14
Level 3	<u>9</u>
<b>TOTAL</b>	30

NOTE: Total Shows an excess of 6 positions because some AEDOs have responsibilities for more than one community.

B. Recruitment

1. Estimated average of number of applications received for each AEDO position recruited during the past five years.

<u>status</u>	<u>Average Number of Applications</u>
Level 1 Communities	26
Level 2 Communities	17
Level 3 Communities	70

**Note:** Not all regions responded. The majority of Regions report accessing the AEDO eligibility list established in 1987. A national recruiting campaign resulted in 250 applications.

c. Vacancy Rate

1. Estimated average number of months each AEDO position once vacant remained vacant, by community status.

<u>Status</u>	<u>Average Number of Months</u>
Level 1 Communities	6
Level 2 Communities	7
Level 3 Communities	7

D. Turnover Rate

1. Estimated average number of years each AEDO position has been held by the present incumbent, by community status.

<u>Status</u>	<u>Average Number of years</u>
Level 1 Communities	1.5
Level 2 Communities	2
Level 3 Communities	1

2. Estimated average number of persons filling AEDO positions during the past five years by community status.

<u>status</u>	<u>Average Number of Persons</u>
Level 1 Communities	3
Level 2 Communities	3
Level 3 Communities	3

Source: Regional Superintendents Survey

**GNWT**  
**CLASSIFICATION, PAY RANGE & QUALIFICATIONS**  
**OF SELECTED POSITIONS**

**Recreation Officers**

<b><u>Classification</u></b>	<b><u>Working Title</u></b>	<b><u>Pay Range</u></b>	<b><u>Location</u></b>	<b><u>Education/Experience criteria</u></b>
PD/LO II	Recreation Officer	25	Iqaluit	Related Diploma & 3 years experience
PD/LO III	Senior Recreation Development Officer	27	Iqaluit	Related Diploma & 3 years experience and 2 years management experience.
PD/LO III	Senior Recreation Development Officer	27	Rankin Inlet	Related Diploma & 5 years experience and supervisory experience.

**Renewable Resources/Wildlife Officers**

<b><u>Classification</u></b>	<b><u>Working Title</u></b>	<b><u>Pay Range</u></b>	<b><u>Location</u></b>	<b><u>Education/Experience - Criteria</u></b>
PD/WO I	Renewable Resource Officer I	20	Hay River	Grade X
PD/WO I	Wildlife Officers I	20	Baker Lake	Grade VIII & 10 years experience
PD/WO II	Wildlife Officer II	23	Cambridge Bay	Renewable Resources Diploma & 1-2 years experience
PD/WO II	Renewable Resources" Officer II	23	Norman Wells	Renewable Resources Diploma & 1-2 years experience

PD/WO III	Wildlife Officer III	26	Iqaluit	Renewable Resources Diploma & 6 years experience
PD/WO III	District Protection Officer	26	Fort Simpson	Renewable Resources Diploma & 5 years experience & specialized in-service training

Social Workers

<u>Classification</u>	<u>Working Title</u>	<u>Pay Range</u>	<u>Location</u>	<u>Education/Experience - Criteria</u>
PD/IS IV	Community Social Service Worker III	21	Fort Smith	2 year Diploma in Social Services & 3 years experience
PD/IS IV	Community Social Service Worker III	21	Inuvik	2 year diploma in Social Services & 3 years experience
PD/IS V	Community Social Service Worker IV	24	Cambridge Bay	2 year diploma & 4 years experience
PD/IS V	community Social Service Worker IV	24	Fort Franklin	2 year diploma & 4 years experience or a degree & 1 year experience
PD/IS VI	community Social Service Worker V	27	Cambridge Bay	2 year diploma & 6 years experience or a degree & 3 years experience
PD/IS VI	Community Social Service Worker V ,	27	Fort Smith	2 year diploma & 4-6 years experience including supervisory experience

