First Nations Housing Professionals Association

Standards for Job Description and Compensation (Salary Grids) Development for First Nations On-Reserve Housing – Preliminary Review

Acknowledgements

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1. Executive Summary

This report builds off the First Nations Housing Professionals Association's (FNHPA) preliminary report, "*Resource Requirements for the Effective Management of First Nations On-Reserve Housing*". This report conducted research into the current state of First Nations on-reserve housing programs and highlighted some of the most critical issues being faced on a national scale within these communities. The paper put forward 22 recommendations focused around different topics, including funding, education and training, national standard development, planning and strategy, community wellness, and awareness building. As part of next steps, the FNHPA committed to doing more research and having more conversations with on-reserve program participants to inform specific approaches to improving on-reserve housing.

This report is a direct result of these next steps. Its scope was to further detail two specific recommendations outlined in the preliminary paper, specifically:

Recommendation 3:

Core funding must be made available to First Nations housing programs targeted towards the recruitment of housing staff, including Housing Managers, Housing Maintenance Managers and Workers, Tenant Relations Coordinators and Housing Administrative Assistants.

Recommendation 10:

Develop national standards to ensure job descriptions and titles are consistent, accurate, and aligned with comparable salary grids. Job descriptions should be reviewed for their accuracy annually, ensuring that changes and additions to accountabilities are included and reflected in compensation structures and practices.

The intent of the research and interviews was to collect qualitative and qualitative information to drive data-informed decisions around standardized job descriptions and compensation structures. As a starting point, the FNHPA focused its analysis on five high priority housing program positions, including:

1. Housing Manager
2. Tenant Relations Coordinator
3. Housing Administrative Assistant
4. Housing Maintenance Manager
5. Housing Maintenance Worker

In total, the OCAP™ Certified Researcher reached out to 35 First Nations and 5 Tribal Councils. Of the 35 invitations to First Nations, 29 communities expressed a strong interest in participating in the interview process. As was true with the first report, most invitees were eager and willing to provide input and data, however, only 22 of the 29 First Nations participated. The lower than anticipated outcome was due primarily to workload and capacity of on-reserve housing programs, which continues to impact relevant data collection. The scarcity of data therefore underscores the importance of addressing challenges being faced by on-reserve housing programs.

To supplement interview findings, online research was conducted into job descriptions to quantify common job responsibilities for each of the five roles. These are outlined in detail in the body of this report, along with observations associated with these responsibilities. The assessment of these roles

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contributed to the development of recommended job descriptions that isolate the key duties associated with each job title. The delineation of roles and responsibilities was a key factor in the development of these job descriptions, as it is common for on-reserve housing programs to have one person assume multiple roles due to a lack of ability to fund and/or recruit for each position. This last point underscores the importance of recommendation 3 above, where funding is required to ensure First Nations are able to staff their housing programs effectively and in a way that doesn't overload capacity and lead to overwork, burnout and/or departure. It is also important to note that there are often downstream impacts to housing programs when a key housing role is absent in the organization. Take, for example, a First Nations community without a Tenant Relations Coordinator. Without this dedicated resource, tenants are not as well informed as to how to care for their unit, leading to an increased need for maintenance and repairs that puts strain on the First Nation's maintenance department and other organizational resources.

In addition to analyzing job descriptions, First Nations were also asked to provide compensation information for each of the five roles. Salary data was more difficult to collect than job descriptions. This is understandable, as compensation is largely inconsistent across on-reserve housing programs, leading to poaching of staff and competition to retain talent. With the limited data garnered, the report was able to provide a current state summary and preliminary observations, however, more information is required to develop comprehensive salary grids for these roles. In lieu of salary grids, this report has provided a toolkit that takes into consideration a variety of criteria including experience, number of units, number of direct reports, complexity of role, amongst others to support the development of compensation structures.

As a final note: the lack of data speaks to many of the issues prevalent in on-reserve housing programs and serves as a signal that these communities are in dire need of funding to be able to improve current conditions. Many participants spoke to the inability to competitively fund positions that then causes employees to be transient rather than building and growing within their community. Further, the effort put into training and retraining employees often strains capacity and deprioritizes proactive work such as succession and recruitment planning. Funding is therefore a key success factor in building stronger and more resilient on-reserve housing programs that in turn, can provide the much-needed supports and systems to their tenants.

The status quo is not acceptable. It is time to put action behind the words written in this report and the reports that came before it to support these programs and the employees who dedicate their days to make a difference in the communities in which they operate.

2. Introduction

A. Background

In May of 2023, the First Nations Housing Professionals Association (FNHPA) completed a preliminary review of First Nations housing to better understand on-the-ground operations and management of on-reserve housing programs. The initiative captured perspectives of on-reserve housing programs on a national scale, with a total of 56 First Nations from across Canada participating in the review. In addition to outreach conducted by OCAP™ Certified Researchers, the initiative also undertook a literature review

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of relevant research conducted by First Nations organizations, federal and provincial governments, not for profit, and other stakeholder organizations.

Findings from this review generated a report titled, "*First Nations Housing Professionals Association: Resource Requirements for the Effective Management of First Nations On-Reserve Housing*", which underscored several challenges consistent with on-reserve housing programs across Canada. Key issues include:

- Insufficient human resource capacity, both generally, as well as in key management and operational roles in particular for:
    - Housing Managers, Administrative Support, Tenant Relations, and Maintenance staff are amongst those roles in short supply.
- Barriers to recruit and retain employees, including lack of funding, inconsistent compensation rates and practices, and employee poaching by other community programs and other First Nations.
- Minimal training and education resources to support capacity building and professional development.
- Lack of capacity due to the prioritization of other urgent matters in First Nations communities.
- Inability to conduct consistent and proactive maintenance checks and repairs because of regular and ongoing priority requests from non-housing specific maintenance positions.
- Lack of dedicated, direct support for tenants in preventative maintenance, awareness and advocacy for health and wellness, and budget planning and management to increase the timely collection of monthly rental payments.

A series of recommendations were generated in response to the issues above and will require an integrated and incremental approach to implementation. As a starting point, the FNHPA is focussing its efforts on two of the report's recommendations, including:

Recommendation 3:

Core funding must be made available to First Nations housing programs targeted towards the recruitment of housing staff, including Housing Managers, Maintenance Managers and Workers, Tenant Relations Coordinators, and Administrative Assistants.

Recommendation 8:

Establish national standards for the ratio of units to number of staff, along with the types of roles that are required for these ratios.

These recommendations, once actioned, will provide a solid foundation from which to build upon other future proposals. It is also important to recognize the many recommendations that came before the FNHPA's first report that are equally as important to action. Through this report, the FNHPA hopes to create the space for tangible progress and to enable and educate others of the condition of on-reserve housing programs in order to collectively support change. The sections below reflect the beginning of this work, outlining standards for job descriptions and compensation guidelines that are grounded in in-depth research, best practices, and discussions with First Nations communities. Additionally, other

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entities, including the Federal Government, are looking at the preliminary report's recommendations to understand where they can best provide support in creating momentum in areas they can influence.

B. Project Scope

This project reengaged a selection[1] of on-reserve housing organizations that previously participated in interviews and helped to inform FNHPA's preliminary report. Research also included other First Nations on-reserve housing program employees that were not interviewed in phase one, and who helped to round out feedback and support the development of recommendations found in the latter half of this report. The scope of this paper centres on the three recommendations made within the preliminary report, with a core focus on determining the current status of First Nations on-reserve housing programs through a capacity gap analysis of staffing, job descriptions, and compensation for housing program staff.

Research findings have culminated in a series of recommendations to support the development of national standards for job descriptions and compensation. The objective was to determine the human and financial resources necessary to deliver First Nations on-reserve housing programs effectively, and to deliver recommendations for action to Indigenous Services Canada.

The project is sponsored by the FNHPA which engaged a qualified OCAP™ Certified Researcher to carry out the job description and compensation reviews. Discussions focused on a prepared set of questions to obtain feedback on challenges, threats, opportunities, and recommendations in the following areas:

- Number and types of housing program jobs necessary to operate effectively;
- Identifying the number of dual role jobs;
- Job description development; and,
- Salary and wage information and practices.

The findings were analyzed and aggregated to determine the wide disparity in job descriptions and salaries of housing program staff. It was also important to assess job descriptions for responsibilities that cross over different roles to understand how often employees are multitasking duties. This crossover is indicative of how housing programs are underfunded which often results in a lack of attention to all aspects of managing the housing portfolio effectively. A fulsome overview of this assessment and recommendations can be found in the proceeding sections of this report.

[1] . The number of interviews decreased due to limitations and restrictions that are listed in Section 3B

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3. Methodology

A. Methodologies Used

The findings contained in this report are informed by different methods of data collection. This includes:

A. Carrying out **desk-based research** on job descriptions and salary grids in comparable organizations (e.g., social sector housing programs) as well as other on-reserve housing programs in Canada.
B. Conducting **interviews** using a pre-distributed questionnaire to guide the conversation with on-reserve housing program organizations (see Appendix A to see list of survey questions)
C. Undertaking a **literature review** of related housing research.
D. Assessing **survey findings** distributed to First Nations on-reserve housing organizations.
E. Carrying out a **review** of housing program policies and salary grids.

B. Limitations and Restrictions

Much like in the preliminary report, there were several limitations and restrictions that directly or indirectly influenced the level of data, including:

1. **Project Timelines**
   Outreach and data collection was confined to tight timelines due to:
   A. **Budget constraints**: budgetary restrictions limited the number of researchers able to conduct outreach as well as the number of on-reserve housing programs the researcher was able to interview.
   B. **Capacity of First Nations**: Outreach officially began in September; however, many on-reserve housing programs did not have immediate capacity to engage in discussions or complete the survey in a timely manner, or respond to follow-up requests, therefore limiting data collection.

2. **Capacity in First Nations Communities**
   In addition to impacting project deliverables, capacity in First Nations communities is, in itself, a limitation that resulted in less data being collected. An important component of outreach was the time and resource commitment required by First Nations communities to fully participate. Given that many communities lack sufficient time and resources to carry out these requests, outreach can be onerous on the individuals being asked to participate. In short, many communities do not have staffing resources to work through the current outreach effectively.

3. **Survey Fatigue**
   Consistent requests for outreach and the resulting "survey fatigue" is a reality for many First Nations communities. The impacts of over-engagement can show up in a First Nation's resistance to participate in new initiatives, not only due to a shortage of resources to carry out the work, but also because of the apprehension to trust that a process will garner real change and meaningful results.

4. **Budgetary restrictions**
   Due to budgetary constraints, outreach was limited to a smaller number of First Nations communities than in the preliminary report. A larger sample-size of on-reserve housing would have

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provided a more accurate representation of these programs, and therefore more accuracy in suggested next steps. Additionally, outreach was not conducted in-person. While virtual or telephone discussions produced satisfactory results, face-to-face conversations hold utmost value in understanding on the ground needs and being able to develop strong and trusting relationships between the FNHPA and First Nations communities.

