

***My Panion* Compensation Strategy Proposal**

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Work Sample

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Executive Summary

Recommended Managerial Strategy

To achieve long-term operational performance and fulfill its strategic mission and values based on ethical, personalized home healthcare, My Panion proposes a **high-involvement management strategy**. This approach allows decentralized, integrated homecare teams to collaborate, and gives autonomy to make key decisions regarding individual client healthcare needs. This approach also aligns with MyPanion's dynamic workplace environment of customized healthcare plans within a flat horizontal structure, with the role of Management shifting from a traditional enforcer to a strategic overseer.

Recommended Compensation & Reward Strategy

My Panion's compensation and reward strategy further supports the organization's mission, values and management style by design – optimized to attract, retain and motivate high-performing diverse healthcare professionals. The following summarizes the key components to My Panion's proposed strategy:

1. Compensation Mix

- **Base Pay (60%):** A tiered base pay structure aligns with the diverse roles needed within an integrated healthcare team, and recognizes varying levels of experience and qualifications.
- **Indirect Pay (25%):** Taking a flexible approach for healthcare and wellness benefits, pensions, paid time off, and education/upskilling support provides a sense of job stability and can enhance both employee productivity and company loyalty.
- **Performance Pay (15%):** Offering merit-based bonuses and group performance-based incentives foster healthcare team collaboration.

2. Behavioural Focus

- **Organizational Citizenship & Membership:** Supporting employee career development and growth, full benefit packages, and various incentive and reward opportunities help foster a collaborative culture, reduce turnover and build company loyalty.
- **Task Performance:** Performance bonuses and pay-for-knowledge incentives reward employees based on delivering ethical home healthcare plans and ongoing development/upskilling.

3. Reward & Incentive Systems

- **Intrinsic vs. Extrinsic:** My Panion strikes a balance within its rewards and incentives strategy:
 - **Intrinsic Rewards:** Employee/Team autonomy, meaningful dynamic work tasks and duties, and ongoing career development
 - **Extrinsic Rewards:** Competitive base pay, structured bonuses, and appealing benefits

Market Survey Findings

Our market analysis confirms that My Panion's proposed compensation and rewards strategy exceeds the latest home healthcare industry averages by 10-15%. Moving forward with an above-market strategy positions My Panion as a top-tier employer that champions the critical healthcare work typically overlooked and undervalued, and further supports its ethics-based mission and values. The following provides a summary of various healthcare professional compensation averages, compared to My Panion's compensation structure proposal:

| Healthcare Role | Market Comp. Average | My Panion Comp. | Rationales |
|-------------------------------|----------------------|-----------------|---|
| Personal Support Worker (PSW) | Approx. \$40,680 | \$44,740 | Boosts company loyalty via organizational membership. |
| White-Glove PSW | Approx. \$44,000 | \$51,440 | Premium wages reflect specialized tasks and duties. |

| | | | |
|----------------------|------------------|-----------|---|
| Advanced Care Worker | Approx. \$47,000 | \$49,500 | Incentivizes ongoing career development and upskilling. |
| Therapist | Approx. \$60,000 | \$65,480 | Attracts certified or licensed professionals. |
| Area Manager | Approx. \$63,000 | \$65,000 | Reflects a competitive recruitment landscape. |
| Director | Approx. \$97,000 | \$100,000 | Reflects strategic Leadership roles. |

Work Sample

Managerial Strategy Recommendation

Recommendation: High-Involvement Management Strategy

Rationale: After reviewing My Panion’s strategic imperatives to resolve organizational inefficiencies and achieve better accessible care, our recommendation is to leverage a high-involvement management strategy.

The following considers the contextual determinants for a high-involvement strategy compared to My Panion’s proposed plans and strategic imperatives (Long and Singh, 2022):

Table 1: Contextual Variables

| Contextual Variables | My Panion Proposal Variables |
|-------------------------|--|
| Environment | <p>My Panion’s current structure & capabilities lean into being:</p> <ol style="list-style-type: none"> 1. Unstable: Unpredictable due to ever-changing customer needs 2. Complex: Multiple service offerings, consisting of diverse and integrated capabilities and structures |
| Corporate Strategy | <p>My Panion’s current approach combines Prospector and Defender corporate strategies, with a focus on:</p> <ul style="list-style-type: none"> - Breaking into new product or market opportunities (Prospector) - Being first into the market over competitors (Prospector) - Providing specialized products & services not offered by competitors (Prospector) - Optimized value proposition (Defender) - Organizational growth (Defender) |
| Technology | <p>My Panion has invested in new and emerging tech-driven innovations, such as the use of:</p> <ul style="list-style-type: none"> - Body cameras - App-based platforms - Anonymous feedback loops, etc. <p>Future-facing, utilizing technology for increased agility and reaction times toward change will continue to give My Panion the competitive edge needed to sustain its position as an industry leader in ethical care.</p> |
| Organization Size | <p>My Panion’s use of integrated teams allows for a horizontal (flat) structure, with high levels of autonomy and decision-making when collaborating to develop customized home healthcare plans for their clients.</p> <p>This also leans into leveraging My Panion employee internal controls, combined with the use of extrinsic and intrinsic rewards.</p> |
| Nature of the Workforce | <p>My Panion possesses a highly diverse and educated workforce, with a desire to further expand and diversify its capabilities through agency acquisitions and new hires.</p> |

Structural Strategy Recommendations

Beyond the managerial strategy recommendation, the following summarizes structural strategy recommendations that align with My Panion’s proposal and strategic imperatives (Long and Singh, 2022):