Correctional Officers

<u>Classification</u>	<u>Working Title</u>	<u>Pay Range</u>	<u>Location</u>	<u>Education/Experience - Criteria</u>
PD/IS/CX I	Corrections Officer I	18	Yellowknife	Grade XI & 1 year experience
PD/IS/CX I	Corrections Officer I	18	Fort Smith	Grade XI & 1 year experience
PD/IS/CX II	Correctional supervisor	22	Yellowknife	Grade XII & 3 years experience
PD/IS/CX II	Corrections Supervisor	22	Yellowknife	Grade XII & 3 years experience
PD/IS/CX IV	Chief Supervisor	27	Hay River	2 year Diploma in Social Services & 4-6 years experience including supervisory experience
PD/IS/CX IV	Corrections Supervisor	27	Iqaluit	2 year diploma in Social Services & 4-6 years experience including supervisory experience

Engineers\Technicians

<u>Classification</u>	<u>Working Title</u>	<u>Pay Range</u>	<u>Location</u>	<u>Education/Experience - Criteria</u>
TK/AE I	Maintenance Management Officer	21	Fort Smith	Diploma & 2 years experience

TK/AE I	Technical Officer	21	Rankin Inlet	Diploma & 3 years experience
TK/AE II	Engineering Technician	25	Inuvik	Diploma & 5 years experience
TK/AE II	Engineer	25	Hay River	Degree & 2-3 years experience
TK/AE III	Project Engineer, Mechanical	29	Iqaluit	Degree & 3 years experience. Must be a professional engineer
TK/AE III	Maintenance Manager	29	Hay River	Degree & 4 years experience

SOURCE : GNWT DEPARTMENT OF PERSONNEL - 90/05/22

DEPARTMENT OF ECONOMIC DEVELOPMENT & TOURISM

COMMUNITY GROUPINGS

Level 1 Communities are:

**Yellowknife**  
**Hay River**  
**Fort Smith**  
**Inuvik**

Level 2 **Communities** are:

<b>Coppermine</b>	<b>Igloolik</b>
<b>Aklavik</b>	Baker Lake
Pond Inlet	<b>Iqaluit</b>
Rae Edzo	Tuktoyaktuk
Fort McPherson	Eskimo Point
<b>Rankin Inlet</b>	Pangnirtung
<b>Cape Dorset</b>	Norman <b>Wells</b>
Cambridge Bay	Fort Simpson

Level 3 Communities are:

Arctic Bay	Bathurst Inlet
Broughton Island	Bay <b>Chimo</b>
Clyde <b>River</b>	Gjoa Haven
Grise <b>Fiord</b>	<b>Holman</b> Island
Hall Beach	<b>Pelly</b> Bay
Lake Harbour	Spence Bay
<b>Nanisivik</b>	Arctic Red River
Resolute	<b>Colville</b> Lake
<b>Sanikiluaq</b>	Fort Franklin
Chesterfield Inlet	Fort Good Hope
Coral <b>Harbour</b>	<b>Fort</b> Norman
Repulse Bay	<b>Paulatuk</b>
Whale Cove	<b>Saschs Harbour</b>
Detah	Nahanni Butte
Enterprise	Paradise Gardens
Fort <b>Liard</b>	Rae Lakes
Fort Providence	Reliance
Fort Resolution	Salt Plains
Hay River Reserve	snare Lake
Jean Marie River	snowdrift
<b>Kakisa</b>	Trout Lake
<b>Lac La Martre</b>	Wrigley



**C. VACANCY RATE**

1. Please estimate below the average number of months each Economic Development Officer's position in your region which became vacant during the past 5 years remained vacant. Please list according to community status.

LEVEL 1 COMMUNITIES: \_\_\_\_\_ Months

LEVEL 2 COMMUNITIES: \_\_\_\_\_ Months

LEVEL 3 COMMUNITIES: \_\_\_\_\_ Months

**D. TURNOVER RATE**

1. Please estimate below the average number of years each Economic Development Officer position in your region has been filled by the present incumbent. Please list according to community status.

LEVEL 1 COMMUNITIES: \_\_\_\_\_ Years

LEVEL 2 COMMUNITIES: \_\_\_\_\_ Years

LEVEL 3 COMMUNITIES: \_\_\_\_\_ **Years**

2. Please estimate below the average number of persons who have filled each Economic Development Officer position in your region during the past 5 years. Please list according to community status.

