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Developing a New Provincial Salary Structure for Community Legal Clinics

HayGroup®



**Report prepared for:
Association of Community Legal
Clinics of Ontario**

Contents

1. Introduction	1
2. Methodology.....	2
3. Current Salary Grid and Principles for a New Structure.....	3
4. Market Findings.....	5
5. Proposed Salary Structure: Discussion & Recommendations ..	8
Appendix A: Implementation Guidelines and Examples	12
Appendix B: Sample Job Descriptions	23

1. Introduction

Hay Group was retained by the Association of Community Legal Clinics of Ontario (ACLCO) to develop a new provincial salary structure for community legal clinics.

Legal Aid Ontario's (LAO) salary funding grid provided clinics with some guidance in setting salaries for a number of years. The LAO salary funding grid is no longer used by LAO in their funding decisions. However, the funding amounts that it prescribed continue to have a significant impact on each clinic's salary funding. LAO's unstated assumptions about the relative value of jobs and the value of experience applied to over 30 years of a constantly changing funding environment have made this grid impossible to use in any meaningful way for most clinics. But clinics have not had any assistance from LAO in developing salary administration policies and most clinics do not have access to the expertise necessary to develop these policies. It is the view of the ACLCO and its members that it is time to establish a new salary structure.

The sample job descriptions, developed by a joint LAO-clinic committee a few years ago for use by the clinics, are attached as Appendix B. It is recognized that many actual clinic job descriptions vary significantly from these samples and clinics will need to adjust the value of their jobs accordingly.

This report comprises the following sections:

- Methodology
- Existing Salary Grid and Principles for a New Structure
- Market Findings
- Proposed Salary Structure: Discussion & Recommendations

2. Methodology

In conducting this assignment, Hay Group undertook the following activities:

- We met with the ACLCO Compensation Working Group to confirm the project deliverables, activities and time table. We also discussed the project context, key issues and concerns with the existing structure, and identified the primary objectives and principles of a new structure.
- We evaluated the five core clinic jobs using the Hay Group Job Evaluation Methodology. The five jobs are as follows:
 - Executive Director
 - Staff Lawyer
 - Community Legal Worker
 - Office Manager
 - Support Staff

The job were evaluated for two reasons: (1) in order to establish the relative size of each job, and (2) to allow Hay Group to benchmark the clinic jobs against jobs of similar size and complexity in our compensation database.

- We accessed market data from our compensation database for comparable jobs in the Ontario broader public sector. We were also provided with salary ranges for Legal Aid Ontario (LAO) and the Human Rights Legal Support Centre.
- We developed options for salary ranges based on the job evaluation results and the market data.
- We met twice with the Working Group Sub-Committee to present the market findings and salary range options. In between the two meetings, we participated in a conference call meeting with the Compensation Working Group to obtain guidance on key issues.
- We prepared this final report presenting our findings, salary range options and recommendations.

3. Current Salary Grid and Principles for a New Structure

3.1. Current Salary Grid

The following information was provided by the Compensation Working Group with respect to the current salary grid:

- The current salary grid is actually a funding grid. Clinics allocate the funds that are provided as they see fit.
- The funding grid extends only to 2011; when a person starts in a later year (e.g., 2013), the clinic starts with the salary for an individual who began in 2011, and applies the percentage increases for each of the subsequent years (e.g., 2012 and 2013) to determine the appropriate starting salary.
- Funding for increases is provided annually by LAO.
- Once a position reaches the cap or ceiling set by LAO, the clinic does not receive additional funding, i.e., the employee is not considered as part of the group of employees who attract salary increase funding (except for pay equity increases). That said, there are few positions at the top of the funding grid.
- In the last two years, LAO increased the funding allocations to each specialty and ethno-linguistic clinic, and several general service clinics, by varying amounts. This funding may be used to retain additional staff.
- The current funding grid does not include Pay Equity funding. The funding grid included Pay Equity up until the year 2000.
 - A rough estimate of the Pay Equity funding was suggested at \$10,000 per position.
 - Pay equity is based on payroll and, therefore, varies by clinic (the application of pay is different for each clinic).
 - The application of pay equity is different for each clinic, despite having a common comparator, because each clinic has its own pay equity plan.

The Working Group identified the following issues with the current grid that need to be resolved:

- Compression is happening both within jobs (i.e., no differentials for large spans of time based on “year of hire” or “year of call”) and between jobs.
- Historically there were challenges with attracting new employees; as a result, the starting salary was made more generous, but then the grid was capped, which has caused compression and slower movement through the “range.”

- The only opportunity for increases is COLA as funded by LAO in any particular year, which limits the ability of people to grow within their job.

3.2. Principles for Designing a New Structure

Based on our discussions with the Compensation Working Group, we understand that the new salary grid should provide a fair and equitable approach to setting salaries, and support the recruitment and retention of staff. Specifically, the grid should assist the clinics with two key decisions:

1. Setting salaries for new hires
2. Determining pay increases for existing employees

In addition to the primary objectives above, the following were identified as guiding principles in establishing the new structure:

- Appropriate pay differential between each of the five jobs
- Fair, transparent and easy to understand
- Easy to implement across the clinics (i.e., structured but also able to adapt to fit the unique situation of each clinic); salaries should be comparable from one clinic to another
- Addresses compression issues within jobs, as well as between jobs
- Allows the opportunity to provide increases that reflect an individual's growth within the role
- Provides flexibility for new and existing roles that do not fit within the parameters of the current five jobs

In addition to the above principles, the Working Group provided strategic contextual information, specifically that many clinics have recently received and many will receive funding increases to provide more and enhanced legal aid services. As a result it is anticipated that approximately 80-90 new hires will enter the system in the near future.

Further, over the next five years, clinics will need to fill more senior positions due to upcoming retirements.

4. Market Findings

4.1. Market Data Sources

For the purpose of this study, we accessed market data from Hay Group's extensive compensation database.

Hay Group evaluated the five core clinic jobs using the Hay Group Job Evaluation Methodology. This methodology uses the four standard factors of know-how, problem-solving, accountability and working conditions to analyze and evaluate the skill, effort and responsibility of any job.

Based on the evaluation results, we benchmarked the clinic jobs to our database and obtained salary data for jobs of comparable size and complexity. Two markets were accessed:

- All Ontario broader public sector organizations
- Jobs requiring legal training within Ontario broader public sector organizations

In addition, ACLCO obtained salary information for LAO and the Human Rights Legal Support Centre for the purpose of this project.

4.2. Compensation Elements

Information was collected and analyzed for the following compensation elements:

- Job rate, i.e., the salary paid to a fully competent, experienced incumbent
- Actual base salary, i.e., the salaries actually paid to incumbents

Note that actual salaries may differ from job rates for various reasons, including available funding.

4.3. Statistics

Market data have been analyzed according to the following statistics (subject to there being sufficient observations):

75th percentile (P75): the point below which 75% of values fall. Also referred to as “top quartile.” A minimum of 7 values is required to report this statistic.

50th percentile (P50): the mid-point of all values. A minimum of 4 observations is required to report this statistic.

25th percentile (P25): the point below which 25% of values fall. Also referred to as the “bottom quartile.” A minimum of 7 values is required to report this statistic.

Average: the arithmetic average (or mean). A minimum of 3 values is required to report this statistic.

4.4. Market Data

In the following tables, we present the market data accessed through the Hay Group compensation database. Please note that the reported salaries include pay equity.

