



Immigrant Sector Council of Calgary: Building a Sustainable Immigrant Sector

Presented by:

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Immigrant Sector Council of Calgary

Mission:

To facilitate timely and equitable integration and settlement of all immigrants in Calgary

Vision:

*Community attitude and public policy reflect and value the enriched environment provided by a diverse community.
Immigrants and refugees in Calgary have opportunities to participate fully and equitably in the community*

Alberta Employment & Immigration

Calgary Board of Education

Calgary Bridge Foundation for Youth

Calgary Catholic Immigration Society

Calgary Catholic School District

**Calgary Health Region, Diversity
Services**

**Calgary Immigrant Educational
Society**

**Calgary Immigrant Women's
Association**

Calgary Learns

Calgary Multicultural Centre

Canadian Heritage

**Centre d'accueil pour les nouveuz arrivants
francophones**

Centre for Newcomers

Citizenship & Immigration Canada

Immigrant Services Calgary

Ethno-Cultural Council of Calgary

Jewish Family Service Calgary

The City of Calgary, FCSS

United Way of Calgary and Area



Session Breakdown

- Introductions
- Topic Presentation
- Polarity Map Activity
- Conclusion
- Web of Community

Challenges and Approaches

- Unique structure, unique challenges
- Agencies directly serve interests of newcomers
- Funders and gov't have broader interests
- Must balance agency autonomy and collaboration
- HR Compensation Strategy exemplifies our approach

The HR Compensation Strategy

Phase I Objectives:

- To determine if a salary gap exists between the immigrant sector and the broader nonprofit sector
- To identify short and long term strategic options

Phase I

- **Hired consultants Pat Rice and Peter Boland**
- **18 AAISA members participated in salary survey**
- **Compared salary data to 2007 Boland Survey of 116 NFP organizations**
- **Two sub-samples: under 8-million and under 1-million**

Phase I

Immigrant Sector Compensation Review

Pat Rice and Peter Boland – December 2007

Sample Compared to	Average gap across all jobs between AAISA & Sample
Select Sample - All Organizations	19.0%
Select Sample - Under \$8 million	13.6%
Select Sample - Under \$1 million	17.7%

Phase II

- AAISA and ISCC co-sponsor project
- ISCC brings funders; AAISA brings agencies
- A province-wide, collaborative initiative

Phase II

Phase II Objectives:

- Establish an implementation committee
- Engage community stakeholders
- Develop a plan to address the findings identified in the review