LEVEL 1 COMMUNITIES: \_\_\_\_\_ Persons

LEVEL 2 COMMUNITIES: \_\_\_\_\_ Persons

LEVEL 3 COMMUNITIES: \_\_\_\_\_ Persons

**ECONOMIC DEVELOPMENT AND TOURISM  
CLASSIFICATIONS AND SALARY RANGES  
SELECTED POSITIONS**

1. **Area Economic Development Officer**  
     3012           PDEC II 25     \$42,275. - \$50,138.
2. Business Development Officer  
     Establishment Report shows no positions
3. Business Services Officer  
     3012           PDEC II 25     \$42,275. - \$50,138.  
     3014           PDEC III 27    **\$45,197.** - \$53,865.
4. Assistant Regional Superintendent  
     3014           PDEC IV 30     \$50,138. - \$62,186.
5. Area Superintendent  
     3014           **PDEC** IV 30     \$50,138. - \$62,186.
6. Regional Superintendents  
     **9000**         **Hay** Plan         \$63,615. - 974,475.
7. Directors  
     **9000**         Hay Plan             \$60,940. - \$71,830.

Source: **Human** Resource Information System: Establishment  
 Report 90/03/31

## SUPPLEMENT TO REGIONAL SUPERINTENDENTS' SURVEY

### Economic Development Officer Recruitment Data

1. The number of AEDO (Economic Development, Tourism, Renewable Resource and Arts & Crafts Officers) positions recruited during the past two years (April, 1966- April, 1990).

**Results:**

Positions Recruited: 36

2. The names of the immunities for which AEDO positions were recruited for.

**Results:**

Community Distribution by Level:	Level 1	9
	Level 2	14
	Level 3	<u>13</u>
	Total	<u>36</u>

3. Total number of qualified (min. education a diploma in Business Administration and 3-5 years relevant experience) applicants applying for all positions recruited.

**Results:**

Number of Qualified Applicants 152

The above data should be considered as valid and reliable as only one region did not provide written documentation.

Source: Regional Superintendents, Government of the Northwest Territories.

**CONTACT LIST**

<b>Mr. Tim Gordon</b>	<b>Business Analyst, Alberta Economic Development and Trade</b>
<b>Mr. Brent Kolodychuk</b>	<b>I DO, Alberta Economic Development and Trade</b>
<b>Mr. Jeff Motherwell</b>	<b>I DO, Alberta Economic Development and Trade</b>
<b>Mr. Alan Walkey</b>	<b>I DO, Alberta Economic Development and Trade</b>
<b>Mr. Mike Kenny</b>	<b>Manager Business Assiince, Yukon Economic Development</b>
<b>Ms. Linda Fraser</b>	<b>Yukon Public Service Commission</b>
<b>Mr. Jack Lamoureux</b>	<b>Economic Development Coordinator, Town of Hinton</b>
<b>Mr. Dwight Stanford</b>	<b>Town Manager/Economic Development Officer, Town of Edson</b>
<b>Mr. Cary Smigerowsky</b>	<b>County Manager, County of Smokey Lake</b>
<b>Mr. Harold Stone</b>	<b>Assistant Deputy Minister, Finance Administration, Government of Newfoundland and Labrador</b>
<b>Mrs. Galpeau</b>	<b>Department of Indian and Northern Affairs</b>
<b>Ms. June Vermeesch</b>	<b>Personnel Director, Federal Business Development Bank</b>
<b>Mr. Pauf Berthelit</b>	<b>Director, Industry, Science and Technology</b>
<b>Personnel Department</b>	<b>Two Commercial Lending Organizations</b>
<b>staff</b>	<b>Department of Personnef, Government of the Northwest Territories</b>
<b>Mr. Dan Hinbecker</b>	<b>Canadian Teachers Association</b>