5. **Lack of Psychological Workplace Safety**
   There is a sense of hesitancy and/or fear to provide transparent feedback and data because housing staff do not want to cause dissention within their work units or organizations. This points to a lack of psychological safety in the workplace, and that people who experience or witness challenges often do not report them due to fear of backlash.

6. **Limited Data**
   In many instances, job descriptions and/or salary grids did not exist, or the individual being interviewed needed to ask for permission for these documents to be shared. In the latter case, follow up did occur, but seldom resulted in gaining access to the data being requested. This may be due to the First Nation's limited capacity, privacy concerns, or a lack of psychological workplace safety, amongst others.

4. Research Findings

This section explores findings gathered from interviews with First Nations on-reserve housing programs, as well as the findings taken from desk-based research as it pertains to job descriptions of the five roles in question.

A total of 22 First Nations on-reserve housing programs and 5 Tribal Councils were interviewed to understand compensation structures and job descriptions within their communities. All participants were asked if they could provide job descriptions and salary grids to supplement findings taken from discussions, however, only 14 of the 22 First Nations followed up with job descriptions and 16 First Nations with compensation information. The inability to collect data from participants is due to the limiting factors referenced above, namely the limited capacity of on-reserve housing employees to participate effectively, as well as the lack of formal documentation to provide to researchers. This last point came up in many interviews, where participants referenced they were either in the process of developing salary grids or revising their job descriptions, and could therefore not provide formal documents, but rather, gave static figures and role descriptors. It is a positive indicator that on-reserve housing programs are updating or developing this documentation. It is, however, vital that these programs receive support to bolster capacity so there is skilled talent to fulfill the duties outlined in these job descriptions. Job descriptions alone will not suffice in enabling on-reserve housing programs to overcome their challenges. Funding and capacity building are also key success factors in helping communities realize success.

A. On-Reserve Housing Program Findings – Job Descriptions

The following findings are based on our assessment of job descriptions and compensation structures provided during interviews, as well as findings taken from online research. This paper focuses on five roles specifically: Housing Manager, Tenant Relations Coordinator, Housing Administrative Assistant,

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Housing Maintenance Manager and Housing Maintenance Worker. It is also important to note that the job titles reflected below are one of many ways in which roles have been labelled across on-reserve housing programs. Despite there being inconsistency in job titles, the reader should infer that, for example, 'Housing Manager' refers to the most senior housing program member. It should also be noted that job title variance is not isolated to the on-reserve housing sector, and while not necessarily an issue, does make standardization of job descriptions more of a challenge.

It is our recommendation that when leveraging the job description templates below that First Nations on-reserve housing programs underscore to applicants that eligibility is not dependent on fulfilling all criteria outlined in the description. Rather, all applicants should be encouraged to apply for positions of interest and in areas that align to their skillsets to ensure all members of the community are given the opportunity to apply. Job descriptions can also be tailored to fit the specific requirements of each on-reserve housing program.

Housing Manager Job Description

The Housing Manager position in First Nations on-reserve housing programs is a critical to ensuring the organization maintains high-quality, affordable, and well-maintained housing in their communities. All on-reserve housing programs that were interviewed had a Housing Manager, making this role the most prioritized across the housing portfolio. Housing Managers are primarily responsible for creating housing policy, overseeing maintenance and renovations of rental units, collecting rent and managing tenants and support systems.

In addition to these functions, our analysis also determined that Housing Managers often take on the responsibilities of other positions that are either vacant or do not exist in the current organizational structure. In particular, Housing Managers tend to step into roles that directly report to them: that of Tenant Relations Coordinator as well as maintenance coordination. By assuming these duties, Housing Managers stretch their capacity to well beyond what is expected of a full-time employee. The reasoning behind having a Housing Manager be responsible for additional roles/duties varies across organizations, however, the most common response was either that the role of tenant relations and/or maintenance coordination is not a current hiring priority, or that funding or filling of these positions remains a challenge.

The core functions of a Housing Manager that appeared across the majority of job descriptions are:

- Funding and Program Management
- Financial Management
- Planning and Policy Development
- Tenant Management
- HR Management
- Relationship Management
- Crisis Management
- Maintenance Oversight
- Contract Management

Our analysis indicated that while these functions aligned to the role of a Housing Manager, it was often the responsibilities associated with each function that were not at the appropriate level. For example, crises should be escalated to the Housing Manager only if they cannot first be dealt with by a Tenant

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Relations Coordinator. With sufficient capacity, Housing Managers should be able to delegate the navigation of challenging situations to their direct reports, and only be involved when instances become complex. The same type of levelling applies to each function above: direct reports carry out the operational tasks, leaving capacity for the Housing Manager to provide strategic oversight, expertise, and guidance to their staff and the community writ large. A detailed analysis of the above functions can be found in Appendix B.

Based on our assessment of Housing Manager job descriptions, a template was developed to support on-reserve housing program staff in adopting more standardized descriptions that consider the appropriate levelling of responsibilities. Housing program management can leverage this template, as well as the ones associated with the other roles below, as a starting point from which to tailor specific requirements. We acknowledge that no two communities are the same, and that different programs will have different needs of their staff, however, the more consistency that can be built across these roles, the more clarity each role will have in what they need to deliver. Consistency in responsibilities will also lessen the duplication of duties so long as housing programs receive the proper funding necessary to hire key housing positions.

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Job Description Template

Job Title: Housing Manager

Department: (Name of FN) Housing Program

Reports to: *(as appropriate to your housing program)*

Date: *(date approved)*

Job Summary:

The Housing Manager is responsible for the planning, administration, management, delivery and evaluation of housing programs and services for the benefit of community members.

Job Duties & Responsibilities:

A) Housing Program Management

- Accountable for the fiscal soundness and cost effectiveness of overall housing operations.
- Develop strategic guidance and planning tools for the housing program, including developing the five-year strategic housing plan and the annual operations workplan.
- Provide regular written housing activity and progress reports related to the annual workplan and matters of a material nature.
- Maintain open communications with occupants to promote the fair and equitable application of housing policies and practice.
- Monitor application of the housing policy/program and make policy revisions as necessary.
- Oversee the implementation and maintenance of a housing records management system.
- Ensure the timely issuing and processing of work orders, purchase orders, etc.
- Develop and administer the annual housing budget, which includes a maintenance and renovation plan established in collaboration with the Housing Maintenance Manager.
- Manage, monitor, and approve all housing expenditures in accordance with approved budgets and finance and spending policies.
- Produce monthly year-to-date budget updates and address and/or report material variances as required to safeguard operational budget targets and practices.
- Prepare reports for external agencies as required in accordance with external funding agreements to ensure an uninterrupted flow of project and program funding.
- Ensure housing policy is understood by occupants and adhered to.
- In consultation with an occupational therapist or other health professional, determine when home modifications are required to provide barrier-free safety features as may be required.
- Liaise with and support the Housing Committee.
- Ensure that property insurance is in place for all housing units and buildings.

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B) Housing Staff Management

- Provide leadership, direction, support and oversight to skilled housing staff and contractors, creating a work environment where employees are enabled to carry out their jobs to the best of their abilities.
- Develop and monitor individual work plans with all supervised staff as appropriate.
- Manage trainee/apprenticeship activities for capacity building purposes, including project development, applying for funding and administration.
- Develop well trained, safety-oriented and committed employees. Conduct performance reviews and evaluations for all housing staff annually and as required.
- Ensure the department's productivity and performance standards are met.
- Continuously strive to improve departmental operational efficiencies and work flows.
- Protect the confidentiality of any occupant or employee information obtained while performing job duties.

As part of the Housing team, carry out other related duties as assigned.

Job Qualifications/Requirements:

- Diploma or Degree in Property Management, Public or Business Administration.
- Housing Professional designation is an asset.
- 3+ years of direct related experience in First Nations housing environment.
- Experience in contract tendering and management, construction administration, inspection, quality control, site safety, grant writing, cost estimating, and capital works planning.
- Successful experience managing projects, budgets and staff.
- Experience in maintenance management.
- Related experience working in a First Nations community is preferred.
- Working knowledge of construction and safety legislation e.g., applicable building codes, fire codes, and occupational health and safety regulations.

Competency Requirements:

- Proven ability to maintain a high level of team productivity through effective leadership, direction, support and evaluation.
- Intermediate oral and written communication skills for managing staff, working with occupants and other department and external stakeholders.
- Demonstrated understanding of and commitment to safety in the workplace.
- The ability to multitask and meet the demands of conflicting priorities.
- Organized with the ability to effectively coordinate, direct, oversee and support the work of others.
- Conscientious and attentive to details.
- People-centric approach to tenant relations.
- Skilled in inventory control and management.
- Strong analytical, solution-oriented problem solving, and decision-making ability.
- Competency with computers and Microsoft Office 365 applications, including Word, Excel, and PowerPoint.

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Certifications:

- Valid Class 5 driver's licence and clean abstract.
- Must possess own vehicle for work purposes as required.
- Valid First Aid Certificate, CPR, and WHMIS Certificate or willingness to obtain.
- When on job sites, must wear Canadian Standards Association (CSA) approved personal protective equipment as required.
- Satisfactory criminal record check and vulnerable sector search.

Equivalent combination of related education and experience may be considered.

Working Conditions:

- Typical office work environment.
- Housing unit inspections with exposure to weather conditions from time to time.
- Ability to work evenings and/or weekends to attend to operational matters as may be required.
- Ability to travel as may be required from time to time.

Ability to work under stressful conditions and navigate complex situations in a way that prioritizes mental, physiological, and physical health.

I have read this job description and understand the job responsibilities and requirements herein.

Employee Signature _____ Date _____

Supervisor Signature _____ Date _____

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Tenant Relations Coordinator Job Description

The role of Tenant Relations Coordinator is often under the direction of the Housing Manager in many First Nations on-reserve housing programs. The role focuses on on-the-ground relations with tenants, as well as administrative and operational functions. This includes, but is not limited to collecting rent, reviewing and approving applications, providing tenant services and supports, and coordinating with other departments, such as maintenance, to address tenant issues. In having an individual assume these responsibilities, the Housing Manager is able to operate at a more strategic level, allowing for relationships to be built and fostered by front-line staff.