Table 2: Structural Variables

| Structural Variables | My Panion Proposal |
|--------------------------------|--|
| Job Design | My Panion’s multi-tier services, complex job classifications, and total compensation structures create the perfect environment to collaborate with home healthcare employees. Joint planning on job design, training and development, and performance management leans into developing intrinsic rewards, motivation, and a culture of autonomy within a horizontal structure—all of which strategically aligns with My Panion’s mission, vision, and values. |
| Coordination & Departmentation | A horizontal (flat) structure combined with integrated home healthcare teams allows for <i>departmentalization by customer</i> , with an emphasis on horizontal coordination as said teams collaborate to develop personalized care recommendations. |
| Control | <p>Employees will require a high level of internal control and commitment, which will be developed through the intrinsic rewards received from providing their clients with high-value care.</p> <p>Additionally, implementing the MyPanion ProLife supports employee autonomy and internal controls by allowing them to set parameters for wage rates, geographical work areas, and scheduling, accepting or declining potential clients, etc.</p> |
| Communication | <p>For optimal performance, My Panion should encourage high levels of horizontal, vertical, and diagonal communication across integrated care teams—primarily for the purpose of collaborating on client home healthcare recommendations and action plans.</p> <p>This will require formal and non-formal communications, with the understanding that transparent information disclosure is of critical importance, particularly when managing confidential patient information. However, due to the dynamic nature of the organization, there should be allowance for non-formal communications to occur in the event it serves an established greater purpose.</p> |
| Decision-Making & Leadership | <p>My Panion’s proposal sets up participative decision-making structures by allowing employees to engage in job design, the client-matching process (selecting potential clients that serve as a meaningful connection) and collaborating with colleagues to develop home healthcare plans without supervisor interference.</p> <p>Within this approach, management and leadership should transition into a supportive facilitator role, allowing them to focus upstream on operational effectiveness and organizational growth.</p> |
| Reward Systems | My Panion should leverage a combination of intrinsic and extrinsic systems to strategically align rewards with My Panion’s mission, vision, and values. Aligning interests and goals should lead to increased employee motivation, job satisfaction, and retention rates. |

Step 1: Required Behaviour

A critical aspect of any compensation strategy is to identify the types of employee behavior that the organization should support and strengthen. As Long and Singh (2022) point out, the three central behavioural categories are membership behaviour, task behaviour, and citizenship behaviour. A high-involvement managerial strategy, such as the one adopted by My Panion, depends on a compensation system that stimulates employee autonomy, commitment and collaboration within decentralized teams.

Membership Behaviour

Membership behaviour refers to an individual's decision to join and remain with an organization. Given that the My Panion market is fragmented and the home healthcare industry has a high turnover rate, promoting long-term adherence is a strategic priority. This requires a compensation system that adapts to the intrinsic and extrinsic needs of care workers, particularly Personal Support Workers (PSWs), White-Glove PSWs, advanced care workers and therapists. The organization can strengthen membership behaviour by providing:

- Stable base pay with growth potential based on tenure and upskilling
- Health, dental and retirement benefits, which are rare in the sector
- Clear career paths (Bronze to Platinum tiers) that align with pay increases

My Panion's mission to treat care workers with dignity and offer stable and rewarding careers implies a need to reduce turnover and sustain employee retention. Therefore, a well-thought-out compensation strategy should emphasize rewards, enhance loyalty, and make care workers feel valued by the organization (Long & Singh, 2022).

Task Behaviour

Task behaviour implies the efficiency with which employees carry out their specific tasks. In the case of My Panion, care workers are expected to provide high-quality, customized client-centred care with minimal supervision. As described in the organizational structure, care providers are accountable for safety, accurate reporting, medication management and collaborative care planning.

To promote consistent task performance the compensation strategy should include:

- Performance-based bonuses linked to quality of service (e.g., customer satisfaction, punctuality, compliance with care plans)
- Pay-for-Knowledge components to reward continuous upskilling and certification completion
- Tier-based pay to recognize the complexity and specialization of the job

Because task performance has a direct impact on the brand and outcomes of My Panion, financial incentives should reinforce both quality and consistency in care delivery. This is particularly important in a flat organization structure, such as the high involvement managerial strategy utilized, where managers act more as facilitators than supervisors across daily activities, and focus more on upstream strategic efforts.

Citizenship Behaviour

Citizenship behaviour includes discretionary actions such as helping colleagues, mentoring, and advocating for the organization. In a high-involvement environment like My Panion, citizenship behaviour is critical to maintaining a culture of collaboration and mutual support. As mentioned by Long and Singh (2022), a high-involvement environment tends to have the role of supervisor be more hands-off, giving employees leeway with their tasks and participation, allowing autonomy and involvement in group collaborations where one's skills and knowledge can be utilized on its own and integrated within a team. Given the decentralized and team-based service model, effective care depends not only on individual expertise but also on strong peer coordination.

To encourage My Panion's desired behaviours, the compensation system should offer:

- Special peer-nominated incentives to recognize team collaboration
- Profit-sharing plans or performance targets tied to team-level outcomes
- Flexibility rewards that reinforce responsible autonomy (for example, choosing working hours, customers and bonuses)

These compensation levels create and foster a culture in which care workers are recognized both as individual contributors and part of a broader mission and vision of fostering ethical care across the home healthcare sector. The compensation levels also facilitate continuous group collaboration and improvement/development among employees.