Ontario Broader Public Sector: Annual Salaries								
Job Title	Job Rate				Actual Salary			
	P75	P50	P25	Avg.	P75	P50	P25	Avg.
Executive Director	143,150	130,560	116,690	133,330	147,590	131,950	116,300	134,120
Staff Lawyer	112,310	105,360	95,850	105,020	114,990	105,100	95,870	105,510
Community Legal Worker	85,610	79,120	69,850	78,310	86,370	76,610	68,530	77,740
Office Manager	66,250	58,990	53,150	60,220	65,680	58,410	52,080	59,920
Support Staff	56,740	47,800	43,660	49,650	55,810	47,990	42,350	49,840

Jobs Requiring Legal Training in the Ontario Broader Public Sector: Annual Salaries								
Job Title	Job Rate				Actual Salary			
	P75	P50	P25	Avg.	P75	P50	P25	Avg.
Executive Director	139,060	135,920	121,960	135,640	150,950	128,320	114,820	131,180
Staff Lawyer	122,890	111,120	100,680	114,900	122,980	108,020	92,080	111,590
Community Legal Worker	78,790	73,490	67,720	74,560	80,430	71,200	67,500	73,310
Office Manager	n/a	56,630	n/a	58,080	n/a	54,990	n/a	56,780
Support Staff	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

We observe that the market salaries for the Executive Director and Staff Lawyer positions are generally higher for the “legal” market as compared to the generic market. In other words, there is a “market premium” for jobs that require legal training. This is similar to salary data we observe for other professions.

While we have provided market data for various percentiles, we recommend that the 50th percentile (middle of the market) is a reasonable and defensible position for broader public sector organizations.

For the Staff Lawyer position, we observe that the Human Rights Legal Support Centre pays less than the 50th percentile of market, while LAO has an annual salary range maximum of \$115,000, which is only slightly higher than the 50th percentile for broader public sector legal positions and is equal to the market average.

Note that non-profit and public sector organizations typically position their compensation at the 50th percentile of the market, as the middle of the market is a reasonable, defensible and generally competitive position. We typically recommend the 50th percentile rather than the average, as the average can be significantly affected (up or down) by a small number of high or low values.

5. Proposed Salary Structure: Discussion & Recommendations

5.1. Salary Range Recommendations

Based on the principles developed by the Compensation Working Group, the market data and best practices, we propose a new compensation structure with the following attributes:

- The salary ranges have fixed steps, with a “full competency rate” at the top of the range, which is aligned with the market “job rate.” An incumbent progresses through the salary range based on demonstrated increasing competency in the role. When employees reach the full competency rate, they may still be eligible to receive cost-of-living increases. However, the priority should be to progress all competent employees on their respective ranges to the full competency rate. Employees at the full competency rate should receive a pay equity adjustment if they have not reached pay equity.
- The number of steps is different for the various roles based on the estimated time it takes for an incumbent to reach full competence, based on advice provided by the Compensation Working Group:
 - Officer Manager/Support Staff: 6 steps
 - Staff Lawyer/Community Legal Worker: 8 steps
 - Executive Director: 6 steps

Note that incumbents in less complex roles (Office Manager/Support Staff) typically take less time to reach full competence than incumbents in more complex roles (Staff Lawyer/Community Legal Worker). With respect to the Executive Director, it is assumed that an incumbent will have already reached full competence as a Staff Lawyer, and hence has built up an understanding of the clinic and sector.

- The Staff Lawyer full competency rate serves as the “fulcrum” for the structure, that is, it is positioned at the market job rate. In examining the market data, we found that the variance between the salaries at the job rate of the five positions at the 50th percentile is approximately 30%. Therefore, we have recommended a salary structure in which the differential between salaries at the job rate is 30%. In other words, the Executive Director full competency rate is 30% greater than the Staff Lawyer full competency rate; the Staff Lawyer full competency rate is 30% greater than the Community Legal Worker full competency rate; etc. In addition to aligning reasonably well with the market data, this approach provides for internal equity between positions in a manner that aligns with best practice, while addressing the concern about compression.

- The Staff Lawyer full competency rate has been set at the LAO salary range maximum of \$115,000. This salary is both very close to the 50th percentile and average of the overall market, as well as being reasonable and defensible in relation to a key market comparator.
- The salary range minimum should reflect a reasonable “start rate” for a new hire with little or no experience in a similar role. Some new hires may be placed higher than the start rate based on their previous experience, so that the time to reach the full competence rate will be shorter.

Based on the above attributes and in discussion with the Compensation Working Group, we recommend the following salary structure design: (Note: Salary values indicated below are inclusive of pay equity funds.)

Job Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Differential b/w Grades (vertical)	% Progression b/w Steps (horizontal)	Min-Max Spread	Step 1 / Job Rate (last step)
Executive Director	\$120,000	\$125,400	\$131,000	\$136,900	\$143,100	\$149,500			30%	4.5%	24.6%	80%
Staff Lawyer	\$76,400	\$81,000	\$85,900	\$91,100	\$96,600	\$102,400	\$108,500	\$115,000	30%	6.0%	50.5%	66%
Community Legal Worker	\$70,500	\$72,800	\$75,200	\$77,700	\$80,300	\$83,000	\$85,700	\$88,500	30%	3.3%	25.5%	80%
Office Manager	\$59,900	\$61,500	\$63,100	\$64,700	\$66,400	\$68,100			30%	2.6%	13.7%	88%
Support Staff	\$46,100	\$47,300	\$48,500	\$49,800	\$51,100	\$52,400				2.6%	13.7%	88%

Note that the Executive Director salary range could be applied in a manner to reflect clinics of varying size and complexity.

5.2. Managing Progression on the Salary Range

Ideally, incumbents would progress through the salary range at the rate of one step per year until reaching the full competency rate. However, we understand that clinics typically receive annual funding increases of only 1% plus 1% for pay equity. When a clinic has staff turnover, additional funds may be available for salary increases, but it is generally not possible to plan for such situations.

To address these circumstances, we have proposed “transitional pay levels” of approximately 0.5% – 1.0% that allow for more gradual progression between steps. Incumbents could move one or more transitional pay levels per year, subject to the funds available to the clinic for salary adjustments. The benchmark steps remain aspirational, but also important benchmarks for measuring progress relative to the market.

The table on the following page illustrates the transitional pay levels between steps that may be used when funds are not available to implement a full step increase. Appendix A provides an example of how clinics could manage salary range progression using the transitional pay levels.

Step Structure with Transitional Pay Levels

Steps	Executive Director	Staff Lawyer	Community Legal Worker	Office Manager	Support Staff
Step 8		\$115,000	\$88,500		
7.5		\$113,900			
7.4		\$112,800			
7.3		\$111,700			
7.2		\$110,600	\$87,600		
7.1		\$109,500	\$86,600		
Step 7		\$108,500	\$85,700		
6.5		\$107,400			
6.4		\$106,300			
6.3		\$105,200			
6.2		\$104,200	\$84,800		
6.1		\$103,300	\$83,900		
Step 6	\$149,500	\$102,400	\$83,000	\$68,100	\$52,400
5.5		\$101,400		\$67,800	\$52,200
5.4		\$100,400		\$67,500	\$52,000
5.3	\$147,900	\$99,400		\$67,300	\$51,800
5.2	\$146,300	\$98,400	\$82,100	\$67,000	\$51,500
5.1	\$144,700	\$97,400	\$81,200	\$66,700	\$51,300
Step 5	\$143,100	\$96,600	\$80,300	\$66,400	\$51,100
4.5		\$95,600		\$66,100	\$50,900
4.4		\$94,700		\$65,800	\$50,700
4.3	\$141,600	\$93,800		\$65,600	\$50,500
4.2	\$140,000	\$92,900	\$79,400	\$65,300	\$50,200
4.1	\$138,500	\$92,000	\$78,600	\$65,000	\$50,000
Step 4	\$136,900	\$91,100	\$77,700	\$64,700	\$49,800
3.5		\$90,200		\$64,400	\$49,600
3.4		\$89,300		\$64,200	\$49,400
3.3	\$135,400	\$88,400		\$63,900	\$49,200
3.2	\$134,000	\$87,500	\$76,900	\$63,600	\$48,900
3.1	\$132,500	\$86,600	\$76,000	\$63,400	\$48,700
Step 3	\$131,000	\$85,900	\$75,200	\$63,100	\$48,500
2.5		\$85,000		\$62,800	\$48,300
2.4		\$84,200		\$62,600	\$48,100
2.3	\$129,600	\$83,400		\$62,300	\$47,900
2.2	\$128,200	\$82,600	\$74,400	\$62,000	\$47,700
2.1	\$126,800	\$81,800	\$73,600	\$61,800	\$47,500
Step 2	\$125,400	\$81,000	\$72,800	\$61,500	\$47,300
1.5		\$80,200		\$61,200	\$47,100
1.4		\$79,400		\$61,000	\$46,900
1.3	\$124,100	\$78,600		\$60,700	\$46,700
1.2	\$122,700	\$77,800	\$72,000	\$60,400	\$46,500
1.1	\$121,400	\$77,000	\$71,300	\$60,200	\$46,300
Step 1	\$120,000	\$76,400	\$70,500	\$59,900	\$46,100