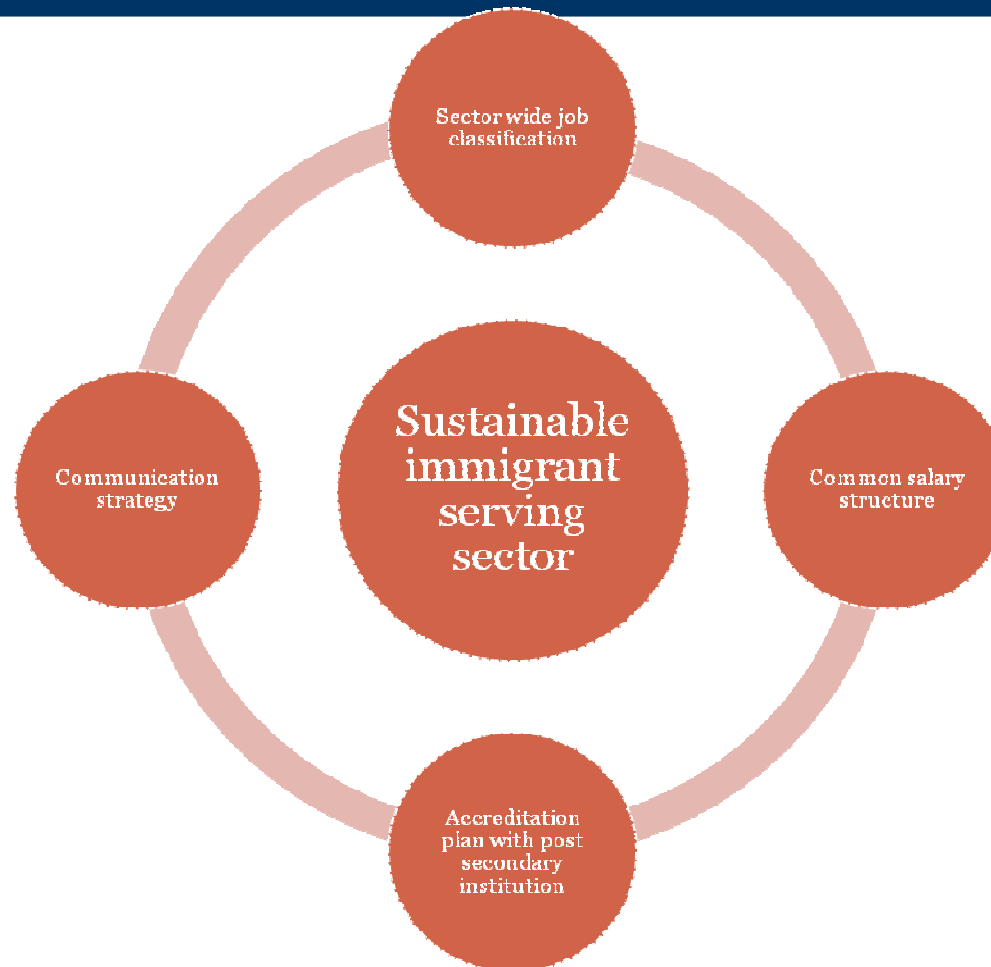
Phase II

- ‘Implementation Advisory Committee’
- Funders involved in advising & supporting
- Implementation led by agencies

Phase II

- Implementation options:
 - Position Classification
 - Salary Structure
 - Formalized Accreditation
 - Communications Strategy
- Priorities identified and discussed in implementation plan

Phase III - *Implementation*



Phase III

Job Classification Structure

- Determining appropriate funding levels for positions difficult due to inconsistent job descriptions
- Interpretation of market salary data inconsistent

Phase III

Salary Structure

\$50,000 - \$100,000

- Top Executive

\$45,000 - \$80,000

- Senior Managers

\$35,000 - \$50,000

- Program Leadership

\$25,000 - \$40,000

- Program delivery

Phase III

Accreditation

- Develop formal accreditation system in association with a post-secondary institute(s)
- Align position requirements with formal education and certification
- Incorporate findings from position classification process

Phase III

Communications Strategy

- Communicate importance of the work done by the sector
- Increase awareness of the sector
- Internal and external focus
- Increase the sector's profile as a positive and essential contributor and as an exemplary employer

Accomplishments to Date

- **Funders appreciated our work**
- **Agreed to close the gap for agencies across Alberta**
- **Funders and agencies motivated to contribute to Phase III plans**
- **Learned that transparency of information important**