Summary

To set-up future success, My Panion must strategically leverage its compensation strategy to reinforce its desired employee behaviour:

- **Membership behaviour:** Promoted through a competitive basic wage, career growth and benefits
- **Task behaviour:** Rewarded with performance bonuses and skill-based pay
- **Citizenship behaviour:** Encouraged through peer recognition, team-based rewards and incentives for autonomy and decision-making power.

This alignment is essential to creating a committed, competent and collaborative workforce, allowing My Panion to disrupt the unethical and profit-driven standards of the industry.

Step 2: Role of Rewards and Compensation

When designing a compensation strategy for an organization with a high-involvement management strategy like My Panion, it is essential to understand the dual role that rewards play, both intrinsic and extrinsic, in employee motivation and retention. The rewards system should directly support the management strategy by promoting autonomy, engagement and shared responsibility.

Intrinsic Rewards

Intrinsic rewards are derived from one's own work. My Panion's model allows for care workers to develop an intrinsically-focused sense of self and purpose through:

- Selecting client cases that align with individual values and preferences
- Designing individual work schedules and setting preferred geographical areas
- Participating in the care planning of customer feedback loops
- Progressing through tiered roles (Bronze to Platinum), gaining prestige and recognition

According to Long and Singh (2022), intrinsic rewards play a key role in high-involvement strategies. At My Panion, autonomy is integrated into its service model as employees select their customers, control their schedules, and are empowered to make decisions in real time - all contributing to internal motivation. Long and Singh (2022) also emphasize how the substance of the work is a contributing factor, meaning the act in itself of caring for another person and making a difference in lives can be internally rewarding for employees.

These rewards are reinforced by a set of ethical values that fortify the company's mission, including a commitment to treat care workers with respect and facilitate professional development. Having opportunities to continuously diversify and expand one's professional portfolio can contribute to this feeling of importance or confidence while further demonstrating the respect the company has for its professionals, making a cycle of development, respect

and confidence. The more employees feel that their work is meaningful and they are trusted professionals, the more likely they are to stay and excel.

Extrinsic Rewards

Extrinsic rewards are monetary or tangible incentives provided by the organization (Long & Singh, 2022). They play a critical role in reinforcing and aligning My Panion's desired employee behaviour with its strategic imperatives, particularly, as The Canadian Press (2023) affirms, in an industry where workers have historically been underpaid and undervalued.

The extrinsic reward system should consider or include:

- Basic Pay: Matching industry rates or slightly adjusted by experience and specialization
- Performance Pay: Merit bonuses, incentives for client satisfaction, and team goal-sharing
- Indirect Pay: Health insurance, pension contributions, paid leave, and education support

My Panion's current value proposal already includes cash incentives, benefits, and profit return options. Formalizing these in a structured reward system will ensure equity and sustainability while supporting the organization's strategic goals.

By combining intrinsic and extrinsic rewards, My Panion's compensation system reinforces job satisfaction, quality of service and ethical alignment. This supports the broader objective of attracting and retaining high-calibre talent in a fragmented and competitive market, which works in conjunction with the intrinsic strategy described above of continuous professional development.

Step 3: Compensation Mix

Justification

Designing an effective compensation mix requires a balance between fixed and variable pay in a way that reinforces desired employee behaviour and achieves organizational goals or objectives. Base pay must incite interest within My Panion, and variable pay should act as an incentive to remain with the company while facilitating continuous improvement. For My Panion, the combination should support employee autonomy, professional development, and core issues of ethical service delivery in its high-involvement strategy.

Base Pay

Recommendation: A significant proportion of the total remuneration should be allocated to the base pay, differentiated according to the complexity of the role/job functions, the level of qualification, and specialization.

Rationale: Organizations with a high-involvement managerial strategy require employee stability and commitment for long-term success. The base pay provides financial security, which is especially important in healthcare, where stress and burnout are common. In addition, My Panion uses a tiered model (from Bronze to Platinum), which means that the base pay must consider additional credentials, tenure and expertise; further contributing to a competitive mindset in order to properly retain employees in the complicated market.

- **Tiered structure for care workers** encourages further upskilling (e.g., PSW to White-Glove to Advanced Care).
- **Market-based base pay** for corporate and administrative functions ensures attraction and retention in a competitive hiring landscape.

Performance Pay

Recommendation: Diversify performance pay into three levels: individual, group, and organizational. Emphasize merit bonuses and goal sharing but avoid piece rates and gain sharing. Avoiding piece rates will help preserve the integrity of the customer experience, as care workers will not feel pressured to rush through services to maximize pay, a concern specially relevant in emotionally and ethically sensitive work like home healthcare (Long & Singh, 2022).

Rationale: In a people-centred organization, performance pay should reward quality of care, collaboration and ethical behaviour rather than quantity of clients seen or tasks completed, a focus that can compromise service integrity in emotionally demanding roles.

- **Merit Bonuses:** Linked to anonymous customer feedback and KPIs (e.g., punctuality, plan adherence)
- **Goal Sharing:** Strengthens team cohesion and motivates collective success. It is more aligned than gain sharing, which is better suited to cost-reduction objectives in production-based settings
- **Avoid Piece Rates:** May reduce the quality of care and cause stress in emotionally demanding work

Finally, performance pay should be used to enhance exceptional performance and group collaboration without undermining intrinsic motivation or creating unhealthy competition.

Indirect Pay

Recommendation: Offer a variety of indirect pay tactics to align with My Panion's ethical care and stable career value propositions. This should include mandatory benefits, health insurance, pension options, and educational assistance.