Of the 22 participating First Nations, only 6 indicated they had a Tenant Relations Coordinator position. The limited uptake of tenant relations positions can be attributed to a few different factors, the top three of which are:

- Lack of available funding
- A sense that tenant relations is not a priority in terms of having a dedicated resource
    - A majority of organizations indicated a higher need for maintenance staff, however, it should be noted that a lack of tenant relations support directly impacts housing maintenance and conditions
- The existence of resources in other departments, such as Health or Community Services that provide limited support to tenants

Despite the lack of individuals filling these roles within the First Nations and organizations interviewed, there were many job descriptions available online that indicate more and more on-reserve programs are looking at hiring these positions to better support tenants as well as housing staff more generally. The following core functions are most associated with the role of Tenant Relations Coordinator, as taken from our research:

- Intake and Discharge
- Tenant Education
- Outreach and Support Services
- Administration and Reporting
- Issue Management

In our assessment of these functions, it became clear that cross-over exists between the role of Tenant Relations Coordinator and administrative positions, however, it is not often the case that on-reserve housing programs have both roles. When a gap like this does exist, the role that is filled will often assume additional duties that strains their capacity. Communities that had both roles were often bigger First Nations with a larger number of units and more funding. It is worth noting that, in many cases, it was more common for on-reserve programs to have administrative positions over tenant relations roles, resulting in Housing Managers gaining support in clerical related tasks and either delegating tenant relations work to their administrative support or else doing the work themselves.

A detailed overview of these functions and their associated responsibilities can be found in Appendix C, and which helped in the development of a recommended job description for this role, as shown on the next page.

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Job Description Template

Job Title: Tenant Relations Coordinator

Department: (Name of FN) Housing Program

Reports to: Housing Manager *(or as appropriate to your housing program)*

Date: *(date approved)*

Job Summary:

The Tenant Relations Coordinator establishes and maintains effective relationships with occupants and guides them through the various aspects of the housing program. This includes the application process, occupancy agreements and explanation of policies, procedures and programs.

The Tenant Relations Coordinator acts as a liaison to occupants. They must have an understanding of, and sensitive to, the needs and circumstances of occupants, while at the same time ensuring that housing policy, procedures and standards are adhered to.

The Tenant Relations Coordinator may be called upon to liaise with or refer matters to other departments or external agencies to provide occupants with wrap-around support services.

Job Duties & Responsibilities:

A) Housing Application Process
- Review and evaluate housing applications and provide recommendations to Housing Manager.
- Complete income/expense assessments with applicants. Advise applicants of housing costs they will be responsible for i.e. hydro, gas, electricity, housing contents insurance, and/or routine maintenance not covered by the housing program.

B) Review housing processes, procedures and policies, and provide recommendations to the Housing Manager as appropriate. Ensure occupants are fully aware of their responsibilities and rights:
- Explain the occupancy agreements and any related information and ensure any questions or concerns are addressed.
- Where payment calculations are involved, explain what documents are required and how rents are determined.
- Receive, investigate and follow-up on tenant requests, complaints and concerns. For home maintenance issues, direct the occupant to the maintenance unit.
- Keep the Housing Manager updated on relevant issues and document all client interactions for the tenant records management system.
- Conduct home visits as required, and at least once annually, to discuss any outstanding issues or policy changes, respond to questions or concerns, and assess home conditions.
- Implement activities that impact occupants and update them in a timely manner.
- Make referrals to health and social/community services department and/or external agencies.
- Protect confidentiality of all occupant information obtained while performing job duties.

C) Liaison between occupants and Housing Department as issues arise.

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- Assist occupants to understand the process for addressing requests, complaints, concerns, e.g., property damage, rental arrears, etc.
- Regularly apprise the Housing Manager of issues that impact the Housing Department.
- Work in conjunction with other departments and external agencies to assist occupants in understanding Housing policies and procedural requirements.

As part of the Housing team, carry out other related duties as assigned.

Job Qualifications/Requirements:

- Diploma related to social services or property management.
- A Housing Professional designation is an asset.
- 2-5 years of experience in providing direct support to tenants including limited income individuals and those in need of social services support.
- Related experience working in a First Nations community is preferred.

Competency Requirements

- Ability to deal with all occupants in a fair, unbiased, respectful and courteous manner.
- Demonstrated planning, organizational and negotiation skills.
- Intermediate to advanced verbal and written communication skills.
- Strong solution-oriented problem-solving and conflict resolution skills.
- Self-motivated and goal oriented.
- People-centric approach to tenant relations.
- Working knowledge of applicable laws, policies and agreements.
- Intermediate computer and word processing skills including proficiency with Microsoft Office.
- Knowledge of financial management and household budgeting.
- Knowledge of First Nations history, government, culture and language is an asset.
- Satisfactory criminal record check and vulnerable sector search results.
- Equivalent combination of related education and experience may be considered.

Working Conditions:

- Ability to work under stressful conditions and navigate complex situations in a way that prioritizes mental, physiological, and physical health.
- Typical office work environment.
- Housing unit inspections with exposure to weather and other conditions from time to time.
- Ability to work evenings and/or weekends to attend to operational matters as may be required.
- Exposure to weather and housing unit conditions from time to time.
- Ability to travel as may be required from time to time.

I have read this job description and understand the job responsibilities and requirements herein.

_____ _____

Employee Signature Date

_____ _____

Supervisor Signature Date

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Housing Administrative Assistant Job Description

The Housing Administrative Assistant plays an integral role in supporting the planning, coordination, and delivery of various programs, as well as to provide clerical support in the day-to-day operations of the housing program. This includes, but is not limited to, maintaining housing and client records (such as leases, notices, maintenance records), compiling statistical information, generating correspondence, and assisting with application and leasing requirements. In many instances, interviews revealed that trainees assumed this role, as it provides a great foundation from which to understand different housing program departments and grow their skill sets.

While there are many administrative similarities in the job descriptions reviewed, the role of on-reserve administrative assistance also varied from one organization to another, largely because each community has different priorities, organizational structures, and capacity challenges that impact the duties outlined with the job descriptions. For example, some communities placed greater emphasis on the coordination and monitoring of maintenance related activities, whereas others required support in planning and programming. It is also possible that housing administration positions assume duties of vacant roles or roles that do not exist within the organization (i.e., tenant relations work or maintenance coordination).

The following functions are associated with the Housing Administrative Assistant role:

- Intake and Discharge
- Clerical Support
- Scheduling and Coordination
- Maintenance Support
- Onboarding Support
- Contract Support
- Rent Collection and Administration

As mentioned above, there is overlap between the Administrative Assistant role and Tenant Relations Coordinator role, especially as it pertains to intake and discharge duties as well as rent collection and administration. Because many on-reserve housing programs do not have a Tenant Relations Coordinator, their administrative staff often take on the bulk of the tenant facing work, however, compensation is often not reflective of doing "double-duty". In an ideal state, with a fully-staffed organizational chart, an administrative role would be in place to support the Housing Manager in clerical and records management functions, as well as coordination, scheduling, and onboarding processes. It is important to delineate between operational/desk-based functions and on-the-ground tenant facing functions, as the latter requires relationship building and maintenance that can only be gained through dedicated focus with tenants.

The table in Appendix D provides deeper analysis into these functions and associated responsibilities, which supported the development of the job description below.

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Job Description Template

Job Title: Housing Administrative Assistant

Department: (Name of FN) Housing Program

Reports to: Housing Manager *(or as appropriate to your housing program)*

Date: *(date approved)*

Job Summary:

The Housing Administrative Assistant is responsible for providing administrative support services to ensure effective, efficient and accurate administrative and records management.

Job Duties & Responsibilities:

A) Provide administrative support for the Housing Manager

- Greet office visitors, take and direct telephone calls, respond to inquiries and/or direct to appropriate staff members.
- Accept and direct tenancy applications online and in person. Conducts reference checks as requested by the Tenant Relations Coordinator.
- Prepare written materials for the Housing Manager or other members of the Housing Department, including researching and preparing briefing notes and drafting correspondence, reports, etc.
- Assess, develop, maintain, and implement office templates, policies, filing systems and procedures to increase overall departmental efficiency, effectiveness and consistency, and recommend changes to the Housing Manager as may be required.
- Receive and prepare responses to general inquiries/incoming mail in a timely manner.
- Respond to tenant questions, concerns and complaints and refer to the Tenant Relations Coordinator, Housing Maintenance Manager, and/or the Housing Manager where appropriate.
- Ensure the confidentiality and secure storage of tenant or employee information obtained while performing day-to-day job duties.

B) Develop and maintain a housing records management system including:

- A list of all residential structures including empty units.
- Files for each tenant/family including all related legal agreements, documentation and correspondence. Ensure the list of unit occupants is up-to-date and available to Emergency Services if required.
- Housing unit records containing all property inspection and unit condition reports as well maintenance, repair and replacement records with costing (e.g., purchase orders and paid invoices), and appliance serial numbers and warranties.

C) Financial administrative support to the Housing Manager

- Assist in preparing the annual budget and related work plans.
- Review monthly general ledgers and financial statements for accuracy.
- Track actual vs projected expenses.

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- Prepare purchase and work orders to meet ongoing maintenance, repairs and renovation requirements.
- Receive, verify and process incoming invoices.
- Receive, record and issue receipts for rental payments.

As part of the Housing team, other related duties as assigned.

Job Qualifications/Requirements:

- Completion of Grade 12 or equivalent.
- Diploma in Office Administration.
- 2+ years of related experience in office administration.
- Related experience working in a First Nations community is preferred.
- Willingness to pursue further education in housing management, including courses focused on finance, and First Nations housing administration.
- A Housing Professional designation is an asset.

Competency Requirements:

- Knowledge of Housing Policy and funding partner programs and initiatives.
- Intermediate oral and written communication skills.
- The ability to multitask to meet the demands of conflicting priorities.
- Conscientious and attentive to details.
- People-centric approach to tenant relations.
- Intermediate computer skills, particularly with Microsoft Office 365 applications, (Word, Excel, and PowerPoint) and accounting and records management software.
- Ability to be flexible and adaptable to meet operational needs.
- Satisfactory criminal record check and vulnerable sector search results.

Equivalent combinations of related education and experience may be considered.

Working Conditions:

- Typical office work environment.
- Ability to work evenings and/or weekends to attend to operational matters as may be required.
- Ability to travel as may be required from time to time.
- Ability to work under stressful conditions and navigate complex situations in a way that prioritizes mental, physiological, and physical health.

I have read this job description and understand the job responsibilities and requirements herein.

Employee Signature _____ Date _____

Supervisor Signature _____ Date _____

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Housing Maintenance Manager Job Description

The role of Housing Maintenance Manager is one that provides oversight of day-to-day preventative and reactive maintenance. They have a responsibility to ensure that tenants receive a high standard of service with respect to their community and home maintenance and repair needs. Because of their proximity to tenants, Housing Maintenance Managers must have strong communication and relationship building skills that enable them to understand the needs of the community and address them in ways that meet tenants where they are. Additionally, Housing Maintenance Managers often supervise and manage a crew of personnel of various trades and must have great leadership and mentorship skills to support these individuals in building their skillsets.