**Table C-1  
Duties and Responsibilities of Various AEDO Positions**

EDO Job Descriptions	Qualifications and Experience	Provide leadership and advisory assistance in all aspects of community and regional economic development.	Proposal Development and Management.	Monitor Business and Assist Management.	Assist clients in preparation of funding proposals.	Provide assistance to ongoing small business.	Community Economic Development.	Research and Information Development.	Promoting growth of various industries.	Delivery of Departmental Financial Assistance and Development Programs.	Supervision of Professional Staff.	Supervision of Administration/Support Staff.	Responsible for Administration and control of Department in Hay River.	Licensing and inspection of Tourism establishments and Outfitters.	Assist Assistant Regional Supervisor in Administration and control of Section of Department.	Coordination of Economic Development Agreement (EDA).	Development Coordination and Evaluation Training Programs.	Manpower Update.	
Senior Matriculation (Grade 12) and 5 years of experience.		1, 2, 3, 15	1, 2, 3, 15	1, 2, 3	4	4	4	4	4			15							
Diploma in Business Administration									15										15
Grade 12 and 5 years of experience with courses in Accounting, Financial Analysis and Management OR Diploma in Financial Administration plus 3 years of experience.						11, 12, 13	11, 12, 13			11, 12, 13	●	11, 13	11, 13	11	12	12			
Degree in Commerce/B.Admin./Econ. and 2 to 3 years experience OR Diploma in Business Admin. plus 3 to 5 years related experience.		14, 16					14, 16	14, 16			■	14, 16					14, 16		
Degree in Commerce/Business Admin. with 3 years related experience OR Diploma in Business Admin. plus 5 years related experience.						9	9, 10			9, 10		9	9, 10						
Diploma in Business Admin. plus 4 years related experience.				8		5, 6, 7	5, 6, 7, 8		5, 6, 7, 8	5, 6, 7, 8	*	8							

Including Department Operation and Maintenance Budget and Capital Area Budgets

- Fort Lard Area Parks Staff.
- + AEDO Trainees.
- Casual Staff
- ⚙ Contractors and CESO Workers.

**Coding of EDO Job Descriptions From GNWT Econ. Div. and Tourism**

- 1. Kitikmeot Region - Gjoa Haven
- 2. Kitikmeot Region - Spence Bay
- 3. Kitikmeot Region - Coppermine
- 4. Inuvik Region - Fort Frontline
- 5. Inuvik Region - Inuvik
- 6. Inuvik Region - Fort Good Hope
- 7. Inuvik Region - Fort McPherson
- 8. Inuvik Region - Tuktoyaktuk
- 9. South Slave - Hay River
- 10. Fort Smith Region - Fort Smith
- 11. Deh Cho Region - Fort Liard
- 12. North Slave Region - Yellowknife
- 13. North Slave Region - Rae/Edzo
- 14. Keewatin Region - Baku Lake
- 15. Keewatin Region - Eskimo Point
- 16. Keewatin Region - Chesterfield Inlet

**REFERENCES**

- Commercial Lending Organization, Account Manager Job Description
- County of Smoky Lake, Economic Development Officer Job Description
- Federal Business Development Bank, Junior Account Officer Job Description
- Federal Business Development Bank, Senior Account Officer Job Description
- Government of Alberta, IDO Job Description
- Government of Canada, Indian and Northern Affairs Head Northern Benefit Job Description
- Government of Canada, Indian and Northern Affairs. Non-Renewable Resource Economics Job Description
- Government of Canada, Indian and Northern Affairs Canada, Head Economic Development Job Description
- Government of Canada, Industry, Science and Technology, Development Officer (Aboriginal Development Program) Job Description
- Government of Canada, industry, Science and Technology, Tourism Development Officer Job Description
- Government of Newfoundland and Labrador, Business Development Consultants Job Description
- Government of Northwest Territories, Building on Strengths: A Community-Based Approach
- Government of Northwest Territories, Collective Agreement Between the Union of Northern Workers and the Minister of Personnel for the Government of the NWT, Expires 31, March, 1932
- Government of Northwest Territories, Economic Development Officer Job Description
- Government of Northwest Territories, Quarterly Statistics, Vol. 11 (4), December, 1939
- Town of Hinton, Economic Development Coordinator, Job Description
- Yukon Territorial Government, Economic Development Officer, Job Description
- Yukon Territorial Government, Manager Business Assistance, Job Description