* On average, the percentage progression between each transitional pay level is 1.1% for the Executive Director and CLW, 1.0% for the Staff Lawyer, and 0.5% for the Office Manager and Support Staff.

5.3. Job Descriptions

As discussed above, our recommendations are based on the sample job descriptions for the five clinic jobs (see Appendix B). However, we understand that actual clinic job descriptions may vary from the sample descriptions. It is difficult to anticipate all such variations and how these might impact on the recommended salary ranges.

As a “rule of thumb,” clinics could apply the following criteria:

- Job is significantly larger than the sample job: increase salary range start rate and full competency rate (and all steps) by a factor of 10%
- Job is moderately larger than the sample job: increase the start rate and full competency rate (and all steps) by 6%
- Job is minimally larger than the sample job: increase the start rate and full competency rate (and all steps) by 3%
- The same general principles would apply if the job is smaller than the sample job.

5.4. Other Recommendations

It is further recommended that a formal market review (similar to the review undertaken in this study) be conducted approximately every three years to determine whether any market adjustments to the salary structure are required to maintain competitiveness.

Appendix A: Implementation Guidelines and Examples

In the past years, clinics have received funding from LAO to increase salaries in two components:

- **pay equity adjustment** for eligible clinics (1% of the previous year's payroll); and
- **compensation funding increase** (lately 1% or 2%) until a position reaches LAO's funding maximum.

The salary structure design, on page 9 of the report, includes steps in a range from a "start rate" to a "full competency rate" for each of the five traditional clinic jobs. This range and the steps are based on Hay Group's market survey and analysis. However, the progression between these steps is higher than the increased funding that clinics typically receive from LAO. For this reason, Hay Group has proposed "transitional pay levels" that allow for more gradual progression between steps. The Transitional Pay Levels are set out on page 10 of the report.

The following are guidelines and examples that may assist clinics in implementing the recommended salary structure and allow clinic employees to progress between the steps.

1. Clinics are required to pay at least 1% of the previous year's total payroll towards their pay equity plans. Accordingly, the first step is to use the 1% funded by LAO for this purpose to apply the clinic's pay equity plan.¹
2. Clinics can then use compensation funding increases plus any personnel surplus that might be available to move employees through the grid, either to the next step or to a transitional pay level.

Note: For the purpose of these examples, the Clinic has five staff, one in each of the traditional jobs. The pay equity adjustments provided are for illustrative purposes only; clinics each have separate and mostly disparate pay equity plans.

¹ Clinic positions that have reached pay equity are not included in the pay equity distribution.

Example 1

The payroll for all five positions is assumed to be \$372,900 for the current year. (Step 1 of Hay Group's salary structure).

Year 1 - Funded increase: 1% pay equity (3,729) + 1% compensation increase (3,729)

Total salary funds available: \$380,358.

1. Apply pay equity adjustments to existing salaries based on the clinic's pay equity plan. The minimum adjustments must be no less than the lesser of 1% of the clinic's payroll for the previous year or the amount required to achieve pay equity.
2. The total compensation funding increase available, including any surplus that the clinic may want to use for increases, should then be divided among positions in such a way as to move staff to the next affordable Transitional Pay Level or Step.

Job Title	Current Salaries	PE Adjustment Year 1	Compensation Increase	Year 1 Salaries	Step Level
ED	120,000 Step 1	745	655	121,400	1.1
SL	76,400 Step 1	745	1,455	78,600	1.3
CLW	70,500 Step 1	745	755	72,000	1.2
OM	59,900 Step 11	745	55	60,700	1.3
SS	46,100 Step 1	749	51	46,900	1.4
Total	372,900	3,729	2,971	379,600	

Note: This example would leave the clinic with a \$758 surplus that the Board of Directors can allocate as it chooses, e.g. as an increase or bonus or to fund a staffing gap or overlap.

Year 2 - Funded increase: 1% pay equity (3,803) + 2% compensation increase (7,606)

Total salary funds available: \$391,767.

1. Apply pay equity adjustments to existing salaries based on the clinic's pay equity plan. The minimum adjustments must be no less

than the lesser of 1% of the clinic's payroll for the previous year or the amount required to achieve pay equity.

2. The total compensation funding increase available, including any surplus that the clinic may want to use for increases, should then be divided among positions in such a way as to move staff to the next affordable Transitional Pay Level or Step.

Job Title	Current Salaries	PE Adjustment Year 2	Compensation Increase	Year 2 Salaries	Step Level
ED	121,400 Step 1.1	760	3,240	125,400	2
SL	78,600 Step 1.3	760	2,440	81,800	2.1
CLW	72,000 Step 1.2	760	840	73,600	2.1
OM	60,700 Step 1.3	760	540	62,000	2.2
SS	46,900 Step 1.4	763	237	47,900	2.3
Total	379,600	3,803	7,297	390,700	

Note: This example would leave the clinic with a \$1,067 surplus that the Board of Directors can allocate as it chooses, e.g. as an increase or bonus or to fund a staffing gap or overlap.

Year 3 - Funded increase: 1% pay equity (3,917) + 1% compensation increase (3,917) + \$5,000 personnel surplus due to staff turnover

Total salary funds available: \$404,601.

1. Apply pay equity adjustments to existing salaries based on the clinic's pay equity plan. The minimum adjustments must be no less than the lesser of 1% of the clinic's payroll for the previous year or the amount required to achieve pay equity.
2. The total compensation funding increase available, including any surplus that the clinic may want to use for increases, should then be divided among positions in such a way as to move staff to the next affordable Transitional Pay Level or Step.

Job Title	Current Salaries	PE Adjustment Year 3	Compensation Increase	Year 3 Salaries	Step Level
ED	125,400 Step 2	783	4,817	131,000	3
SL	81,800 Step 2.1	783	3,317	85,900	3
CLW	73,600 Step 2.1	783	817	75,200	3
OM	62,000 Step 2.2	783	317	63,100	3
SS	47,900 Step 2.3	785	215	48,900	3.2
Total	390,700	3,917	9,483	404,100	

Note: This example would leave the clinic with a \$501 surplus that the Board of Directors can allocate as it chooses, e.g. as an increase or bonus or to fund a staffing gap or overlap.

The chart on the next page illustrates the clinic's progression over the three years. Funding increases plus surpluses have allowed the clinic to bring all staff to at least Step 3.