We were provided with 8 Maintenance Manager job descriptions, along with an additional 5 pulled from online research. The core functions associated with this role are:

- Team Management
- General Demand Maintenance
- Reactive Maintenance
- Tenant Advisory Services
- Unit Inspection
- Contract Management
- Administration

Our assessment of these functions is similar to that of the Housing Manager, where the functions themselves are aligned to the role, but the levelling of the responsibilities is skewed. Housing Maintenance Managers should be playing more of an oversight role, however, because the need for maintenance support is so high in First Nations communities, Housing Maintenance Managers are often engaged in reactive / emergency tasks rather than contingency planning. Housing Maintenance Managers are also often responsible for a team of personnel who practice under different trades. Many of these workers are currently transient because they are either external contractors or from Public Works, making it difficult for Housing Maintenance Managers to build strong succession and mentorship plans to ensure retention of skilled trades workers in the community. Lastly, Housing Maintenance Managers who do not have the support of a Housing Maintenance Worker often take on more administrative tasks such as maintaining inventory supply levels or reviewing and approving invoices. These tasks can sometimes be performed by a Housing Administrative Assistant, however, the problem of overextending capacity for housing programs roles remains the primary issue no matter who is performing duties not associated with their roles.

The table in Appendix E outlines detailed findings of Housing Maintenance Manager functions and responsibilities which supported the development of the job description below.

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Job Description Template

Job Title: **Housing Maintenance Manager**

Department: (Name of FN) Housing Program

Reports to: Housing Manager *(or as appropriate to your housing program)*

Date: *(date approved)*

Job Summary:

The Housing Maintenance Manager is responsible for the oversight of repairs and maintenance of housing units and properties, renovations, preventative maintenance, inspections, capital projects, staff supervision and evaluation, training and development, and reporting housing unit conditions regularly and as may be required to the Housing Manager or Housing Administrative Assistant. The Housing Maintenance Manager also assigns, coordinates and oversees the work of Maintenance Workers, trades, e.g. electricians, carpenters, and painters, as necessary, to determine quality of work, and identify deficiencies, to ensure buildings are safe, well maintained and in good condition.

Job Duties & Responsibilities:

- Prepare annual maintenance work plan.
- Develop and manage the housing maintenance budget.
- Schedule and inspect various elements of buildings and grounds, including, fire alarms and smoke detectors, fire sprinkler systems, walkways, hazards, etc. to determine repair and maintenance needs.
- Direct, oversee, support and evaluate Housing Maintenance Workers.
- Maintain inventory records and secure storage of all departmental tools and equipment, as well as materials and supplies to be used for repairs, maintenance and renovations.
- Track and analyze project procurement, performance and expenditures.
- Report regularly to the Housing Manager in writing regarding the housing portfolio activities, challenges, needs, etc. and advise of any urgent or emergency repair requirements needs in a timely manner.
- Complete written property safety audits as required.
- Ensure vacant units are prepared for move-in in an efficient and timely manner.
- Schedule operations and maintenance personnel to fulfill housing unit needs.
- Schedule and coordinate electricians, plumbers, and carpenters, etc. as required.
- Perform post-work inspections to ensure quality standards are met.
- Determine and order supplies, material and equipment required for maintenance, repairs, and renovation projects.
- Identify and address hazardous work conditions as a priority.
- Ensure workers are up to date in health and safety training, including WHMIS training, and carry out their job duties in compliance with legislated work requirements and safe day to day work practices.

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- Coordinate and/or develop and deliver training sessions in housing maintenance and safety procedures for staff, as well as preventative maintenance for occupants.
- Protect the privacy and confidentiality of occupant or employee information obtained while performing duties.

As part of the Housing team, carry out other related duties as assigned.

Job Qualifications/Requirements:

- 3-5 years of experience with housing maintenance, construction, property/project management, supervision or other related experience.
- Previous experience supervising a work crew to project completion.
- Related experience working in a First Nations community is preferred.
- A general working knowledge of plumbing, heating, refrigeration, air conditioning and electrical work.
- Diploma or Housing Professional designation or certification in related trades is an asset.
- Working knowledge of construction and safety legislation e.g., building codes, fire codes, and occupational health and safety regulations

Competency Requirements:

- Proven ability to maintain a high level of team productivity through effective leadership, delegation, support and evaluation.
- Intermediate oral and written communication skills for managing staff, working with tenants and other stakeholders.
- Demonstrated understanding of and commitment to safety at the workplace.
- The ability to multitask and meet the demands of conflicting priorities.
- Organized with the ability to effectively coordinate, oversee and support the work of maintenance staff and trades.
- Conscientious and attentive to details.
- People-centric approach to occupant relations.
- Skilled in inventory control and management.
- Strong analytical, problem solving, and decision-making ability.
- Competency with computers and Microsoft Office 365 applications, including Word, Excel, and PowerPoint.
- Satisfactory criminal record check and vulnerable sector search results.

Certifications:

- Valid Class 5 driver's licence and clean abstract.
- Must possess own vehicle for work purposes.
- Valid First Aid Certificate, CPR, and WHMIS Certificate or willingness to obtain.
- Must wear Canadian Standards Association (CSA) approved personal protective equipment as required.
- Satisfactory criminal record check and vulnerable sector search results.

Equivalent combinations of related education and experience may be considered.

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Working Conditions:

- Typical office work environment.
- Exposure to weather and other conditions from time to time.
- Physical stamina and dexterity, moving, walking, stooping, kneeling, crouching, or crawling.
- Ability to lift weights up to 30 lbs.
- Ability to work under stressful conditions and navigate complex situations in a way that prioritizes mental, physiological, and physical health.
- Ability to travel as may be required from time to time.

I have read this job description and understand the job responsibilities and requirements herein.

_____ _____

Employee Signature Date

_____ _____

Supervisor Signature Date

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Housing Maintenance Worker Job Description

The Housing Maintenance Worker is responsible for the maintenance and repair of the interior and exterior of housing units. The job descriptions of Housing Maintenance Workers varied by the skills required within a given community, however, common functions included:

- Unit Inspection
- General/Basic Maintenance and Repairs
- Inventory Management
- Preventative Maintenance Planning

A common challenge with Housing Maintenance roles is that compensation is often higher off-reserve, resulting in skilled talent looking for positions in the private sector. The lack of competitive wages leads to recruitment and retention challenges for on-reserve programs, who are then reliant on external contractors or Public Works to fill maintenance positions. Rather than spending money on labour that leaves the community, it would be of immense benefit to support capacity building for First Nations to be self-sufficient in home maintenance. In FNHPA's first report, a recommendation was made to support training and development of trades so that this capacity can be built up internally and stay within the community.

Due to the lack of Housing Maintenance Worker job descriptions provided, analysis was not conducted on this role as it was with the four others. However, to provide a starting point for housing program staff, we have developed a recommended job description below based on the research, best practices, and FNHPA's own expertise and experience in this field.

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Job Description Template

Job Title: **Housing Maintenance Worker**

Department: **(Name of FN) Housing Program**

Reports to: Housing Maintenance Manager *(or as appropriate to your housing program)*

Date: *(date approved)*

Job Summary:

The Housing Maintenance Worker is responsible for maintenance and repair duties of the interior and exterior of housing units.

Job Duties & Responsibilities:

- Comply with the work schedule and tasks related to maintenance and repair of housing units as assigned by the Housing Maintenance Manager.
- Assist with inspection of housing units and buildings to determine maintenance and repair needs to ensure they are safe and in good condition.
- Complete and sign off on work orders as provided by the Housing Administrative Assistant.
- Perform minor electrical repairs and maintenance such as repairing or replacing receptacles, light ballasts, switches, fans, electrical fixtures, baseboard heaters, smoke alarms and wiring, etc.
- Carry out basic plumbing maintenance, repairs or replacement of toilets, sinks, bathtubs/showers, water lines, drainage, etc.
- Perform basic housing unit carpentry repairs and maintenance, including counter tops, cupboards, wall tiles, flooring, doors, door and window locks, railings, etc.
- Perform other routine maintenance jobs such as painting and drywall repair.
- Routine appliance repair and maintenance as required.
- Routine repairs and maintenance to HVAC equipment as appropriate.
- Perform exterior repairs and maintenance of fences, gates, sidewalks, patios, and ramps.
- Clean gutters and debris from roofs, clear drains, replace shingles and flashing, perform emergency patching and caulking of unit exteriors, etc. as required.
- Remove snow and salt/sand walkways and entrances as required.
- Small equipment operation and maintenance.
- Maintain inventory of tools, equipment and supplies.
- Vehicle operation to load, unload and deliver materials, tools and equipment and other related material as necessary.
- Accompany contractors/trades to inspect, determine and perform repairs, renovations at housing units.
- Assist in annual/periodical housing inspections to check for damage and necessary repairs.
- Participate in preventative maintenance workshops for tenants.
- Abide by occupational health and safety regulations, wear approved personal protective equipment as required and report unsafe work conditions and hazards in a timely manner.

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- Ensure the confidentiality of occupant information obtained while performing job duties.

As part of the Housing team, other related duties as assigned.

Job Qualifications/Requirements:

- Grade 12 (or equivalent).
- 2-5 years of experience completing general building and home maintenance repairs.
- Related experience working in a First Nations community is preferred.

Competency Requirements:

- Demonstrated ability to follow directions, manage and complete maintenance and repair tasks in an effective and timely manner.
- Ability to prioritize tasks and meet deadlines.
- People-centric approach to occupant relations.
- Demonstrated interpersonal and conflict resolution skills when dealing with occupants with health or social issues.
- Experience working effectively as a contributing member of a team.

Certifications:

- Certification in a housing maintenance related trade i.e. carpentry, plumbing, etc.
- Valid Class 5 driver's licence and satisfactory abstract.
- Valid First Aid Certificate, CPR, and WHMIS Certificate, or willingness to obtain.
- Current and acceptable Criminal Record Check and Vulnerable Sector Search.
- Construction site safety training is an asset.
- Satisfactory criminal record check and vulnerable sector search results.

Equivalent combinations of related education and experience may be considered.

Working Conditions:

- Physical stamina and dexterity. The job involves constantly moving, walking, stooping, climbing, kneeling, crouching, or crawling.
- Ability to lift and/or move weights up to 50 lbs e.g., heavy furniture, equipment and supplies.
- Expectation to work overtime, evenings, and/or weekends and responding to maintenance emergencies as necessary.
- Ability to work under stressful conditions and navigate complex situations in a way that prioritizes mental, physiological, and physical health.
- Ability to travel as may be required from time to time.

I have read this job description and understand the job responsibilities and requirements herein.

_____ _____
Employee Signature Date

_____ _____
Supervisor Signature Date

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B. Compensation Findings

In addition to carrying out an analysis of job descriptions, this paper also researched compensation structures for the five roles in question. As with job descriptions, researchers had difficulty collecting data related to salaries for each of the five roles. Where data was provided, it was not clear as to what criteria was used to ascertain minimum and maximum compensation values (e.g., experience, number of units). While salary information was sparse, the paper has compiled findings to show the variance in payment structures and observations as to why compensation is higher or lower for a given role.