Rationale: The home healthcare sector is notorious for offering minimal benefits. My Panion's promise of "care for care workers" requires a generous indirect pay component, considering the fragmented pay market in healthcare. According to Long and Singh (2022), indirect pay plays a vital role in strengthening member behaviour, especially in sectors with historically low job security. With emphasis on continuous professional development, educational assistance or tuition reimbursement can help motivate not only commitment, but professional excellence.

- **Flexible Benefit Plans:** Allow employees to choose between cash, pension, insurance or paid time off, individual vs. independent coverage, etc.
- **Education and Certification Support:** fosters long-term development, helping My Panion build an internal talent portfolio for future growth and succession planning.

Step 4: Determine the Compensation Level

To align with My Panion's high-involvement management strategy and mission of providing ethical, high-quality home health care, the recommended level of compensation is to lead the market by 10%. This positioning is proactive and essential to attract and retain skilled, compassionate care professionals in a sector marked by high turnover, burnout, and widespread dissatisfaction across traditional agency models. According to Long and Singh (2022), organizations pursuing a high-involvement strategy must offer compensation that not only matches employee expectations but also signals commitment to long-term investment in their workforce. In Ontario, the average hourly wage for personal support workers (NOC 44101) is \$20.34, but many employers offer lower and unstable rates with minimal benefits (Jobs Bank, 2024). By surpassing this median by 10%, My Panion reinforces its core value of "people over benefits" and strategically differentiates itself in a fragmented and undervalued market. In addition, this premium helps foster membership and citizenship behaviours, builds loyalty and supports the company's acquisition strategy by positioning it as an employer of choice in the healthcare ecosystem.

Compensation Strategy Breakdown

Jobs Covered:

- Care Workers: PSWs, White-Glove PSWs, Advanced Care Workers, Therapists
- C-Suite: CEO, Directors, Marketing, Operations, Rehab, IT, Finance
- Management: Local Area Managers, Team Leaders
- Coordinators/Specialists: Marketing, IT, Customer Onboarding
- Administrative: Support Staff

Total Compensation Level: Lead the market by 10% to attract and retain first-rate ethical care professionals in a highly competitive and unstable industry.

Table 3: Compensation Strategy Breakdown

| Compensation Component | Projected Proportion of Total Compensation (%) |
|---------------------------------|--|
| 1. Base Pay | 60% |
| A. Job Evaluation | 25% |
| B. Market Pricing | 20% |
| C. Pay for Knowledge | 15% |
| 2. Performance Pay | 15% |
| A. Individual Performance Pay | |
| i. Piece Rates | 0% |
| ii. Commissions | 0% |
| iii. Merit Bonuses | 7% |
| iv. Special Incentives | 3% |
| B. Group Performance Pay | |
| i. Gain Sharing | 0% |
| ii. Goal Sharing | 4% |
| iii. Other Group Pay | 1% |
| C. Organization Performance Pay | |
| i. Profit Sharing | 0% |
| ii. Stock Plan | 0% |
| iii. Other Organization Pay | 0% |
| 3. Indirect Pay | 25% |
| A. Mandatory Benefits | 7% |
| B. Pension Plan | 5% |
| C. Health & Life Insurance | 6% |
| D. Paid Time Off | 4% |
| E. Employee Services | 2% |
| F. Other Benefits | 1% |

**The template below was originally sourced by Professor Delmar Tobin, in the instructions of the assignment, but can be found in a similar template as Figure 6.2: Compensation Strategy Template under the Chapter 6: Formulating the Reward and Compensation Strategy by Long & Singh (2022).*

Projected Earnings

Before setting the Projected Earning Table, let's be clear about how the assumed hourly rate Base Pay for each position has been calculated. All Base Pay values are calculated as: Hourly rate 2,000 hours/year. The assumptions

are based on a combination of knowledge from My Panion, market averages from Job Bank (2024a, 2024b, 2025), and equity principles from Long & Singh (2022).

Hourly Rates & Base Pay (By Position)

Table 3: Hourly Rates & Base Pay

| Position | Hourly Rate (CAD) | Compensation Equations & Rationales | Annual Base Pay (CAD) |
|---------------------------|-------------------|--|-----------------------|
| PSW (Basic Care) | \$22.37 | <ul style="list-style-type: none"> Median rate \$20.34/hr + 10% lead → \$22.37/hr $\\$20.34 \times 1.10 = \\22.37 Annual Base Pay (x 2,000 hours) = $\\$22.37 \times 2,000 \text{ hours} = \\$44,740$ | \$44,740 |
| Client Admin / Onboarding | \$25.00 | <ul style="list-style-type: none"> Admin/coordination roles in HR or the health sector average between \$22 and \$22–26/hr | \$50,000 |
| Advanced Care Worker | \$24.75 | <ul style="list-style-type: none"> Aligns with nursing and advanced personal care standards Ontario, Median ~\$22.50/hr + 10% lead → \$24.75/hr | \$49,500 |
| White-Glove PSW | \$25.72 | <ul style="list-style-type: none"> Typically earns ~15% premium over PSW rate for higher quality expectations and responsibilities $\\$22.37 \times 1.15 = \\$25.72/\text{hr}$ | \$51,440 |
| Local Area Manager | \$32.50 | <ul style="list-style-type: none"> Managerial coordination role, benchmarked from similar roles in healthcare | \$65,000 |
| Therapist | \$32.74 | <ul style="list-style-type: none"> Paid between ~40–45% to care worker = \$31.31 - \$32.43 Ontario Median ~\$29.66/hr + 10% lead → \$32.74/hr | \$65,480 |
| IT/Marketing Specialist | \$35.00 | <ul style="list-style-type: none"> Mid-career technical role based on competitive Ontario salaries | \$70,000 |
| Director (Ops, IT, etc.) | \$50.00 | <ul style="list-style-type: none"> Senior leadership, above national average for director-level roles | \$100,000 |
| CEO | \$70.00 | <ul style="list-style-type: none"> Ethical leadership role; competitive but lean vs. corporate standards | \$140,000 |