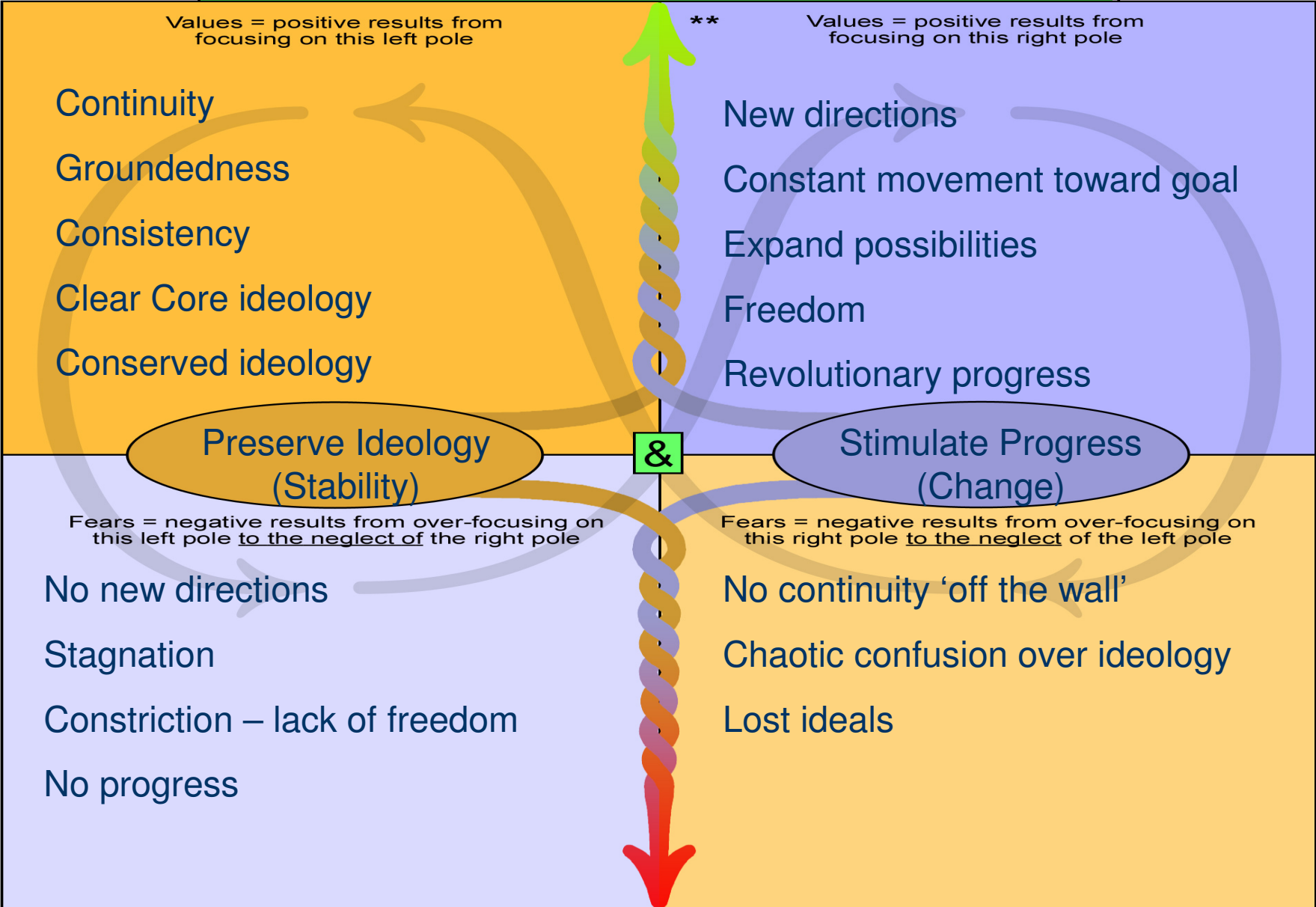
Learning from our Approach

- Our approach to this strategy reflects our approach to how we operate as an organization
- Funder involvement important, but so is their distance
- Did not pose a problem, but a polarity

Problem vs. Polarity

- **Problem:**
 - Stands alone;
 - Has only one correct solution
 - Does not reoccur once solved
- **Polarity:**
 - Interdependent alternatives;
 - Unsolvable, but manageable;
 - Ongoing