While dedicated salary grids for each role could not be completed with current levels of information, FNHPA has developed a salary range toolkit to help on-reserve housing professionals get started with their own. This toolkit provides a step-by-step guide that can be used to create compensation levels for different roles within the community. This toolkit can be found in Appendix F.

Housing Manager Compensation Findings

Of the 22 interviews, 10 provided compensation ranges for the role of Housing Manager. An additional 3 online job descriptions detailed salary ranges for this role. The table below reflects the average of these ranges. Additionally, research was conducted into the compensation rates of Housing Managers in comparable sectors to gain an understanding of the disparity (or lack thereof) between on-reserve housing programs and other social sectors. Average salaries are based on a 37.5 hour work week.

	On-Reserve Housing Programs			Comparable Social Sector Organizations		
Housing Manager	Minimum Annual Salary (Avg)	Maximum Annual Salary (Avg)	Delta (min and max)	Minimum Annual Salary (Avg)	Maximum Annual Salary (Avg)	Delta (min and max)
	$55,673	$81,666	$25,993	$71,936	$84,396	$12,460
	Lowest Annual Salary	Highest Annual Salary	Delta (min and max)	Lowest Annual Salary	Highest Annual Salary	Delta (min and max)
	$44,031	$123,513	$79,482	$40,307	$138,450	$98,143

Observations

Of the ten on-reserve housing programs who provided salary information for Housing Managers, the highest compensation rate came from a community with just under 500 units. For the most part, communities with a lesser number of units also compensated their Housing Managers less, albeit to varying degrees that range from $48,750 for communities with 162 and 250 units, to $83,850 for 215 and 232 units. Another community with over 1000 units paid their housing manager $96,525. There is therefore no consistent linkage between the number of units needing to be managed and the compensation of a Housing Manager.

The following observations have been made about Housing Manager compensation that are factored into this paper's recommendations in section 6:

- The minimum to maximum salary range for on-reserve Housing Managers is wide. This may be due to a variety of factors including:

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  - Number of units in a community
  - Role complexity
  - Role duality (i.e., both a Housing Manager and Tenant Relations Coordinator due to lack of capacity and/or funding in a nation)
  - Lack of funding to fairly compensate employees
  - Lack of a job evaluation process for determining salary

- Comparable social sector organizations have a much higher minimum starting wage than on-reserve programs. This could be because these organizations have access to more funding, resulting in:
  - Being able to implement competitive pay structures to retain skilled talent
  - Hiring more experienced staff who start off at a higher pay rate

- The maximum salaries between on-reserve housing programs and social sector organizations are comparable. This may indicate that when funding is made available, leadership positions are similarly compensated for.

Tenant Relations Coordinator Compensation Findings

Out of the 22 interviews, 3 provided compensation rates for the role of Tenant Relations Coordinator. Online job descriptions provided an extra 6 compensation ranges. The table below reflects the average of these ranges. Additionally, research was conducted into the compensation rates of Tenant Relations employees in comparable sectors to gain an understanding of the disparity (or lack thereof) between on-reserve housing programs and other social sectors.

	On-Reserve Housing Programs			Comparable Social Sector Organizations		
Tenant Relations Coordinator	Minimum Annual Salary (Avg)	Maximum Annual Salary (Avg)	Delta (min and max)	Minimum Annual Salary (Avg)	Maximum Annual Salary (Avg)	Delta (min and max)
	$48,458	$62,342	$13,884	$51,812	$71,585	$19,773
	Lowest Annual Salary	Highest Annual Salary	Delta (min and max)	Lowest Annual Salary	Highest Annual Salary	Delta (min and max)
	$36,563	$69,849	$33,286	$46,547	$84,338	$37,771

Observations

Despite the limited data received for Tenant Relations Coordinator roles, findings indicate that compensation is low given the nature of work being performed. If we reflect on the job description summary above, it is clear that Tenant Relations employees have very important responsibilities that can be very demanding, both emotionally as well as physically. However, in conversations with on-reserve programs, housing staff underscored that this role is not seen as a priority, and as such, their compensation may reflect the current reality of allocating funds to roles in higher demand within the community. It also does not appear that number of units have any correlation to annual salary, where communities with 1200 units pay $36,563 and communities with 205 units pay $51,675. More data is required to better understand compensation of this role; however, this may be difficult with the limited number of Tenant Relations roles being recruited for in on-reserve programs.

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It would also appear that social sector organizations have low compensation structures for this role, although remain marginally higher than on-reserve programs. The highest hourly salary comes from an organization out of Toronto that manages complex portfolios and many tenants, although it is not known whether these factors were considered as part of this role's compensation. Additional research is required to understand what criteria are/should be used to develop salary grids for this role.

Housing Administrative Assistant Compensation Findings

Of the 22 interviews, 9 provided compensation ranges for the role of Housing Administrative Assistant. An additional 4 online job descriptions detailed salary ranges for this role. The table below reflects the average of these ranges. Additionally, research was conducted into the compensation rates of Housing Program Administrative Assistants in comparable sectors to gain an understanding of the disparity (or lack thereof) between on-reserve housing programs and other social sectors.

	On-Reserve Housing Programs			Comparable Social Sector Organizations		
Housing Administrative Assistant	Minimum Annual Salary (Avg)	Maximum Annual Salary (Avg)	Delta (min and max)	Minimum Annual Salary (Avg)	Maximum Annual Salary (Avg)	Delta (min and max)
	$38,961	$46,976	$8,015	$49,452	$52,748	$3,296
	Lowest Annual Salary	Highest Annual Salary	Delta (min and max)	Lowest Annual Salary	Highest Annual Salary	Delta (min and max)
	$29,250	$60,938	$31,688	$38,435	$63,063	$24,628

Observations

The minimum salary range for a Housing Administrative Assistant in on-reserve housing programs is significantly lower than the minimum salary range in comparable sectors. This could be due to a variety of factors, including the complexity of responsibilities, the number of housing units, or the availability of funding (to name a few). There is not, however, a consistent formula for how salaries are determined. Additionally, because of a lack of data, more research would need to be collected to appropriately quantify the difference in salary ranges between on-reserve programming and comparable sectors, and to identify the reasoning for the potential disparity.

For those programs interviewed, it appears that the higher the number of units in the community, the higher the salary. For example, the lowest salary for on-reserve housing programs is associated with a community with 160 units, which is one of the smallest communities engaged during interviews. While this number is below the federal minimum wage of $16.65 (or $32,468 annually), it is possible that the information provided is outdated and has since been adjusted. Conversely, the highest salary belonged to a community with 460 units. Number of units can therefore be a criteria in determining compensation but is likely paired with other factors such as years of experience, job duties, pre-qualification requirements, amongst others.

Maintenance Manager Compensation Findings

Of the 22 interviews, 12 provided compensation ranges for the role of Maintenance Manager. An additional 3 online job descriptions detailed salary ranges for this role. The table below reflects the

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average of these ranges. Additionally, research was conducted into the compensation rates of Housing Program Assistants in comparable sectors to gain an understanding of the disparity (or lack thereof) between on-reserve housing programs and other social sectors.

	On-Reserve Housing Programs			Comparable Social Sector Organizations		
Maintenance Manager	Average Salary			Average Salary		
	$50,466			$80,301		
	Lowest Salary	Highest Salary	Delta (min and max)	Lowest Salary	Highest Salary	Delta (min and max)
	$34,125	$78,000	$43,875	$48,419	$131,255	$82,836

Observations

Maintenance Manager compensation varied greatly across on-reserve housing programs, and even within comparable sectors. This is because the duties of a Maintenance Manager can be quite diverse and is also dependent on how niche their skills are, that determines the rate of pay. As well, Maintenance Managers supervise varying numbers of staff. Some communities reported having upwards of 20 staff reporting into their Maintenance Manager, whereas others had 2-to-3. Depending on the size of the community, Maintenance Managers are also responsible for more or less units; a factor previously determined as one criteria used to determine salary.

In both interviews and research, salary ranges were not often provided; rather, a single figure was given, hence the absence of minimum and maximum compensation information above. Given the variance in responsibilities of this role, it would be helpful to identify key criteria to support wage determination, as the inconsistency in salary poses a retention challenge for many on-reserve housing programs (First Nations with higher salaries will often poach skilled workers from First Nations that pay lower salaries.) A symptom of this issue has to do with the different levels of funding each community receives, and therefore the (in)ability to pay competitive wages.

The lowest and highest hourly salaries have more than a 50% gap in those communities interviewed; however, upon reviewing the job descriptions in these two communities, the responsibilities of the Maintenance Manager were not vastly different. The main difference was number of units managed (670 and 314), and therefore an increase in the volume of maintenance and emergency repair work. Larger communities also often have more contractors, meaning the Maintenance Manager with the higher salary is likely monitoring and managing more external workers along with their own internal staff complement. While these differences should be factored into compensation, it does not appear there is any clear formula to justify a more than 50% difference in salary between two communities.

Maintenance Worker Compensation Findings

Of the 22 interviews, 4 provided compensation ranges for the role of Maintenance Worker. An additional 2 online job descriptions detailed salary ranges for this role. Due to the lack of comprehensive data, this paper cannot provide detailed analysis or observations. More research would need to be conducted to understand trends for this role.

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The table below reflects the data collected from interviews and research and can serve as a starting point should additional work want to be explored on this topic.

	On-Reserve Housing Programs		
Maintenance Worker	Average Salary		
	$51,402		
	Lowest Salary	Highest Salary	Delta (min and max)
	$35,003	$62,888	$27,885

5. Recommendations and Next Steps

This report has conducted analysis on job descriptions and compensation structures for First Nations on-reserve housing programs. Throughout this assessment, challenges were identified that created barriers in the development of standardized job descriptions and/or salary grids. As such, the report has assembled a list of recommended next steps that outline the necessary factors to strengthen on-reserve housing programs.

Interviews with First Nations

1. It is important that on a go-forward basis, the FNHPA has the resources necessary to conduct outreach in a variety of different formats to best meet the needs of different First Nations. While some prefer virtual meetings, others would have liked to have talked in person, where others would have liked to have a quick three question survey. It is important to meet communities "where they are at" and acknowledge the current capacity issues that make it difficult for information to be collected.

Standardization of Job Descriptions

1. Review the recommended job descriptions in this report with relevant parties for input and feedback.
    a. Implement job description templates and guidelines that on-reserve programs can use to develop/update job descriptions. This will help to ensure consistency between First Nations while also allowing for descriptions to be tailored to fit the needs of each community.
    b. Conduct wide-spread engagement to train First Nations on job description development tools and how to use them effectively through in-person and on-line learning activities.
    c. Learning should be followed up on to evaluate the effectiveness of the teachings and to determine impacts in First Nations housing programs.

Standardization of Salary Grids

2. Conduct a focused analysis on the compensation structures of the five roles identified in this paper.
    a. The absence of data in this report did not enable the development of proposed salary grids. More insight into the criteria used to determine compensation, as well as around

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funding limitations will provide a foundation from which to build detailed salary grids that can be leveraged on a national scale.