Below is the Projected Earning Table calculating the total compensation for each role using:

- Hourly market rate from My Panion’s deck or best approximations
- Annual base pay, hourly rate × 2,000 hours (FTE)
- Performance Pay (15%)
- Indirect Pay (25%)
- Total Compensation = Base Pay + Performance + Indirect
- Market Adjustment = +10% Lead

Integrated Projected Compensation Table (CAD\$)

Table 4: Integrated Projected Compensation

| Compensation Component | PSW | White Glove PSW | Advanced Care | Therapist | Area Manager | Director | IT/Marketing Spec. | Client Admin | CEO |
|------------------------|-----|-----------------|---------------|-----------|--------------|----------|--------------------|--------------|-----|
|------------------------|-----|-----------------|---------------|-----------|--------------|----------|--------------------|--------------|-----|

| | | | | | | | | | |
|------------------------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------|----------------|---------------|----------------|
| Base Pay (60%) | 44,740 | 51,440 | 49,500 | 65,480 | 65,000 | 100,000 | 70,000 | 50,000 | 140,000 |
| Job Evaluation (25%) | 18,642 | 21,433 | 20,625 | 27,283 | 27,083 | 41,667 | 29,167 | 20,833 | 58,333 |
| Market Pricing (20%) | 14,913 | 17,146 | 16,500 | 21,827 | 21,667 | 33,333 | 23,333 | 16,667 | 46,667 |
| Pay for Knowledge (15%) | 11,185 | 12,861 | 12,375 | 18,820 | 16,250 | 25,000 | 17,500 | 12,500 | 35,000 |
| Performance Pay (15%) | 11,185 | 12,861 | 12,375 | 16,370 | 16,250 | 25,000 | 17,500 | 12,500 | 35,000 |
| Merit Bonus (7%) | 5,221 | 6,001 | 5,775 | 7,636 | 7,583 | 11,667 | 8,167 | 5,833 | 16,333 |
| Special Incentives (3%) | 2,011 | 2,317 | 2,063 | 2,946 | 3,250 | 5,000 | 3,500 | 2,500 | 7,000 |
| Goal Sharing (4%) | 2,989 | 3,432 | 3,300 | 4,363 | 4,333 | 6,667 | 4,667 | 3,333 | 9,333 |
| Other Group Pay (1%) | 745 | 1,111 | 1,238 | 1,425 | 1,083 | 1,667 | 1,167 | 833 | 2,333 |
| Indirect Pay (25%) | 18,642 | 21,433 | 20,625 | 27,283 | 27,083 | 41,667 | 29,167 | 20,833 | 58,333 |
| Mandatory Benefits (7%) | 5,221 | 6,001 | 5,775 | 7,636 | 7,583 | 11,667 | 8,167 | 5,833 | 16,333 |
| Pension Plan (5%) | 3,731 | 4,288 | 4,125 | 5,456 | 5,417 | 8,333 | 5,833 | 4,167 | 11,667 |
| Health & Life Insurance (6%) | 4,474 | 5,143 | 4,950 | 6,548 | 6,500 | 10,000 | 7,000 | 5,000 | 14,000 |
| Paid Time Off (4%) | 2,989 | 3,432 | 3,300 | 4,363 | 4,333 | 6,667 | 4,667 | 3,333 | 9,333 |
| Employee Services (2%) | 1,490 | 1,716 | 1,650 | 2,183 | 2,167 | 3,333 | 2,333 | 1,667 | 4,667 |
| Other Benefits (1%) | 745 | 858 | 825 | 1,095 | 1,083 | 1,667 | 1,167 | 833 | 2,333 |
| Total Compensation | 74,567 | 85,734 | 82,500 | 109,333 | 108,333 | 166,667 | 116,667 | 83,333 | 233,333 |
| +10% Lead Strategy | Built-in | Built-in | Built-in | Built-in | 119,167 | 183,333 | 128,333 | 91,667 | 256,667 |

Assumptions Behind the Numbers:

- Hourly Base Rates were obtained or estimated from the My Panion presentation (e.g., \$20/hr for PSWs, \$35/hr for therapists)
- Annual Base Pay is defined as 2,000 hours, per full-time employee
- Performance and Indirect Pay are applied as a proportion of Base Pay, based on the mix defined in the Compensation Template
- Total Compensation Formula: Total Compensation = Base Pay + Performance Pay + Indirect Pay
- A 10% market lead is applied to simulate the strategy of leading the market

Step 5: Evaluate the Proposed Strategy

The proposed compensation strategy, anchored in a high-involvement management model and designed to lead the market by 10%, is strategically viable and operationally sound when evaluated against affordability, legality and employee attraction criteria.

In terms of affordability, the My Panion revenue model, with low agency fees, technology-driven efficiency and premium service tiers, creates sufficient scope to absorb the modest cost increase associated with market leadership; in particular, when compared with the long-term savings resulting from lower turnover and higher quality of care.

In terms of legality, the proposed structure aligns with all labour standards and pay equity legislation in Ontario, including compliance with minimum wage laws, benefit entitlements and anti-discrimination provisions. The inclusion of equitable performance pay, benefits and promotion by tiered advancement opportunities further reinforces this alignment.