Example 1: Sample Clinic of Five Staff Progressing through Salary Grid (all figures include pay equity)

Steps	Executive Director	Staff Lawyer	Community Legal Worker	Office Manager	Support Staff
Step 8		\$115,000	\$88,500		
7.5		\$113,900			
7.4		\$112,800			
7.3		\$111,700			
7.2		\$110,600	\$87,600		
7.1		\$109,500	\$86,600		
Step 7		\$108,500	\$85,700		
6.5		\$107,400			
6.4		\$106,300			
6.3		\$105,200			
6.2		\$104,200	\$84,800		
6.1		\$103,300	\$83,900		
Step 6	\$149,500	\$102,400	\$83,000	\$68,100	\$52,400
5.5		\$101,400			\$52,200
5.4		\$100,400		\$67,800	\$52,000
5.3	\$147,900	\$99,400		\$67,300	\$51,800
5.2	\$146,300	\$98,400	\$82,100	\$67,000	\$51,500
5.1	\$144,700	\$97,400	\$81,200	\$66,700	\$51,300
Step 5	\$143,100	\$96,600	\$80,300	\$66,400	\$51,100
4.5		\$95,600		\$66,100	\$50,900
4.4		\$94,700		\$65,800	\$50,700
4.3	\$141,600	\$93,800		\$65,600	\$50,500
4.2	\$140,000	\$92,900	\$79,400	\$65,300	\$50,200
4.1	\$138,500	\$92,000	\$78,600	\$65,000	\$50,000
Step 4	\$136,900	\$91,100	\$77,700	\$64,700	\$49,800
3.5		\$90,200		\$64,400	\$49,600
3.4		\$89,300		\$64,200	\$49,400
3.3	\$135,400	\$88,400		\$63,900	\$49,200
3.2	\$134,000	\$87,500	\$76,900	\$63,600	\$48,900
3.1	\$132,500	\$86,600	\$76,000	\$63,400	\$48,700
Step 3	\$131,000	\$85,900	\$75,200	\$63,100	\$48,500
2.5		\$85,000		\$62,800	\$48,300
2.4		\$84,200		\$62,600	\$48,100
2.3	\$129,600	\$83,400		\$62,300	\$47,900
2.2	\$128,200	\$82,600	\$74,400	\$62,000	\$47,700
2.1	\$126,800	\$81,800	\$73,600	\$61,800	\$47,500
Step 2	\$125,400	\$81,000	\$72,800	\$61,500	\$47,300
1.5		\$80,200		\$61,200	\$47,100
1.4		\$79,400		\$61,000	\$46,900
1.3	\$124,100	\$78,600		\$60,700	\$46,700
1.2	\$122,700	\$77,800	\$72,000	\$60,400	\$46,500
1.1	\$121,400	\$77,000	\$71,300	\$60,200	\$46,300
Step 1	\$120,000	\$76,400	\$70,500	\$59,900	\$46,100

Legend

Year 3 Base Salary*
Year 2 Base Salary*
Year 1 Base Salary*
Initial Base Salary

* Note: Includes pay equity adjustment

Example 2

The payroll for all five positions is assumed to be \$426,000 for the current year.

Year 1 – Funded increase: 1% pay equity (4,260) + 1% compensation increase (4,260) + 1,500 surplus

Total salary funds available: \$436,020.

- 1. Apply pay equity adjustments to existing salaries based on the clinic's pay equity plan. The minimum adjustments must be no less than the lesser of 1% of the clinic's payroll for the previous year or the amount required to achieve pay equity.**
- 2. The total general compensation funding increase available, including any surplus that the clinic may wish to use for increases, should then be divided among positions in such a way as to move incumbents to the next affordable Transitional Pay Level or Step. Clinics may choose to use the general compensation funding increase that they receive for increases to move incumbents through the steps rather than give increases to those who have reached the full competency rate.**

In this example, the Office Manager who has reached the full competency rate (Step 6). She receives only a pay equity adjustment to her current salary and no general compensation increase. Funding from LAO for general compensation increases has been divided among the remaining staff, who have not reached the full competency rate.

Job Title	Current Salaries	PE Adjustment Year 1	Compensation Increase	Year 1 Salaries	Step Level
ED	141,600 Step 4.3	850	2,250	144,700	5.1
SL	91,100 Step 4	850	1,850	93,800	4.3
CLW	75,200 Step 3	850	850	76,900	3.2
OM	68,100 Step 6	850	---	68,950	6
SS	50,000 Step 4.1	860	640	51,500	5.2
Total	426,000	4,260	5,590	435,850	

Note: This example would leave the clinic with a \$170 surplus that the Board of Directors can allocate as it chooses, e.g., as an increase or bonus or to fund a staffing gap or overlap.

Year 2 – Funded increase: 1% pay equity (4,359) + 2% compensation increase (8,717)

The payroll for all five positions is \$435,850 for Year 1. Total salary funds available for Year 2: \$448,926.

- 1. Apply pay equity adjustments to existing salaries based on the clinic's pay equity plan. The minimum adjustments must be no less than the lesser of 1% of the clinic's payroll for the previous year or the amount required to achieve pay equity.**
- 2. The total compensation funding increase available, including any surplus that the clinic may want to use for increases, should then be divided among positions in such a way as to move staff to the next affordable Transitional Pay Level or Step. Clinics can choose to use the general compensation funding increase that they receive for increases to move incumbents through the steps rather than give increases to those who have reached full competency.**

In this example, the Office Manager, who has reached the full competency rate (Step 6), receives a pay equity adjustment and a general compensation increase. The amount of the Office Manager's increase is based on the remaining available funds after other staff are moved to the next affordable Transitional Pay Level or Step.

Job Title	Current Salaries	PE Adjustment Year 2	Compensation Increase	Year 2 Salaries	Step Level
ED	144,700 Step 5.1	870	2,330	147,900	5.3
SL	93,800 Step 4.3	870	2,730	97,400	5.1
CLW	76,900 Step 3.2	870	2,530	80,300	5
OM	68,950 Step 6	870	690	70,510	6
SS	51,500 Step 5.2	879	421	52,800	6
Total	435,850	4,359	8,701	448,910	

Note: This example would leave the clinic with virtually no surplus.

The chart below illustrates the clinic's progression over the two years. Funding increases plus surpluses have allowed the clinic to bring all staff to at least Step 5.

Example 2: Sample Clinic of Five Staff Progressing through Salary Grid (all figures include pay equity)

Steps	Executive Director	Staff Lawyer	Community Legal Worker	Office Manager	Support Staff
Step 8		\$115,000	\$88,500		
7.5		\$113,900			
7.4		\$112,800			
7.3		\$111,700			
7.2		\$110,600	\$87,600		
7.1		\$109,500	\$86,600		
Step 7		\$108,500	\$85,700		
6.5		\$107,400			
6.4		\$106,300			
6.3		\$105,200			
6.2		\$104,200	\$84,800	\$70,510	
6.1		\$103,300	\$83,900	\$68,950	\$52,800
Step 6	\$149,500	\$102,400	\$83,000	\$68,100	\$52,400
5.5		\$101,400			\$52,200
5.4		\$100,400		\$67,800	\$52,000
5.3	\$147,900	\$99,400		\$67,300	\$51,800
5.2	\$146,300	\$98,400	\$82,100	\$67,000	\$51,500
5.1	\$144,700	\$97,400	\$81,200	\$66,700	\$51,300
Step 5	\$143,100	\$96,600	\$80,300	\$66,400	\$51,100
4.5		\$95,600		\$66,100	\$50,900
4.4		\$94,700		\$65,800	\$50,700
4.3	\$141,600	\$93,800		\$65,600	\$50,500
4.2	\$140,000	\$92,900	\$79,400	\$65,300	\$50,200
4.1	\$138,500	\$92,000	\$78,600	\$65,000	\$50,000
Step 4	\$136,900	\$91,100	\$77,700	\$64,700	\$49,800
3.5		\$90,200		\$64,400	\$49,600
3.4		\$89,300		\$64,200	\$49,400
3.3	\$135,400	\$88,400		\$63,900	\$49,200
3.2	\$134,000	\$87,500	\$76,900	\$63,600	\$48,900
3.1	\$132,500	\$86,600	\$76,000	\$63,400	\$48,700
Step 3	\$131,000	\$85,900	\$75,200	\$63,100	\$48,500
2.5		\$85,000		\$62,800	\$48,300
2.4		\$84,200		\$62,600	\$48,100
2.3	\$129,600	\$83,400		\$62,300	\$47,900
2.2	\$128,200	\$82,600	\$74,400	\$62,000	\$47,700
2.1	\$126,800	\$81,800	\$73,600	\$61,800	\$47,500
Step 2	\$125,400	\$81,000	\$72,800	\$61,500	\$47,300
1.5		\$80,200		\$61,200	\$47,100
1.4		\$79,400		\$61,000	\$46,900
1.3	\$124,100	\$78,600		\$60,700	\$46,700
1.2	\$122,700	\$77,800	\$72,000	\$60,400	\$46,500
1.1	\$121,400	\$77,000	\$71,300	\$60,200	\$46,300
Step 1	\$120,000	\$76,400	\$70,500	\$59,900	\$46,100

Legend

Year 2 Base Salary*

Year 1 Base Salary*

Initial Base Salary

* Note: Includes pay equity adjustment

Example 3:

The payroll for all five positions is assumed to be \$428,400 for the current year.