3. Develop a formal job evaluation process to determine compensation.
    a. Leverage the findings coming out of step one to develop a step-by-step process for on-reserve programs to evaluate its different roles against predetermined criteria to determine compensation that will then be consistent across different First Nations.
    b. Develop metrics to determine effectiveness of standardized salaries and the impacts on attraction, retention and turnover rates.

Funding

1. Provide funding for FNHPA to support the adoption and evaluation of job description and compensation guidelines to First Nations communities.

2. FNHPA to work closely with government agencies like ISC and CMHC to update the criteria used to determine annual funding allocation and disbursement for First Nations communities.
    a. Upon updating the criteria, work with organizations to ensure core funding is targeted toward recruitment of housing staff.

Training

1. Increase access to training and education opportunities to facilitate the certification of skilled trades workers

2. Build capacity through training programs that details how to administer a housing program.

3. Build professional development hours into job performance metrics to ensure time is provided for staff to strengthen capacity.

4. Provide education on labour law to those communities that require it (e.g., those that do not have designated HR staff).

Conclusion

This paper has highlighted the heightened degree of interview fatigue and the pursuant challenges in collecting data. This issue speaks to the need to build capacity in all facets of on-reserve housing programs. The inconsistent levels of funding make it difficult for First Nations to create structured housing program positions and fairly compensate their staff, which can lead to challenges in recruitment and retention of skilled talent. Due to the transient nature of employment in these communities, staff often feel reactive rather than proactive. With adequate funding, First Nations would be able to establish effective job descriptions and competitive compensation packages that ensure talent is sustained and nurtured within the community.

It is also apparent that job descriptions, compensation, and policies are developed independently by First Nations. There are no standards to reference, and often, no HR support to assist in the development of these items. This paper therefore identified large disparities in the responsibilities being carried out within the same role, as well as large degrees of overlap between different roles that lead some positions to take on extra duties that stretch their capacity. By having dedicated positions with

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clear responsibilities, it would be possible to identify where there are gaps in the community that need to be filled by particular positions, as opposed to pushing those duties to another position that in turn, leads to burnout. The toolkits as recommended are foundational to developing these standards, and will require the perspectives of First Nations communities across the country.

The change that needs to occur to improve First Nations on-reserve housing is no small task. It will require thoughtful planning, consistent outreach, open and transparent dialogue, and most importantly, demonstrated dedication on behalf of all stakeholders to support and facilitate these shifts. This includes coordination with the Government of Canada, provincial and municipal bodies, as well as First Nations organizations that exist locally and nationally. It is a concerted effort that does not fall to one body alone.

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Appendix A – Interview Questionnaire

The following questionnaire was distributed to on-reserve housing program staff in advance of interviews. To the best of their ability, participants provided answers to each of the questions below:

Area of Research	Questions
Housing Portfolio	How many units (rental and homeownership) are in your housing program portfolio?
Job Descriptions	How many housing program specific jobs do you have? Please list full time and part time??
	How do you determine housing program staffing needs? (i.e., based on number of units, number of specifics jobs required to operate effectively, (i.e., tenant relations, maintenance, manager, etc.)
	What are the housing program job titles?
	Are there jobs with dual responsibilities? (i.e., your First Nation Public Works or Finance department employees doing work for the housing program i.e., maintenance, rent collection, etc.) If so, what are they?
	For jobs with dual responsibilities, how is the portion of the work done for the housing program determined?
	What is your job title?
	Are there job duties you carry out that are not in your job description? Do they have a job description? If yes are they willing to share?
	In your view, how many positions should there be to manage your housing portfolio effectively? i.e., management, rent collection/arrears, maintenance, tenant relations, etc.
	If the current number of positions is not sufficient: • What is the impact on program effectiveness?

	• What other positions are needed?
Salaries/Wages	Do you have a budget for housing positions? If so, how is it funded? (i.e. Core funding from government, First Nation OSR, other)
	What percentage of housing rental revenue is allocated to housing operations i.e., wages, maintenance, etc.?
	Do you have a salary grid that includes all housing program positions? If so, would you be able to share with us? (It will be held in the strictest confidence and the information is important for determining whether housing employees are compensated fairly for the work they do as compared to the broader public sector)
	Is there a salary range for each position? If so, what are they?
	How are salaries/wages determined?
	For jobs with dual responsibilities, (i.e, public works/maintenance, finance clerk/rent collection, etc.), how is the compensation/fee for the portion of the work done for the housing program determined, if at all?
	How often is your salary/wage reviewed and what, if any, type of increases are you/employees eligible for?

Appendix B – Housing Manager Job Description Analysis

The following table is our assessment of the Housing Manager's core functions and associated responsibilities. Observations contributed to the development of a standardized job description for this role, as found in Section X of this report.

Function	Description/Responsibilities	Observations
Funding and Program Management	• Apply for funding and programming; develop proposals and tenders • Develop, cost and implement an annual calendar of programs • Prepare deliverables for funders as per service agreement requirements	Overall, this function and its corresponding responsibilities are consistent with most housing manager job descriptions. Additionally, research indicates that these responsibilities are at the appropriate level for this role, as they require a more strategic and long-term lens that can then be rolled out at the lower levels of the organization.
Financial Management	• Prepare budgets and forecasts for housing needs • Identify funding sources and develop applications • Develop housing and renovation program capital submissions and annual budgets • Develop funding strategies	Housing Managers must have the skills necessary to conduct financial planning and oversee budgets and forecasts in support of housing supports, services, and maintenance needs. This function should be tightly coupled with the organization's finance department. This means the Housing Manager should have insight into financial reports, activities, and decisions that impact housing related services and supports.
Planning and Policy Development	• Develop housing plans and policies for the community • Monitor housing policy, national building code, safety standards and procedures • Prepare short and long-term maintenance plans and capital replacement plans	The responsibilities related to planning and policy development are at the appropriate level for the role of Housing Manager. It should be noted, however, that in several job descriptions, Housing Managers were being asked to carry out tasks related to this function that should be done at a lower level of the organization. Examples include monitoring compliance with policy on a tenant-to-tenant basis, and conducting regular home visits to ensure health and safety standards are being maintained.
Tenant Management	• Organize, attend and present at community meetings • Conduct home interviews • Provide orientation to new tenants	Tenant management appeared as a function across the majority of Housing Manager job descriptions reviewed Findings indicate that, for the most part, the responsibilities related to this function are not at the appropriate level for a Housing Manager, who should be overseeing tenant related matters rather than doing the operational work. This issue appeared more clearly in

	• Conduct move in/move out inspections • Conduct tenant arbitration procedures • Provide tenant education in basic housing maintenance and personal budgeting	on-reserve housing programs who did not have a tenant relations position to assume the operational workload, however, home visits and inspections, as well as educational services were listed in the majority of housing manager job descriptions regardless if a tenant relations position was present or not. As noted above, many on-reserve housing programs do not have a tenant relations position. Of 22 programs interviewed, only 6 had a tenant relations position, whereas all programs had a housing manager. This indicates that usually, Housing Managers are being asked to not only assume their responsibilities, but to also conduct operational tasks that would otherwise be carried out by a tenant relations coordinator. This analysis indicates that a levelling of responsibilities is needed between a housing manager and its direct reports to ensure that lower-level positions are responsible for operational tasks, whereas Housing Managers are accountable for overseeing the work and having things escalated to them when required. It is also pertinent that on-reserve housing programs prioritize the hiring.
Human Resource Management	• Develop job descriptions for housing portfolio • Complete performance reviews and evaluations • Coordinate and oversee external service providers • Mentor, guide and train employees • Participate in employment relation matters and complaints	Human resource management is a common function for Housing Managers across the majority of job descriptions reviewed. As the primary role responsible for overseeing housing programs and services, Housing Managers have critical insight into the types of skills and qualities required of staff in different roles. Housing Managers are also positioned to provide guidance to employees based on their experience and leadership. It should be noted that human resource management is not the sole responsibility of a Housing Manager, but rather a shared function with other

		leadership positions in the organization who have direct reports and oversight over strategy and operations.
Relationship Management	• Liaise with government and non-government organizations as required • Develop collaborative relationships with local stakeholders • Collaborate with community partners to enhance services and referral pathways	Many job descriptions referenced Housing Managers being responsible for developing and maintaining relationships. This includes developing and presenting reports in accordance with requirements laid out in different agreements, as well as establishing connections to build out a holistic suite of supportive services to residents.
Crisis Management	• Responds to escalated resident concerns and complaints • Initiates response in crisis situations • Model and maintain a safe, trauma-informed approach to all conflict resolution	Housing Managers are responsible for overseeing conflict, however, should become involved only when a crisis is escalated to them or when requested by their staff. In many job descriptions, it is expected that Housing Managers deal with all conflict resolution processes, however, smaller issues should be handled by a tenant relations role, who then reports all issues to the housing manager for their information, and involves them when needed.
Maintenance Oversight	• Process renovation requests • Oversee all new construction and renovations in accordance with housing code / policy • Coordinate requests for housing maintenance and repairs	The majority of job descriptions referenced Housing Managers being responsible for some degree of maintenance in their community, the extent to which is dependent on the presence of maintenance coordination and management positions. Where communities have maintenance positions (i.e., maintenance manager, maintenance worker), the housing manager typically plays more of an oversight role to ensure alignment with budget and programming. However, in many instances, communities either have vacant maintenance positions, or positions that are contracted out for specific trades. When this occurs, Housing Managers play a more operational role in maintenance, including procuring and managing external service providers, managing site condition inspections, and arranging for cleaning, maintenance and repairs.

		It should also be noted that by contracting out, there is a large impact on effective housing program management.
Contract Management	• Manages and coordinates contract management and compliance program • Requisition cheques for payment of contractors • Facilitate awarding of contracts • Negotiates and monitors contractual agreements to specialized maintenance	Housing Managers are responsible for facilitating, awarding, and managing contracts related to housing program initiatives. The role requires Housing Managers to have insight into many of the housing program's departments, including finance and maintenance. This knowledge allows Housing Managers to understand the particular contractual needs of the community. Contract management is, however, not a function exclusive to a housing manager and should be shared across program leadership. If a community has a maintenance manager, specialized maintenance contracts should, as an example, be led by this role and overseen by the Housing Manager. In the absence of these other roles, which is quite common for on-reserve housing programs, Housing Managers assume the responsibility of contract management. Additionally, Housing Managers often play a more clerical role in contract management when there is no administrative position or tenant relations role. For example, some Housing Managers negotiate contracts for repairs on units, or maintain and update a repairs list.

Appendix C – Tenant Relations Coordinator Job Description Analysis

The following table is our assessment of the Tenant Relations Coordinator's core functions and associated responsibilities. Observations contributed to the development of a standardized job description for this role, as found in Section X of this report.