Finally, in terms of employee attraction and retention, offering a total rewards system that includes base pay premiums, flexible scheduling, pension contributions and professional development, directly supports the values of ethical employment and job satisfaction which are key differentiators in a fragmented and competitive industry. As Long and Singh (2022) point out, the ability of an organization to attract top talent depends on whether its compensation practices reflect its stated strategic intent and indicate long-term value for employees.

Our proposed system does exactly that, positioning My Panion as a high-value and trusted employer in the care economy who wish to give healthcare workers the respect they are entitled to and have earned.

Section 5A: Market Survey & Results

Personal Support Worker (PSW)

Table 5: Personal Support Worker Compensation Strategy

| Source | Entry-Level | Median | Average | Senior-Level |
|--------------|-------------|----------|----------|--------------|
| Job Bank | \$36,000 | \$40,680 | \$43,000 | \$50,000 |
| Salary.com | \$35,000 | \$39,600 | \$42,000 | \$49,000 |
| PayScale | \$36,400 | \$40,200 | \$43,600 | \$48,000 |
| SalaryExpert | \$37,000 | \$41,000 | \$44,000 | \$51,000 |

- Recommended Rate: \$44,740 (10–15% above median)
- Rationale: This supports My Panion’s strategic aim to reduce turnover and reward loyalty through membership behaviour

White-Glove PSW

Table 6: White-Glove Compensation Strategy

| Source | Entry-Level | Median | Average | Senior-Level |
|--------------|-------------|----------|----------|--------------|
| Job Bank | \$40,000 | \$44,000 | \$46,000 | \$54,000 |
| Salary.com | \$39,000 | \$43,000 | \$45,000 | \$52,000 |
| PayScale | \$40,800 | \$44,400 | \$46,800 | \$52,000 |
| SalaryExpert | \$42,600 | \$45,000 | \$47,200 | \$55,000 |

- Recommended Rate: \$51,440 (10–15% above median)
- Rationale: A premium wage is justified due to specialized duties and higher expectations for service quality

Advanced Care Worker

Table 7: Advanced Care Worker Compensation Strategy

| Source | Entry-Level | Median | Average | Senior-Level |
|--------------|-------------|----------|----------|--------------|
| Job Bank | \$41,000 | \$45,000 | \$47,000 | \$56,000 |
| Salary.com | \$42,000 | \$46,000 | \$48,000 | \$55,000 |
| PayScale | \$43,000 | \$47,000 | \$49,000 | \$56,000 |
| SalaryExpert | \$44,000 | \$48,000 | \$50,000 | \$58,000 |

- Recommended Rate: \$49,500 (10–15% above median)
- Rationale: This aligns with the strategic focus on upskilling and clinical specialization in ethical healthcare

Therapist

Table 8: Therapist Compensation Strategy

| Source | Entry-Level | Median | Average | Senior-Level |
|--------------|-------------|----------|----------|--------------|
| Job Bank | \$52,000 | \$59,520 | \$63,000 | \$72,000 |
| Salary.com | \$54,000 | \$60,400 | \$64,000 | \$74,000 |
| PayScale | \$55,000 | \$61,600 | \$65,000 | \$76,000 |
| SalaryExpert | \$56,000 | \$62,400 | \$66,000 | \$78,000 |

- Recommended Rate: \$65,480 (10–15% above median)
- Rationale: A competitive recommendation to retain licensed therapists and attract professionals with specialized credentials

Local Area Manager

Table 9: Local Area Manager Compensation Strategy

| Source | Entry-Level | Median | Average | Senior-Level |
|--------------|-------------|----------|----------|--------------|
| Job Bank | \$60,000 | \$63,000 | \$65,000 | \$72,000 |
| Salary.com | \$61,000 | \$64,000 | \$66,000 | \$74,000 |
| PayScale | \$60,500 | \$63,800 | \$65,500 | \$73,000 |
| SalaryExpert | \$62,000 | \$65,000 | \$67,000 | \$75,000 |

- Recommended Rate: \$65,000 (10–15% above median)
- Rationale: This rate reflects the coordination and managerial expectations of the role while ensuring competitiveness with similar healthcare coordination roles

Director (Ops, IT, etc.)

Table 10: Directors Compensation Strategy

| Source | Entry-Level | Median | Average | Senior-Level |
|--------------|-------------|----------|-----------|--------------|
| Job Bank | \$90,000 | \$95,000 | \$100,000 | \$120,000 |
| Salary.com | \$92,000 | \$97,000 | \$102,000 | \$123,000 |
| PayScale | \$91,500 | \$96,000 | \$101,000 | \$121,000 |
| SalaryExpert | \$93,000 | \$98,000 | \$103,000 | \$125,000 |

- Recommended Rate: \$100,000 (10–15% above median)
- Rationale: Directors are compensated at a strategic leadership level with pay that supports retention and talent acquisition for high-impact roles.