Year 1 – Funded increase: 1% pay equity (4,284) + 1% compensation increase (4,284)

Total salary funds available: \$436,968.

The Support Staff position has reached pay equity.

The Office Manager and Support Staff have reached their full competency rates based on the Hay Group's recommended salary structure design.

- 1. Apply pay equity adjustments to existing salaries that have not reached pay equity based on the clinic's pay equity plan. The minimum adjustments must be no less than the lesser of 1% of the clinic's payroll for the previous year or the amount required to achieve pay equity.**
- 2. The total compensation funding increase available, including any surplus that the clinic may want to use for increases, should then be divided among positions in such a way as to move staff to the next affordable Transitional Pay Level or Step. Clinics can choose to use the general compensation funding increase that they receive for increases to move people through the steps rather than give increases to those who have reached full competencies.**

In this example, the Support Staff has achieved pay equity and does not receive a pay equity adjustment. The Support Staff has also reached the full competency rate (Step 6). The 1% of payroll is distributed among the staff who have not achieved pay equity according to the clinic's pay equity plan.

The Office Manager, who has reached full competency (Step 6), receives both a pay equity adjustment and a general compensation increase, while the Support Staff, who has reached full competency (Step 6), receives a general compensation increase only. The amount of the increases for these two positions is based on the remaining available funds after other staff are moved to the next affordable Transitional Pay Level or Step.

Job Title	Current Salaries	PE Adjustment Year 1	Compensation Increase	Year 1 Salaries	Step Level
ED	141,600 Step 4.3	1,070	430	143,100	5
SL	91,100 Step 4	1,070	1,630	93,800	4.3
CLW	75,200 Step 3	1,070	1,430	77,700	4
OM	68,100 Step 6	1,074	250	69,424	6
SS	52,400 Step 6	---	500	52,900	6
Total	428,400	4,284	4,240	436,924	

Note: This example would leave the clinic with a surplus of \$44 that the Board of Directors can allocate as it chooses, e.g., as an increase or bonus or to fund a staffing gap or overlap.

The chart on the next page illustrates the clinic's progression for the one year. Funding increases plus surpluses have allowed the clinic to bring all staff to at least Step 4.

Example 3: Sample Clinic of Five Staff Progressing through Salary Grid (all figures include pay equity)

Steps	Executive Director	Staff Lawyer	Community Legal Worker	Office Manager	Support Staff
Step 8		\$115,000	\$88,500		
7.5		\$113,900			
7.4		\$112,800			
7.3		\$111,700			
7.2		\$110,600	\$87,600		
7.1		\$109,500	\$86,600		
Step 7		\$108,500	\$85,700		
6.5		\$107,400			
6.4		\$106,300			
6.3		\$105,200			
6.2		\$104,200	\$84,800		
6.1		\$103,300	\$83,900	\$69,424	\$52,900
Step 6	\$149,500	\$102,400	\$83,000	\$68,100	\$52,400
5.5		\$101,400			\$52,200
5.4		\$100,400		\$67,800	\$52,000
5.3	\$147,900	\$99,400		\$67,300	\$51,800
5.2	\$146,300	\$98,400	\$82,100	\$67,000	\$51,500
5.1	\$144,700	\$97,400	\$81,200	\$66,700	\$51,300
Step 5	\$143,100	\$96,600	\$80,300	\$66,400	\$51,100
4.5		\$95,600		\$66,100	\$50,900
4.4		\$94,700		\$65,800	\$50,700
4.3	\$141,600	\$93,800		\$65,600	\$50,500
4.2	\$140,000	\$92,900	\$79,400	\$65,300	\$50,200
4.1	\$138,500	\$92,000	\$78,600	\$65,000	\$50,000
Step 4	\$136,900	\$91,100	\$77,700	\$64,700	\$49,800
3.5		\$90,200		\$64,400	\$49,600
3.4		\$89,300		\$64,200	\$49,400
3.3	\$135,400	\$88,400		\$63,900	\$49,200
3.2	\$134,000	\$87,500	\$76,900	\$63,600	\$48,900
3.1	\$132,500	\$86,600	\$76,000	\$63,400	\$48,700
Step 3	\$131,000	\$85,900	\$75,200	\$63,100	\$48,500
2.5		\$85,000		\$62,800	\$48,300
2.4		\$84,200		\$62,600	\$48,100
2.3	\$129,600	\$83,400		\$62,300	\$47,900
2.2	\$128,200	\$82,600	\$74,400	\$62,000	\$47,700
2.1	\$126,800	\$81,800	\$73,600	\$61,800	\$47,500
Step 2	\$125,400	\$81,000	\$72,800	\$61,500	\$47,300
1.5		\$80,200		\$61,200	\$47,100
1.4		\$79,400		\$61,000	\$46,900
1.3	\$124,100	\$78,600		\$60,700	\$46,700
1.2	\$122,700	\$77,800	\$72,000	\$60,400	\$46,500
1.1	\$121,400	\$77,000	\$71,300	\$60,200	\$46,300
Step 1	\$120,000	\$76,400	\$70,500	\$59,900	\$46,100

Legend

Year 1 Base Salary*

Initial Base Salary

* Note: Includes pay equity adjustment

Appendix B: Sample Job Descriptions

Executive Director

This position is responsible for overseeing the delivery of Clinic services for a defined community. The incumbent is responsible for directing Clinic operations, administration and community services. The incumbent also represents clients and performs public relations activities.

MANAGING STAFF

- 474 Supervise legal staff and non-legal staff in accordance with professional standards as set by the Law Society.
- 504 Report complaints relating to potential breaches of professional conduct or ethics on behalf of staff to the Law Society.
- 510 Report potential errors and omissions insurance claims.
- 488 Delegate work responsibilities and tasks to selected staff to ensure work is completed on schedule, within budget, and according to standards and procedures.
- 493 Facilitate staff meetings to encourage staff participation in the evaluation, planning and development of clinic operations and services.
- 487 Facilitate resolutions to staff conflicts.
- 480 Direct clinic staff to ensure effective delivery of services and programs to the community.
- 139 Interview candidates to assess skills, knowledge and suitability for position.
- 482 Approve hiring of individuals, based on job requirements, candidate qualifications, and recommendation from staff, for Board approval.
- 483 Approve employee terminations of clinic staff.
- 28 Approve training opportunities for staff to ensure proper guidance and educational support is given.
- 110 Evaluate employee performance based on assessment of individual's work and achievement of performance goals.
- 101 Discuss performance with employees to provide feedback and address performance-related issues.
- 496 Develop personnel policies.
- 499 Approve discretionary decisions regarding the application of personnel policies (i.e. vacation scheduling).