Function	Description/Responsibilities	Observations
Intake and Discharge	• Review and process applications (tenant screening, interviewing and selection) • Provide orientation sessions to new residents • Assist in unit allocation • Processes move out forms and completes walk throughs • Provides direct support i.e. referrals to social service agencies.	Operational tasks related to moving tenants in and out of housing fall to the Tenant Relations Coordinator when the role is present in the First Nation. In other circumstances, these duties either fall to an administrative assistant or else the housing manager when neither of the former two roles are occupied. There are many duties associated with this function that are administrative in nature, and therefore should be conducted by more junior staff, with a Housing Manager overseeing and approving the work. This becomes increasingly important as the number of units to ratio of staff increases: more units lead to more intake and discharge activity that requires more resources / capacity to be able to carry out. Therefore, while it may be sustainable in smaller communities for a housing manager to perform these tasks, it becomes increasingly more difficult for this to be the case in larger communities that will require more administrative / operational staff to take on this function.
Tenant Education	• Educate tenants on tenant rights and responsibilities (e.g., care of common areas), preventative maintenance, etc. • Educate, inform and advocate for benefits and entitlements	Tenant education was referenced in the majority of tenant relations coordinator job descriptions, and often refers to providing community members with foundational life skills that enable more consistency and stability in their homes and professions. In interviews with on-reserve housing programs, it was identified that while this type of service is important, it is not often seen as a priority amongst other needs within the community, such as the need for urgent repairs.

	• Support life-planning/life skills programming and discussions with tenants	When capacity is not required to fulfill this type of service, it is common for organizations to forego a tenant relations role and focus their funding around more urgently needed roles and supports.
Outreach and Support Services	• Provide tailored services – e.g., mental health services, housing placement, homecare services • Conduct regular and ad-hoc check-in/support meetings and wellness checks with tenants • Assist in identifying and connecting with community support services (e.g., mental health programs) • Arrange and coordinate culturally focused activities to build a sense of community	Outreach and support services are offered by tenant relations employees when the role exists in the organization. There is, however, overlap in this function and the function of relationship building for Housing Managers, where both are responsible for developing connections with external support services that enable warm handoffs between tenants and programs. In much the same way as educational services above, communities do not always place priority on having a dedicated role to deliver on this function, often relying on the housing manager to assume these responsibilities in addition to their own. Again, this is sustainable so long as the number of tenants is small, however, as communities grow, it will become more unmanageable for a Housing Manager to develop, coordinate, and provide these services without help from support staff.
Administration and Reporting	• Collect rent payments, balances cash and prepares reports for finance • Arrange for cleaning, maintenance, and repairs as needed • Prepare reports to support the housing manager in presenting on reporting requirements • Provide tenants with monthly invoices • Maintains work order system and schedules maintenance	Tenant Relations Coordinators often assume administrative duties that relate directly back to tenant-related activities. As the relationship holder, many of these duties are well suited to this role, however, this is overlap between a housing program assistant and tenant relations coordinator. If a community has both roles, it will be important to delineate between these responsibilities to ensure there is no duplication of effort, and that tenants are aware of who to come to for what issues. In the case where only one role exists in the organizational structure, the duality of that role should be underscored as it will impact that person's capacity.

	• Perform clerical duties, prepare correspondence, maintain files, and organize documents	
Issue Management	• Monitor tenant compliance with policies and procedures • Tracks complaints and prepares notices • Documents housing concerns and prioritizes with Housing Manager and Maintenance team • Monitors and takes appropriate action with respect to breaches in agreements and prepares eviction notices • Conduct chargebacks to tenants as appropriate • Provide non-violent crisis intervention • Provide conflict prevention and mediation • Identifies and communicates emergency situations requiring immediate attention to the Housing Manager	Tenant Relations Coordinators operate very closely with the community, and as such, can develop close relationships with tenants and understand the challenges they face. With this type of knowledge, tenant relations coordinators are well positioned to take action when different issues arise and develop a tailored approach depending on the resident in question. Additionally, in the majority of job descriptions, mediation and conflict resolution was listed as a skill/qualification prerequisite to be considered for the role. This enables most Tenant Relations Coordinators to expertly lead in this area and draw on a housing manager's support only when required. This type of work requires dedicated time and space that Housing Managers often do not have given the long list of other duties they are responsible for. Tenant Relations Coordinators are able to tackle the majority of work associated with issues management, while reporting incidents to the Housing Manager and escalating any conflicts deemed out of scope of responsibility for their role (or according to policy and procedure). If a community does not have a Tenant Relations Coordinator, this responsibility does fall to the Housing Manager, where it is then likely that issues do not get the same degree of attention or management as they would with a dedicated resource.

Appendix D – Housing Administrative Assistant Job Description Analysis

The following table is our assessment of the Housing Administrative Assistant core functions and associated responsibilities. Observations contributed to the development of a standardized job description for this role, as found in Section X of this report.

Function	Description/Responsibilities	Observations
Intake and Discharge	• Processes new applications and submit to the Housing Manager • Assist applicants with the application process and explain tenant responsibilities • Assemble lease packages • Inform about damage deposits and monthly rent • Complete move-in and out inspections	There is overlap in intake and discharge functions between a housing assistant and Tenant Relations Coordinator. This is not to say that two people are performing the same roles within a community, but rather that an organization will usually only have one of the two roles that then carries out the duties of both. In the majority of cases, it is more common for on-reserve housing programs to have administrative roles than Tenant Relations Coordinators. The clerical responsibilities outlined to the left are some of the most frequently posted duties in the job descriptions reviewed, and greatly assist the housing manager in preparing for tenants to transition in and out of housing units. Where there is explicit overlap between administration and tenant relations is in the assistance and education of applications and rent requirements. Other on-the-ground duties, such as inspections, can also be done by a Tenant Relations Coordinator, who has taken the time to develop relationships with tenants and who may therefore find it more comfortable to have them conduct inspections.
Clerical Support	• Perform data entry, filing, scanning and photocopying documents • Reply to email, phone or face-to-face inquiries • Develop and maintain a filing system • Maintain office supplies and inventory	In every job description reviewed, including those in other comparable sectors, clerical support was outlined as a core function of a housing program assistant. On-reserve housing programs must maintain multiple documents and records, and ensure the coordination of information is sent and received by the appropriate department.

	• Coordinate flow of information from various departments • Reconcile timesheets • Maintain and review tenant files	It is critical that whomever is hired into this role has excellent organizational and communication skills. This role reports directly into the Housing Manager, and as such, enables this role to stay coordinated and apprised of the information needed to make key decisions about on-reserve programming and tenant situations.
Scheduling and Coordination	• Coordinate logistics for meetings including venue arrangements and material preparation • Manage office calendars • Attendance at meetings to provide administrative support	In addition to managing files and conducting front-desk duties, Housing Administrative Assistants also do the majority of scheduling and coordination of meetings for housing program staff. This includes meetings with tenants, as well as with external service providers. While coordination is primarily for the Housing Manager, Housing Administrative Assistants will also support Tenant Relations Coordinators and Maintenance Managers when these roles are present in the organization.
Maintenance Support	• Receive maintenance calls from tenants and notify accordingly • Maintain record of maintenance requests • Prepare work orders for rental unit repair • Contact vendors to arrange repairs and service for tenants	As referenced above, a large proportion of job descriptions made reference to providing support to the maintenance department. During interviews, on-reserve housing programs identified that a maintenance assistant role is generally hands-on in assisting a Maintenance Manager with repairs. There is therefore a need for maintenance to be supported administratively, giving reason as to why the maintenance support function appears so regularly in housing program assistant job descriptions. There are some job descriptions that do not include maintenance support as a function of a Housing Administrative Assistant's role. In these circumstances, the community either had a dedicated Maintenance Coordinator role, or else the Maintenance Manager was taking on some of the administrative tasks themselves.
Onboarding Support	• Assist with new hire selection process including the provision of training • Arrange / provide staff onboarding to housing programs	The majority of Housing Administrative Assistant job descriptions referenced providing onboarding support, both to new hires, as well as to new tenants. Upon further assessment of these two responsibilities, research identified that when a Tenant Relations Coordinator was present in the organization,

	• Support orientation for new tenants	the latter responsibility would fall to this role. The orientation of new staff, however, was almost exclusively the duty of housing administration, with support from the housing manager. This responsibility is fitting for this role given its exposure to many departments and inner workings of the organization.
Contract Support	• Supervises and monitors contracts in progress • Prepares tenders and ensures competitive bidding for all contracts	The Housing Administrative Assistant often plays a support role to the Housing Manager in monitoring contracts and ensuring timelines, budgets, and expectations outlined are being met. The role also helps to prepare tenders, which are then reviewed and distributed by a housing or Maintenance Manager.
Rent Collection and Administration	• Receive and post rental payments • Prepare bank deposits • Ensure rent reconciliations are up to date • Identify tenant arrears and distribute collection letters	The rent collection and administration function appeared for both a housing program assistant as well as a Tenant Relations Coordinator. The difference between how these two functions are carried out is that a Housing Administrative Assistant should be responsible for the paperwork: documentation, reconciliation, reporting. Whereas the tenant relations coordinator should support the program assistant when there is difficulty collecting rent or following up on arrears by paying personal house visits; this is more relationship-based work that should be carried out by holders of those relationships, whereas the coordination and administration of payments should be the shared duty of the finance department and the Housing Administrative Assistant.

Appendix E – Maintenance Manager Job Description Analysis

The following table is our assessment of the Maintenance Manager's core functions and associated responsibilities. Observations contributed to the development of a standardized job description for this role, as found in Section X of this report.

Function	Description/Responsibilities	Observations
Team Management	• Support direct reports through mentorship, guidance, coaching and professional development • Participates in recruitment, retention and oversees performance management • Acts as a technical and training resource to maintenance team	As mentioned above, Maintenance Managers often supervise and manage a team of personnel who practice under different trades. As the lead for maintenance, it is the Maintenance Manager's responsibility to provide mentorship and guidance to the more junior staff, and to support their professional development. A benefit of having strong professional development with the maintenance team is the ability to build up a succession plan that is less reliant on external contractors and public works and that enables the community to retain skilled workers. In fact, when asked about the desired number of staff in housing and maintenance roles, the need for maintenance staff was over double that of housing (72 to 146 respectively). It is therefore very important to have strong mentorship and guidance to build the internal roster of maintenance talent for on-reserve housing programs.