IT / Marketing Specialist

Table 11: Specialist Compensation Strategy

| Source | Entry-Level | Median | Average | Senior-Level |
|--------------|-------------|----------|----------|--------------|
| Job Bank | \$65,000 | \$68,000 | \$70,000 | \$78,000 |
| Salary.com | \$66,000 | \$69,000 | \$71,000 | \$79,000 |
| PayScale | \$65,500 | \$68,500 | \$70,500 | \$77,500 |
| SalaryExpert | \$67,000 | \$70,000 | \$72,000 | \$80,000 |

- Recommended Rate: \$70,000 (10–15% above median)
- Rationale: The recommended rate reflects mid-career technical roles and ensures competitiveness in the

Client Admin / Onboarding

Table 12: Market Compensation Strategy

| Source | Entry-Level | Median | Average | Senior-Level |
|--------------|-------------|----------|----------|--------------|
| Job Bank | \$46,000 | \$48,000 | \$50,000 | \$56,000 |
| Salary.com | \$47,000 | \$49,000 | \$51,000 | \$57,000 |
| PayScale | \$46,500 | \$48,500 | \$50,500 | \$55,500 |
| SalaryExpert | \$48,000 | \$50,000 | \$52,000 | \$58,000 |

- Recommended Rate: \$50,000 (10–15% above median)
- Rationale: This rate is aligned with administrative roles in healthcare environments, supporting onboarding and client coordination

CEO

Table 13: CEO Compensation Strategy

| Source | Entry-Level | Median | Average | Senior-Level |
|--------------|-------------|-----------|-----------|--------------|
| Job Bank | \$130,000 | \$135,000 | \$140,000 | \$160,000 |
| Salary.com | \$132,000 | \$137,000 | \$142,000 | \$162,000 |
| PayScale | \$131,500 | \$136,000 | \$141,000 | \$161,000 |
| SalaryExpert | \$133,000 | \$138,000 | \$143,000 | \$165,000 |

- Recommended Rate: \$140,000 (10–15% above median)
- Rationale: A competitive but lean compensation that aligns with ethical leadership principles while also supporting recruitment of top-level talent

Section 5B: Analysis of Market Data Sources

The data from Job Bank Canada is highly accurate and reliable as it is maintained by the Government of Canada. It is updated quarterly and provides compensation medians based on census and employer-reported data. It is especially strong for common roles such as Personal Support Workers and Registered Nurses, making it a foundational source for this market survey. However, it does not differentiate niche or hybrid roles like 'White-Glove PSW,' which limits its granularity for emerging classifications. Still, its transparency and national scope make it a cornerstone in assessing Canadian wage benchmarks (JobBank, 2025).

Salary.com provides regional salary averages and is helpful in understanding the market context at the city level. Its strength lies in its accessibility and user-friendly design, offering general trends for salary expectations. However, it lacks the depth of Job Bank in terms of data verification and does not include non-monetary benefits, bonuses, or indirect pay components. The data may also lag slightly behind other sources, as its updates are not explicitly timestamped. Still, it helps corroborate averages and high/low ranges from other databases (Salary.com, n.d.).

SalaryExpert uses employer-verified data and draws from the Economic Research Institute (ERI) to model compensation estimates. It includes cost-of-living adjustments, bonuses, and detailed breakdowns, which make it one of the most robust sources for estimating senior-level roles. SalaryExpert is particularly effective for evaluating higher-level or specialized healthcare roles such as Therapists or Advanced Care Workers. Its potential drawback is that some figures may appear inflated for non-metropolitan regions or smaller markets. Nevertheless, SalaryExpert is one of the most professional and consultant-grade tools included in this analysis, (SalaryExpert, n.d.).

PayScale collects self-reported wage data from employees and aggregates it by occupation and region. It is particularly useful in assessing how employees experience compensation, including bonus structures and variable

pay. However, because of its crowdsourced nature, data accuracy varies and is limited for roles that are less frequently reported. It includes helpful insights about benefits and indirect compensation trends, which are valuable in understanding total compensation packages. In this market survey, PayScale is a complementary tool rather than a primary source (PayScale, 2024).

Section 5C: Alignment with Managerial Strategy

The market results strongly support My Panion's high-involvement managerial strategy as outlined by Long and Singh (2022). The compensation levels gathered from external sources confirm that most industry wages hover near or slightly below the rates proposed by My Panion. By committing to a 10% lead above the market median, My Panion reinforces its value proposition of ethical employment, loyalty building, and quality care. For instance, while PSWs earn a median of \$20.34/hour (\$40,680 annually), My Panion proposes \$22.37/hour (\$44,740 annually), aligning well with its strategy to reward membership behaviour and reduce turnover. This approach also facilitates stronger task performance and citizenship behaviours by including merit bonuses, goal sharing incentives, and indirect pay elements like health benefits and pensions. Unlike traditional agencies that often ignore performance-based compensation, My Panion's model promotes collaboration and continuous development. Thus, the market survey confirms both the practicality and the strategic alignment of leading the market in a fragmented, undercompensated industry.

Step 6: Performance

Pay Plan Recommendation

The performance pay plan will be diversified between the levels of individual and group pay. Within the individual pay plan, the employee's performance pay will relate to their assigned merit bonus and within the level of group pay, a goal sharing pay plan will be provided to the employees of MyPanion.

Merit Bonus

The merit bonus will be comprised of a cash lump sum determined by the HR & upper management teams of MyPanion that will be directly based on direct customer feedback and KPI's. The employees that display direct contact with the clients that include PSW's, Advanced Care Workers & Therapists will be the only employees eligible for this form of performance pay as their efforts and individual work performance will be directly related to the customer feedback. Another reason why only these types of employees will be eligible for the merit bonuses is because they make up a large majority of the company and it's especially vital for MyPanion to attract and retain these types of employees.

Advantages

- These bonuses will not be permanent as opposed to a merit raise and due to this, will not be as expensive to maintain (Long & Singh, 2022).
- The employees who receive merit bonuses will have the freedom to be paid out in a lump sum at the time of their choice (end of the year, broken into quarterly payments etc.).
- There will be no "topping out" of merit bonuses as this will be a one-time payment awarded on an annual basis (Long & Singh, 2022).
- Improves employee motivation for the job positions that are most likely to experience job dissatisfaction the most.
- The employees that are eligible for this type of bonus are, on average, paid the least according to base pay (except for Client Admin/Onboarding), and the additional cash will be received as a reward for the hard work and extra effort that doesn't go unnoticed by the company.