MANAGEMENT OF CLINIC OPERATIONS

- 476 Present short and long-term business plans pertaining to clinic programs and services to the Board for approval.
- 471 Prepare annual funding application to ensure that adequate operational funding is obtained in order to continue providing service to the community.
- 507 Negotiate collective bargaining agreement with local union.
- 509 Direct the implementation and maintenance of clinic programs and services in accordance with operating guidelines.

- 439 Conduct research to identify the need for changes to existing legal aid/poverty law.
- 498 Develop clinic policies and administrative procedures for Board approval.
- 472 Evaluate effectiveness of policies and administrative procedures to ensure delivery of legal services that meet Community needs.
- 477 Establish systems for collecting and compiling data for reporting on clinic activities.
- 490 Present monthly status reports to the Board regarding clinic operations, issues and initiatives.
- 497 Draft detailed reports to the Board as required.
- 500 Inform Board of results generated from QA reviews.
- 495 Develop action plans to address issues raised in QA reviews.

FINANCIAL MANAGEMENT

- 485 Oversee the preparation of clinic financial statements for monthly and quarterly reporting to the Board.
- 479 Implement clinic finances based on knowledge of funding and budget.
- 475 Implement financial controls to ensure adherence to budget.
- 486 Approve contract for service with outside service providers.
- 491 Control the "Trust Account" on behalf of the clinic.
- 372 Prepare monthly and quarterly financial reports and services reports for the Board of Directors and Clinic Funding.
- 492 Review financial reports for discussion with Board Treasurer.

COMMUNITY SERVICES

- 325 Act as a resource person for Community Groups based on knowledge of the community, client issues and concerns and clinic operations.
- 478 Develop policy positions and proposals for legislative reform in accordance with community group interests.
- 473 Supervise law reform activities of clinic staff to provide direction and support.
- 506 Advise community groups in lobbying for legal reform.
- 489 Delegate clinic staff to develop news releases for use by community groups.
- 481 Direct community outreach, development and organization, and public legal education initiatives for staff.
- 508 Direct the development of education and promotional materials to communicate clinic services.

Executive Director

- 503 Establish contact with the media to communicate clinic issues and community concerns.
- 484 Implement clinic policy regarding communications with the media.
- 494 Represent the clinic to clients, government representatives, the Board and the public.
- 501 Address client complaints in relation to the clinic operation and/or case decisions.

CASEWORK

- 345 Maintain knowledge of poverty law, various associated statutes and regulations in order to act as legal counsel on behalf of clients in formal settings (i.e., courts of law).
- 450 Advise members of the public on legal matters through providing summary legal advice or referral.
- 327 Interview clinic clients to ensure that all relevant facts are obtained and legal issues are identified.
- 347 Explain legal issues and rights, responsibilities, obligations and benefits to client to ensure understanding.
- 365 Establish appropriate course of action based on investigation findings and legal research.
- 334 Explain options and potential outcomes to client.
- 357 Develop argument, including oral and written submissions.
- 505 Represent client in court and at administrative tribunals ensuring relevant facts and legal position are presented.

- 374 Counsel clients and witnesses in preparation for examination/cross-examination.
- 342 Negotiate with opposing parties to secure out of court settlement.
- 442 Complete correspondence and documentation required to represent client.
- 502 Provide informal legal advice and opinion to clinic staff, Board members and Board Committees.

WORKING CONDITIONS

- 271 Work is performed in an environment where the level of noise can be controlled, e.g., private or semi-private office or cubicle.
- 284 Work involves multiple role demands and restrictive deadlines or unpredictable priority changes, creating time pressures on a daily basis.
- 288 Work pace at times is difficult to control; work involves daily interruptions that are unpredictable and imposed or controlled by others, e.g., interruptions from internal contacts or external clients that disrupt concentration.
- 304 Work with frequent exposure to emotionally charged situations, e.g., providing advice to upset or agitated clients or employees on a daily basis.
- 324 Work performed requires focused sensory attention for greater than 3 hours without a break, on a daily basis.

I certify that the foregoing is an accurate description of the position.

Supervisor's Signature

Title

Date

I concur

Department Head's Signature

Title

Date



LEGAL AID ONTARIO
AIDE JURIDIQUE ONTARIO

JOB TITLE: Staff Lawyer

This position is responsible for providing independent legal services to clinic clients. The incumbent is also responsible for community services activities, assisting in clinic administration and in the supervision of clinic staff.

Casework

- 346 Maintain knowledge of poverty and administrative law, various associated statutes and regulations in order to act as legal counsel on behalf of clients in formal settings (i.e., courts of law).
- 450 Advise members of the public on legal matters through summary legal advice or referral.
- 327 Interview clinic clients to ensure that all relevant facts are obtained and legal issues identified.
- 377 Secure trust and disbursement accounts on behalf of clients.
- 347 Explain legal issues and rights, responsibilities, obligations and benefits to client ensuring understanding.
- 402 Prioritize caseload to ensure all clients are adequately represented.
- 365 Establish appropriate course of action based on investigation findings and legal research.
- 334 Explain options and potential outcomes to client ensuring understanding.
- 357 Develop argument, including oral and written submissions.
- 411 Represent client at administrative tribunals and/or small claims court ensuring relevant facts and legal position are presented.

- 413 Represent client in court (at a level higher than small claims) ensuring relevant facts and legal position are presented.
- 410 Represent clients at appeals, judicial reviews and for charter arguments.
- 338 Negotiate with various social service agencies to resolve issues (such as housing, food or welfare) for clients, on an individual or systematic/community basis.
- 374 Counsel clients and witnesses in preparation for examination/cross-examination.
- 342 Negotiate with opposing parties to secure out of court settlement.
- 367 Draft documents such as affidavits and settlement agreements related to client's cases.
- 442 Complete correspondence and documentation required to represent client.
- 386 Research legal and social science materials in order to properly represent clients.
- 408 Provide legal expertise to clinic staff, Board members and Board Committees.

Legal Supervision

- 344 Monitor a clinic tickler to ensure that legal requirements are maintained according to established timelines.
- 379 Review casework of other staff lawyers, executive director, and/or CLW's in the clinic to ensure compliance with QAP "best practices".
- 443 Advise other legal staff on the management and conduct of cases through informal discussions and/or formal case conferences.
- 436 Advise staff on rules of professional conduct and legal/ethical issues.

Public Legal Education

- 385 Train private bar, law students, and other service providers in areas of poverty law and its application.

Funding Application

- 415 Report on casework as preparation for funding application.

Community Services

- 435 Consult with community groups and agencies for the purpose of education, advocacy and fostering the development of community legal services.
- 397 Represent clinics to community groups by providing resources and expertise in community legal issues.
- 331 Lead law reform activities to ensure the legal welfare of the client constituency by completing legal memoranda, briefs, materials for publication and other relevant materials.
- 335 Lead community outreach and public education initiatives by facilitating activities, such as developing promotional material, to enhance community awareness of the nature and extent of clinic services.

Management Responsibilities

- 139 Interview candidates to assess skills, knowledge and suitability for position.
- 193 Recommend individuals for hiring, based on job requirements and candidates' qualifications.
- 426 Consult with Executive Director on employee hiring and termination processes to ensure appropriate procedures and standards are followed.
- 376 Supervise staff to ensure work tasks are completed on schedule and within budget and clinic standards and policies are adhered to.
- 326 Guide staff by providing the necessary direction and training to complete work, based on knowledge of procedures and specialized expertise.
- 356 Develop clinic priorities based on understanding of case requirements and timelines.
- 351 Discuss performance with employees to provide feedback and address performance-related issues as part of the employee development process.
- 110 Evaluate employee performance based on assessment of individual's work and achievement of performance goals.

Working Conditions

- 271 Work is performed in an environment where the level of noise can be controlled, e.g., private or semi-private office or cubicle.