Greater Purpose Statement (GPS) *
Built to Last



Not Sustainable
Deeper fear from lack of balance

Polarity / Paradox

Create a Polarity Map

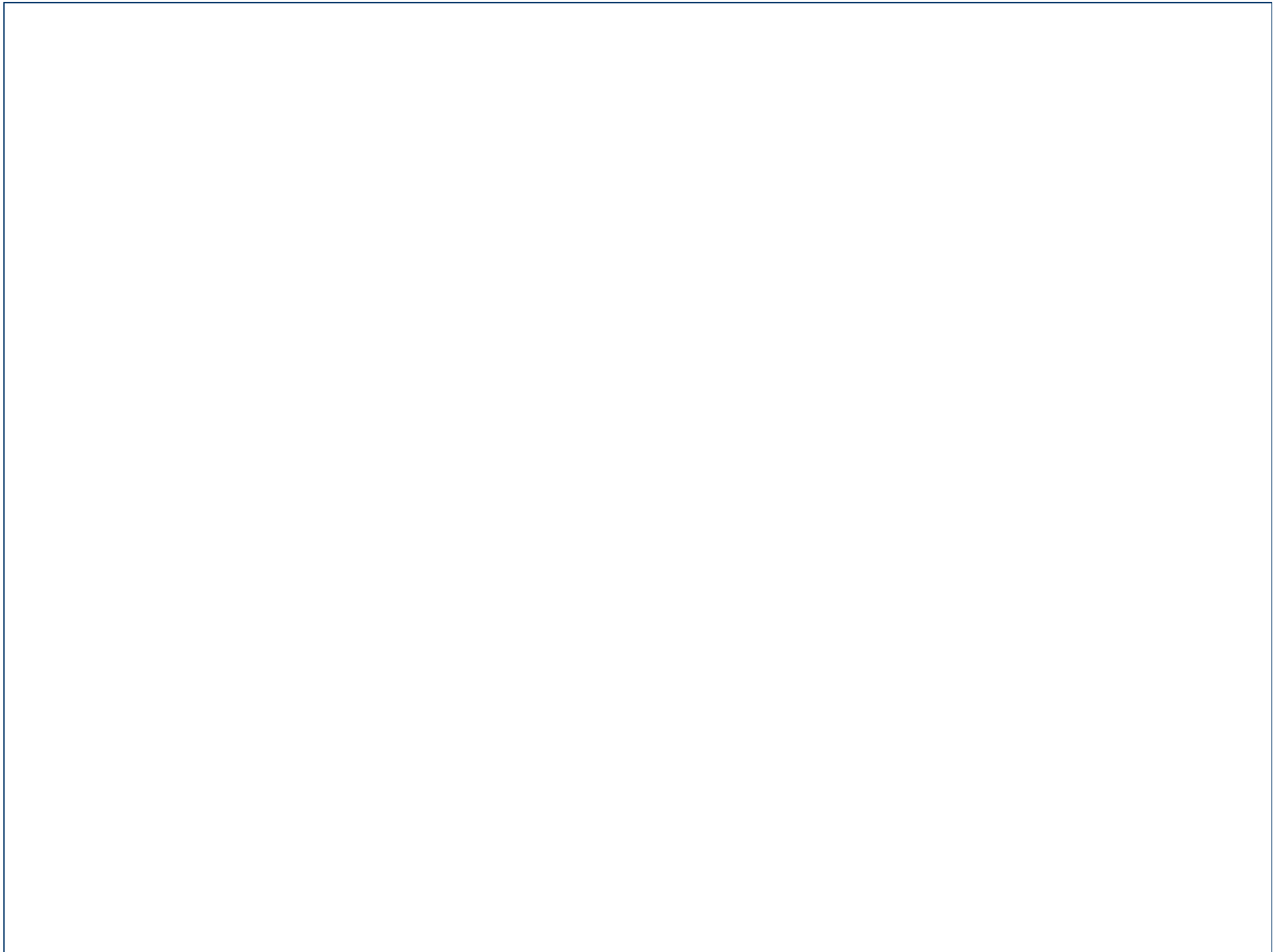
- The polarity is *work alone* and *work collaboratively*
- Values and fears associated with each pole?
- ‘Greater purpose’ and ‘deeper fear’ achieved through balance/imbalance?
- Draw on your own experiences and understandings

Be Alert to Warning Signs

- Early Warnings – measurable indicators that tell you that you are falling into the downside of one pole or another
- Falling to the downside means your focus is becoming imbalanced
- Identify early warning signs for each pole

Polarity Management

- Research shows that organizations which manage polarities do better than those who do not
- When we focus on both poles simultaneously, we see the whole picture



Interdependence

- Even though the two poles are in tension with each other, they need each other to fully exist
- The Yin Yang is also a metaphor for interdependence

Interdependence



Polarity Management

- To manage polarities, we must change our thinking from ‘either/or’ to ‘both/and’
- Gain the upsides of each pole and minimize the downsides
- Achieve the higher purpose

Polarity Management

- Poor management occurs by over-focusing on one pole
- Results in negative aspects of one pole
- Therefore, the polarity must be continually managed (ie. balanced) over time

Conclusion

- Collaboration is key to success of our strategy, but so is agency autonomy
- If managed well, we will work towards improving the sector as a whole
- This tool can be used in many areas:
 - Strategic planning
 - Change management
 - Leadership



Questions?



“Coming together is a beginning.

Keeping together is progress.

Working together is success”

(Henry Ford)