Disadvantages

- The way that the merit bonuses are created by upper management and HR could result in employee dissatisfaction, as they would mainly be based on anonymous client feedback and KPI scores for each employee individually.
- Other employees of MyPanion that don't include PSWs, Advanced Care Workers & Therapists would not be eligible for this type of performance pay, and this could result in internal conflict within the organization.

Goal- Sharing

A common goal will be established by MyPanion's CEO that will be closely related to the quality of care provided to the clients based on their feedback, and if reached, an additional bonus will be paid out to all employees of the company. The employee positions that don't include face-to-face contact with the clients will be eligible for this bonus if the goal is reached, as they were not eligible for the merit bonus offered to the SWs, Advanced Care Workers and Therapists. We feel that the hard work and support that the other employees of MyPanion bring are just as valuable as the other employees', and a reward should be given to the employees if the goal is reached. If the common goal is reached, the PSWs, Advanced Care Workers & Therapists will still be eligible to receive this bonus on top of their merit bonus if they are awarded one at the end of the year.

Advantages

- Less costly for the company as this is a one-time payment based on reaching a set company goal (Long & Singh, 2022).
- The goals will be adjusted on an annual basis which will be determined by the CEO.
- Increased team cohesion and employee motivation as all members of the organization will be eligible to receive the bonus if the common goal is achieved (Long & Singh, 2022).

Disadvantages

- The common goal can be considered arbitrary, as feedback goals can be difficult to determine or justify, as there will be no specific formula involved (Long & Singh, 2022). If the goal was based on a financial number, like gross revenue, it would be easier for employees to understand and recognize.
- Situational factors have the possibility of altering the feedback results from the clients.
- Internal conflict could be more likely to occur as the employees who deal directly with the clients will have a larger responsibility if the goal is reached or missed (Long & Singh, 2022).

Step 7: Indirect Pay Plan Recommendation

The indirect pay plan at MyPanion will take the flexible approach, as we feel that giving our employees the freedom to pick and choose what types of benefits they want and don't want can give the company an advantage within the market. We understand that each employee is different and has a set of different life and financial goals. Due to this, it would only make sense to give them the option of how they want to save money or pick what benefits they require. However, the indirect pay plan will be broken down into 5 categories, including Mandatory Benefits, Health & Life Insurance, Paid Time Off, Employee Services & Other. The employees will be given a predetermined amount of flexible credits that will be consistent throughout all employees of the organization, and will then be used to purchase the benefits that they desire most (Long & Singh, 2022). If the employee has leftover credits, they will have the option of cashing these credits out (Long & Singh, 2022).

The flexible benefits offered to MyPanion employees have been broken down below:

Table 14- Benefits

| Benefit Element | Inclusions | Rationale |
|------------------------|---|---|
| Mandatory Benefits | <ul style="list-style-type: none"> - Canada Pension Plan - Employer’s Insurance - Workers Compensation | <p>These are government-provided employee benefits that will be mandatory for the employees and would be considered contributory as the employees would be contributing to these benefits on each pay (Long & Singh, 2022).</p> |
| Pension | <ul style="list-style-type: none"> - Defined Benefit - Defined Contribution - Hybrid | <p>All employees of MyPanion will have the option of enrolling in one of these three pension options based on their specific financial and life goals. The Defined Benefit pension allows the employee to receive a proportion of their pay at the time of retirement (Long & Singh, 2022). The Defined Contribution pension deals with the contributions made by both the employer and employee while employed at the company (Long & Singh, 2022). The hybrid pension plan basically combines features of both the defined benefit and defined contribution (Long & Singh, 2022). The employees pension would be considered contributory as they would be contributing to their pension regardless of which pension option they choose, each pay period (Long & Singh, 2022).</p> |
| Health & Life Benefits | <ul style="list-style-type: none"> - Healthcare Spending Account - Life/Accident Death - Disability Pension - Supplemental Health | <p>The employees of MyPanion will be eligible to pick and choose with their flex credits the amount of health and life benefits (Long & Singh, 2022). With the flexible approach, the employees can choose to add or subtract their credits based on their personal health situation and will have the freedom to change their benefits in this category on an annual basis. These benefits will be considered non-contributory as the value of the employees health is a main priority.</p> |
| Paid Time Off | <ul style="list-style-type: none"> - Vacation - Sick days - Parental leave | <p>Each employee of MyPanion will be eligible to receive 3 weeks of PTO and this number will increase with seniority. After 5 years of service, the employee will be eligible to receive 4 weeks of PTO. With the flexible strategy of indirect pay, the employee will have the option to buy more vacation, sick days or parental leave if they choose.</p> |
| Employee Services | <ul style="list-style-type: none"> - Wellness Programs - Employee Assistance - Child care | <p>The employee services section of the flexible benefits, is where employees have full freedom to choose a variety of different options related to health and wellness programs, employee assistance programs and child care. The different services offered to employees can be considered a main attraction to employees and help to retain work talent.</p> |
| MISC. | <ul style="list-style-type: none"> - Product discounts - Education Tuition Reimbursements - Uniforms and Work Equipment | <p>There will be a major emphasis on education and professional development, as the company believes in building and maintaining internal talent for future growth and succession planning. Employees who work as PSW’s and Advanced Care Workers will also appreciate the discounts provided for the work clothing provided with these benefits and will likely allocate their flexible credits to this category.</p> |

Work Sample