- 284 Work involves multiple role demands and restrictive deadlines or unpredictable priority changes, creating time pressures on a daily basis.
- 289 Work pace cannot be controlled or predicted; work involves continuous interruptions throughout the day.
- 292 Work extended hours as a result of strict deadlines (e.g., month-end reporting, project deliverables, etc.) which includes weekends, evenings, and/or holidays, between 5 - 10 hours per week.
- 304 Work with frequent exposure to emotionally charged situations, e.g., providing advice to upset or agitated clients or employees on a daily basis.
- 324 Work performed requires focused sensory attention for greater than 3 hours without a break, on a daily basis.

Community Legal Worker

This position is responsible for client intake, providing summary advice, client representation, and providing other assistance to members of the community to ensure awareness, understanding and achievement of their legal rights. Community outreach, public education and advocating law reform are also key components of the position.

CASEWORK

- 672 Maintain knowledge of poverty law and administrative law, various associated statutes and regulations in order to act as legal counsel on behalf of clients at small claims court and/or administrative tribunals.
- 450 Advise members of the public on legal matters through summary legal advice or referral.
- 327 Interview clinic clients to ensure that all relevant facts are obtained and legal issues identified.
- 441 Compile information relating to the client's specific legal issue.
- 396 Research relevant legislation, jurisprudence and policy to ensure accurate dissemination of information to clients regarding their specific issues.
- 347 Explain legal issues and rights, responsibilities, obligations and benefits to client ensuring understanding
- 365 Establish appropriate course of action based on investigation findings and legal research.
- 334 Explain options and potential outcomes to client ensuring understanding.
- 412 Represent clients at administrative tribunals based on knowledge of rules, procedures and practices of tribunals.
- 414 Represent client in court ensuring relevant facts and legal position are presented.
- 374 Counsel clients and witnesses in preparation for examination/cross-examination.
- 361 Examine and cross-examine witnesses to gather relevant information and verify understanding of legal issues.
- 399 Prioritize caseload to ensure adequate representation for clients.
- 342 Negotiate with opposing parties to secure out of court settlement.
- 442 Complete correspondence and documentation required to represent client.
- 434 Attend meetings with clinic staff, Board members and Board Committees providing legal expertise.
- 348 Explain alternative courses of action and possible outcomes to the client based on knowledge of legislation and jurisprudence.
- 360 Draft arguments, settlements and other documentation required for client representation under the direction of the Staff Lawyer or Executive Director.

- 448 Contact clients to keep them informed at all stages of the proceedings.

COMMUNITY OUTREACH AND EDUCATION

- 328 Identify issues for public legal education based on knowledge of legislative change or policy developments.
- 354 Develop education materials and self-help packages to inform the public of their rights, obligations and benefits etc.
- 359 Distribute educational materials and self-help kits to increase client awareness and understanding of legal issues.
- 404 Read information related to inter-clinic work group meetings such as Tenant Advocacy Group (TAG) or Metropolitan Toronto Housing Authority (MTHA-Work Group) to keep abreast of current issues.
- 406 Present details of new developments in law and practice at inter-clinic working group meetings.
- 424 Arrange logistical details associated with clinic events, community development and public education programs and seminars based on knowledge of relevant details.
- 403 Present legal information and education to the community through workshops and public speaking engagements.
- 439 Conduct research to identify the need for new or changes to existing services and programs.
- 366 Educate other professionals (i.e. police, teachers) on poverty issues.
- 337 Explain legal issues and potential rights, obligations, benefits etc. to clients based on knowledge of diverse areas of law and clinic policies and operations.
- 428 Advocate clinic services to increase community awareness.
- 325 Act as a resource person for Community Groups based on knowledge of the community, client issues and concerns and clinic operations.

LAW REFORM

- 329 Identify issues for law reform based on feedback received from the community.
- 421 Lead law reform initiatives under the direction of Clinic management including lobbying agencies for changes to administrative procedures and writing briefs explaining proposed changes.

Community Legal Worker

ADMINISTRATION/CLINIC OPERATIONS

- 431 Advise clinic management in the allocation of staff time, distribution of work, case management, and staff scheduling.
- 398 Prepare monthly and quarterly statistical and services reports for the Board of Directors and Clinic Funding.
- 384 Train clinic staff and other agencies on substantive poverty law matters to ensure understanding of Clinic policies and procedures.
- 405 Present issues and topics at Clinic Board meetings.
- 427 Compile operational statistics for Board of Directors reports to inform the Board of clinic activities and services.
- 330 Gather information required for annual Application for Funding to ensure reporting requirements are met.

WORKING CONDITIONS

- 280 Work requires travel as part of the job but not on a daily basis.
- 285 Work involves restrictive deadlines or unpredictable priority changes causing time pressure on a daily basis.
- 289 Work pace cannot be controlled or predicted; work involves continuous interruptions throughout the day.
- 309 Work allows flexibility to change work activity or to take a break to alter body position.
- 304 Work with frequent exposure to emotionally charged situations, e.g., providing advice to upset or agitated clients on a daily basis.
- 324 Work performed requires focused sensory attention for greater than 3 hours without a break, on a daily basis.

I certify that the foregoing is an accurate description of the position.

Supervisor's Signature

Title

Date

I concur

Department Head's Signature

Title

Date

Office Manager

This position is responsible for the daily operation of clinic services. The incumbent is responsible for office administration, supervising support staff, financial administration and providing administrative and secretarial support to the Executive Director, the Board of Directors and office staff.

MANAGEMENT RESPONSIBILITIES

- 336 Maintain employee information including benefits records, vacation and sick time based on knowledge of human resources related policies and procedures.
- 139 Interview candidates to assess skills, knowledge and suitability for position.
- 193 Recommend individuals for hiring, based on job requirements and candidates' qualifications.
- 376 Supervise staff to ensure work tasks are completed on schedule and within budget and according to clinic standards and policies.
- 326 Guide staff by providing the necessary direction and training to complete work, based on knowledge of procedures and specialized expertise.
- 432 Assign administrative tasks to staff based on understanding of clinic needs and availability of resources.
- 383 Resolve technical problems and staff-related issues that arise on a timely basis, to ensure work can be completed with minimal delay.
- 351 Discuss performance with employees to provide feedback and address performance-related issues as part of the employee development process.
- 110 Evaluate employee performance based on assessment of individual's work and achievement of performance goals.
- 390 Update personnel manual to ensure up-to-date policies and procedures are available for reference.
- 381 Respond to staff inquiries regarding human resources policies and procedures and employee benefits.
- 422 Advise staff on benefit plan features including benefits available and completion of benefits applications.

OFFICE ADMINISTRATION

- 343 Maintain knowledge of LAO policies and procedures.
- 433 Negotiate with landlords, suppliers and maintenance personnel to ensure the office facilities and equipment are maintained and repaired in a timely and cost-effective manner.
- 350 Direct contractors in servicing and maintaining office equipment to minimize equipment downtime.

- 401 Propose office capital purchases (e.g., furniture and computers) to Executive Director for approval.
- 409 Recommend solutions regarding office administration issues to Executive Director.
- 378 Secure system support for clinic staff in relation to all computer applications.
- 420 Delegate assurance of file server back-ups according to data security and back-up procedures.
- 358 Design macros and templates required for clinic administration and processing.
- 392 Train staff on computer applications and administrative procedures to ensure consistent application of office practices.
- 425 Communicate changes in office and administrative policies and procedures to all clinic staff.

ADMINISTRATIVE SUPPORT

- 400 Provide administrative support to the Executive Director, Staff Lawyers, Community Legal Workers and the Board of Directors.
- 423 Arrange meetings ensuring that appropriate equipment and facilities are booked.
- 418 Record meeting minutes to maintain an accurate record of issues, decisions and action items.
- 394 Type reports, legal forms, letters, agendas, and meeting minutes for office staff and Board of Directors based on knowledge of clinic practices and procedures.
- 332 Format reports, correspondence, newsletters and promotional/educational materials using office software application packages.
- 371 Photocopy information to ensure clinic files are complete.
- 363 Evaluate information using the tickler system, ensuring compliance with Law Society of Upper Canada guidelines and identify impending limitations, under the supervision of the Executive Director or Staff Lawyer.
- 429 Compile information required for statistical reporting purposes to ensure accurate and timely reporting of clinic operations and casework.