General Demand Maintenance	• Ensures safety standards and operational policies and procedures are adhered to • Ensures timely implementation of maintenance activities • Plan for and identify capital projects • Coordinates and monitors the preventative maintenance schedule • Repairs to plumbing fixtures and systems • minor electrical repairs • services mechanical and heating equipment • monitoring and adjusting building systems • repairs or installation of interior wall and floor • minor carpentry and masonry repairs • cleaning as required	Maintenance Managers have their typical list of duties associated with known maintenance tasks. As the manager, their role is to oversee their staff in getting these routine tasks completed in a safe and timely way while ensuring quality is maintained and tenants feel heard and prioritized. Maintenance Managers cannot be at every site, and will often empower their staff to manage planned maintenance tasks while overseeing high priority activities that require maintenance leadership and experience. That being said, some communities are in need of maintenance workers, leaving managers to assume some of the more general demand maintenance tasks or otherwise contracting the work out.
Reactive Maintenance	• Responds to emergency maintenance requests • Participates in on-call rotation for after-hours maintenance requests • Prioritizes and assigns work activities	In addition to planned maintenance, Maintenance Managers must be proactive in mitigating against emergency maintenance requests, and be quick to respond to situations as they occur. Maintenance Managers sometimes have plans in place to ensure resources are available to address issues as they arise, and also have a preventative maintenance plan in an attempt to limit the number of emergency situations.
Tenant Advisory Services	• Advise tenants on maintenance issues	Maintenance Managers are hands-on and spend a great deal of time talking to tenants about their housing needs, issues, and even providing education on things such as preventative maintenance and cleaning. As such, they are

	• Interact with tenants and other interest groups on day-to-day basis	well positioned to advise tenants on maintenance issues and take stock of the community's challenges as a whole so as to make appropriate maintenance plans and schedules.
Unit Inspection	• Conducts property inspections and ensures corrective action is scheduled as required • Documents tenancy issues and reports to resident services as required	As with the other three roles, maintenance managers also have a unit inspection duty in their job description. Research indicates that Maintenance Managers have this as part of their role to ensure there is thorough oversight of the different rental units and their state or repair. It is, however, also common for this task to be delegated to maintenance workers, and becomes more so the case in larger communities that have more units.
Contract Management	• Coordinates and provides oversight of outside contractor work • Monitor and meet all required standard health and safety practices, regulations and service level agreements • Manages contracts and quality control of service delivery	Maintenance Managers are often required to oversee contractors and manage contracts as part of their role. As mentioned previously, it is a challenge for on-reserve housing programs to retain skilled maintenance workers, as there is often more competitive salaries in the private sector, or else employees are being poached by other communities. To offset the limited number of full-time maintenance employees, Maintenance Managers will often turn to public works and/or external contractors, meaning a good part of their role becomes managing contracts and procuring services.
Administration	• Maintains adequate supply inventory and material ordering • Ensures completion of maintenance work orders • Reviews and approves invoices • Facilitates annual insurance renewals and oversees insurance claims • Manages approved vendor list and obtains quotes as required	In many job descriptions, Maintenance Managers perform administrative functions. It should be stated, however, that the majority of administrative duties are around reviewing and approving documents, whereas, Administrative Assistants carry out the operational workload. Where Administrative Assistants do not exist, the responsibility then falls to the Maintenance Manager to carry out, adding to their already stretched capacity to execute on their duties and prioritize key maintenance tasks.

Appendix F – Salary Range Development and Management Guidelines

Salary ranges help organizations control pay expenses and ensure pay equity amongst staff. It is critical that on-reserve housing programs have rational explanations for why their employees are paid a certain rate, and defined salary ranges to help accomplish this. Below is a guide to support on-reserve housing program staff to develop salary grids for different roles in their organization.

Step	Description	Output
Determine your program's compensation philosophy	What is your housing program's approach or philosophy for compensation? Organizations can choose to: **lead, lag, or match the market** when compensating employees. • Lead: you pay more for jobs than your competitors – this is typically when you want to gain a competitive advantage over others to retain talent within your organization. • Lag: you pay less than market rates. This is not typically a strategy chosen, but a symptom of funding issues • Match: you match your competitors so there is consistency across on-reserve housing programs that are alike in qualities such as size, geography, etc.	Decide what your ideal compensation philosophy is (lead, lag, or match). Consider whether you want to apply this philosophy to all roles, or whether there are particular roles that require different philosophies due to their demand/importance within the community (e.g., a highly experienced Housing Manager is critical to operations and compensation follows a lead approach, whereas a Maintenance Manager is less in demand and a match approach is followed). This philosophy needs to be bought into by management and used to drive compensation decisions.
Conduct a Job Analysis	Gather, document, and analyze information about different on-reserve program roles to determine: • the activities and responsibilities it includes • its relative importance to other jobs • qualifications and skills required to perform the job • conditions under which the work is performed	Leverage the analysis done within this report (both the job descriptions and appendices B thru E as a starting point. Add any additional details based on the specifics of your on-reserve programming needs. As necessary, carry out this analysis for any additional roles needed for salary grids. You can do this through surveys, interviewing employees, and/or research.

		Use this job analysis template to help get you started! Use only those sections that are useful in your analysis.
Group into Job Families	Once you have developed current and accurate job descriptions, it is time to group those jobs into different families. For example: an organization may have an administrative job family, and maintenance job family, and a management job family.	Based on your on-reserve housing program organizational chart, group the roles you have assessed into families that align with your organization.
Rank Positions Using a Job Evaluation Method	A job evaluation process is used to rank-order jobs – not the people in them – based on job content to demonstrate the relative worth and level of responsibility of all jobs to one another. The two most common evaluation methods are: **Point Method:** Use job factors, such as skill, education, effort, experience, etc. and assign a weight / points according to how much of that factor is present in the job. Simply stated, jobs with more points have more worth and will be compensated more than jobs with fewer points. **Ranking Method:** This method is more simplistic and often used in organizations with fewer jobs. Simply place jobs in a hierarchy of their value, both within their family as well as organization-wide. The higher you are in the hierarchy, the more compensation your role receives.	Determine what method you would like to use to determine compensation hierarchy. Remember: if you are a smaller organization, it is common to use a ranking method. However, with more staff, a more rigorous ranking method may be required.
Conduct Market Research	Conducting market research enables you to understand the salaries paid to employees in similar positions and sectors.	This step is recommended as it will help you to drive your choices around compensation (lead, lag, match) based on what is happening externally or with similar on-reserve housing programs. It will also help to inform your salary ranges in the next step.
Establish Salary Ranges	Establish a minimum, midpoint, and maximum pay range for each role in question. Traditionally, a salary range is	Based on your own experience, current rates of pay, and market research on rates of pay, establish your

	between 30% to 40%. The top salary grades (i.e., executives) will have a wider range, and lowest salary grades will have the narrowest.	midpoint – this can be an average of all figures you analyzed for a given role. Use this average and then apply the following formula for: A 30% range: Maximum = Midpoint x 1.15 Minimum = Midpoint x 0.85 A 40% range: Maximum = Midpoint x 1.20 Minimum = Midpoint x 0.8
Align Ranges to Criteria	Determine what criteria fit into your minimum, midpoint and maximum salary ranges. A few considerations are: • number of years of experience • number of direct reports • level of job difficulty / demand • level of support • number of duties (also consider duties not assigned to the role but carried out in lieu of a vacant position)	Determine what criteria you would like to consider within your salary ranges – what is important for you to compensate for? What does your organization value and recognize and would like to reward? Once you have determined your criteria, apply figures to them. E.g., if years of experience is a criteria, how many years does a Housing Manager need to receive a maximum salary? What other criteria must this role fulfill to receive the maximum?

Appendix F – Job Description Development & Management Guidelines

Job descriptions are formal documents that serve as a process for the division of duties to share workload. Job descriptions describe the primary responsibilities of a position and outline specific requirements including the knowledge, skills, abilities and competencies necessary for carrying out job tasks effectively. It is important to review and evaluate job descriptions regularly to ensure accuracy for a changing work environment. Accurate job descriptions are also necessary for placement on the organizational salary grid to ensure pay equity throughout the organization.

The guidelines below are provided to support housing program managers with effective housing program job development and management.

Steps	Description
Job descriptions and job analysis	Effective job descriptions provide certainty over work expectations and facilitate recruitment, training, setting of performance standards, high performance, and performance evaluation and compensation. Job analysis is the first step in the development of job descriptions. Job analysis is the responsibility of the manager of the position and human resources, and the job holder as may be required. It is a robust process of gathering data about job duties and the knowledge, skills and abilities (KSAs) required to perform them effectively.
Conduct a job analysis	To conduct an effective job analysis: • For new positions, determine need by reviewing the organization's strategic plan and goals and objectives. • For existing positions, identify those that require analysis i.e., low productivity that may be due to KSAs, process, equipment, support, etc. • Gather and review relevant data as identified from the manager, human resources and/or the job holder as appropriate.
Determine job title	The job title clearly identifies the primary function of the position. • It reflects the scope (level of responsibility) of the position. • It is consistent with jobs at a similar level of responsibility in the organizational chart.
Create a job summary	The job summary informs the user of the purpose of the position, work relationships, and includes a concise summary of the primary responsibilities and duties.
Describe job duties and responsibilities	The job description provides details about content, context, and requirements: • Duties and outcomes.

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	• Qualifications (KSAs) – education, computer, etc. • Preferred qualifications i.e., First Nations and/or experience, etc. • Competencies (soft skills) i.e., judgement, problem-solving, etc. • Working conditions i.e. physical and mental, weather, standing, sitting, overtime, travel, attention to detail, etc. • Other requirements i.e. record checks, drivers' licence, etc. • Receipt and acknowledgement section
Job description approval	Completed job descriptions must be: • Reviewed and approved by human resources. • Reviewed and approved by the manager's supervisor. • Submitted to the CAO/Band Administrator for final approval.
Job description implementation	The approved job description is reviewed in detail with the incumbent by their manager. The job description is then signed and dated by both parties to acknowledge that it was reviewed and that the employee understands and accepts it. The employee is provided with a signed copy and another copy is placed in the employee file.
Job description management	The job description should be reviewed with the employee at least once annually during the performance management review, and as may be required to ensure accuracy. The job description should then be revised to reflect material changes to job duties or responsibilities.
Job evaluation	When material changes to a job description occur, a job evaluation is required. Under this circumstance, a job evaluation is conducted to ensure the revised job description is placed at the appropriate job level of the salary grid to compensate employees fairly for their work and to ensure pay equity. The two most common job evaluation methods are: **Point Method:** Review job factors such as skills, education, effort, experience, etc. and assign points according to how much of that factor is present in the job. Simply stated, jobs with more points have more worth and will be compensated more than jobs with fewer points. **Ranking Method:** This method is more simplistic and often used in organizations with fewer jobs. Simply place jobs in a hierarchy of their value, both within their

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	family as well as organization-wide. The higher you are in the hierarchy, the more compensation your role receives.
Applying job evaluation outcomes	If the job evaluation score does not require placement at a higher job level, it is appropriate to increase the job holder's salary to at least the minimum of the next highest job level. Depending on the employee's current salary or the impact of the revision, the increase could be from 5-10% and considered on a case-by-case basis. If the job evaluation score does not require placement at a higher job level, it still may be appropriate to increase the job holder's salary by up to 5% depending on the material nature of the job revision.

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