Office Manager

424	Arrange logistical details associated with clinic events, community development and public education programs and seminars based on knowledge of relevant details.	340	Perform all banking and bank transfers with respect to the general, trust and legal disbursement accounts according to standard accounting practices.
355	Distribute mail to appropriate staff.	353	Direct the collection of expenditure recoveries to ensure timely recovery of expenses.
375	Schedule travel arrangements and related details for clinic staff based on knowledge of travel requirements.	387	Update financial records and filing system according to clinic guidelines.
369	Draft meeting minutes and agenda for Board and committee meetings.	398	Prepare monthly and quarterly financial statements and service reports for the Board of Directors and Clinic Funding.
380	Train new staff, board members and Executive Directors on clinic policies, procedures and guidelines.	419	Record financial transactions for submission to the bookkeeper based on knowledge of clinic accounting practices and procedures.
391	Update clinic policies and procedures to ensure alignment with LAO guidelines.	389	Verify all invoices against purchase orders to ensure that goods/services have been received.
393	Update clinic library materials to ensure availability of up-to-date resources.	449	Complete cheque requisitions for payment of invoices based on knowledge of clinic practices and procedures.
349	Prepare corporate documentation for submission to various government agencies/departments.	352	Disburse petty cash according to established procedures.
RECORDS MAINTENANCE			
440	Collect information necessary to update administrative files and clinic databases.	437	Balance petty cash based on debit and credit transactions.
333	File clinic documents based on knowledge of filing standards and clinic procedures.	407	Prepare payroll for clinic staff according to payroll accounting guidelines and standards.
364	Establish new files ensuring that client information is complete.	430	Calculate staff taxable benefits and related information to produce annual T4 statements according to Revenue Canada guidelines.
RECEPTION			
395	Transfer incoming calls to appropriate staff based on knowledge of functional responsibilities and clinic operations.	444	Complete necessary forms for GST and Employee Health Tax payment to Revenue Canada.
382	Respond to inquiries from the public to provide information regarding clinic services, processes and procedures.	451	Complete Record of Employment for terminated staff.
341	Obtain basic intake information from client to complete necessary intake documentation and forms.	445	Complete financial sections of funding application.
417	Refer applicants and the public to other legal services, social agencies, or government services based on knowledge of community services.	438	Compile all relevant documentation for annual audit.
FINANCIAL PROCESSING			
416	Reconcile all bank accounts on a monthly basis to maintain complete and accurate financial records.	447	Complete charity returns for signature.
338	Verify clinic's trust and disbursement accounts are in compliance with guidelines, Board policy and office practices and procedures.	373	Prepare financial and statistical sections of funding application.
LEGAL PROCESSING			
		339	Perform oath-taking on behalf of clinic office.
		370	Draft legal documents using pro-forma templates.
		368	Draft statutory documents under oversight of Staff Lawyer or Executive Director.
		446	Conduct initial conflict of interest checks.
		362	Enter summary intake and case file information in new client file.

Office Manager

WORKING CONDITIONS

- 271 Work is performed in an environment where the level of noise can be controlled, e.g., private or semi-private office or cubicle.
- 284 Work involves multiple role demands and restrictive deadlines or unpredictable priority changes, creating time pressures on a daily basis.
- 288 Work pace at times is difficult to control; work involves daily interruptions that are unpredictable and imposed or controlled by others.

- 312 Work allows little flexibility (if any) to change work activity or take a break to alter body position, on a daily basis, 4 hours or more per day.
- 320 Work requires repetitive fine motor movement and eye-hand coordination, e.g., continuous keyboarding, coding, on a daily basis for more than 4 hours.
- 324 Work performed requires focused sensory attention for greater than 3 hours without a break, on a daily basis.

I certify that the foregoing is an accurate description of the position.

Supervisor's Signature

Title

Date

I concur

Department Head's Signature

Title

Date



LEGAL AID ONTARIO
AIDE JURIDIQUE ONTARIO

JOB TITLE:	Support Staff
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This position provides litigation, administrative and secretarial support to the Clinic staff. The incumbent is responsible for preparing reports and correspondence, processing forms and responding to general inquiries. The incumbent is also responsible for performing reception activities and maintaining selected Clinic financial records.

Litigation Support

- 394 Type reports, legal forms, tribunal submissions, letters, agendas, and meeting minutes for office staff and Board of Directors based on knowledge of clinic practices and procedures.
- 457 Compile legal documents for preparation of hearings by clinic legal staff.
- 467 File court documents according to legislative procedures.
- 470 Update tickler system based on established guidelines.

Secretarial Support

- 423 Arrange meetings ensuring that appropriate equipment and facilities are booked.
- 418 Record meeting minutes to maintain an accurate record of issues, decisions and action items.
- 455 Dicta-type correspondence according to office and grammar standards.
- 332 Format reports, correspondence, newsletters and promotional/educational materials using office software application packages.
- 463 Draft correspondence, affidavits and statutory declarations under the supervision of clinic legal staff.

- 453 Compile information required for statistical reporting purposes to ensure accurate and timely reporting of clinic operations.
- 469 Update calendar to reflect clinic activities such as appointments, hearings, availability of staff, etc.
- 464 Contact clients on behalf of clinic staff to arrange appointments or obtain information.
- 458 Review tickler system to ensure compliance with Law Society of Upper Canada guidelines and identify impending limitations.
- 424 Arrange logistical details associated with clinic events, community development and public education programs and seminars based on knowledge of relevant details.

Reception/Intake

- 395 Transfer incoming calls to appropriate staff based on knowledge of functional responsibilities and clinic operations.
- 382 Respond to inquiries from the public to provide information regarding clinic services, processes and procedures.
- 459 Conduct initial assessment of client situation and assess client need for clinic services.
- 341 Obtain basic intake information from client to complete necessary intake documentation and forms.
- 417 Refer applicants and the public to other legal services, social agencies, or government services based on knowledge of community services.

Financial Processing

- 372 Prepare monthly and quarterly financial and services reports for the Board of Directors and Clinic Funding.
- 387 Update financial records and filing system according to clinic guidelines.
- 460 Verify invoice details ensuring that goods/services have been received.
- 449 Complete cheque requisitions for payment of invoices based on knowledge of clinic practices and procedures.

Records Maintenance

- 440 Collect information necessary to update files and clinic databases.
- 333 File clinic documents based on knowledge of filing standards and clinic procedures.
- 456 Establish new files ensuring that client information is complete and close files as appropriate.

Office Administration

- 371 Photocopy information to ensure clinic files are complete.
- 355 Distribute incoming mail to appropriate staff.
- 452 Provide support for computer maintenance and use of computer applications.
- 462 Perform file server back-ups according to data security and back-up procedures.
- 461 Arrange for servicing and maintenance of office equipment to minimize equipment downtime.
- 466 Order library materials to ensure that library is up-to-date with appropriate legal information.
- 468 File library materials according to standardized filing system.
- 454 Order office supplies forms and pamphlets to ensure appropriate current supplies are available in accordance with government publications and 'accuracy lists' provided by CLEO.

Working Conditions

- 272 Work in an area where exposure to moderate background noise cannot be controlled, e.g., a desk in an open area, and/or work with open access to the public, on a daily basis.
- 283 Work involves restrictive deadlines or unpredictable priority changes causing time pressure on a regular but not daily basis.

- 319 Work requires repetitive fine motor movement and eye-hand coordination, e.g., continuous keyboarding, coding, on a daily basis for 3-4 hours.