



Alberta College of
Speech-Language Pathologists
and Audiologists

2021 Annual Business Plan and Budget

Approved January 23, 2021

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Part I – Introduction and Background

1.1 Message from ACSLPA Council and Registrar & CEO

ACSLPA exists to serve the public interest through the regulation of professional speech-language pathologists (SLPs) and audiologists in Alberta. ACSLPA's regulatory work includes but is not limited to:

- setting admission standards for the professions,
- considering applications for regulated membership and issuing practice permits,
- creating and enforcing a Code of Ethics and Standards of Practice,
- investigating complaints of unprofessional conduct,
- creating guidelines and practice documents,
- enforcing continuing competence standards.

ACSLPA is an independent public agency created and empowered by *the Health Professions Act (HPA)*. Starting in April 2021 the College will operate under a shared-governance model in which 50% of the governing Council will be made up of individuals from the public appointed by Government and 50% will be made up of regulated members of ACSLPA.

Even under shared governance, ACSLPA's members continue to experience many of the privileges of self-regulation, meaning that ACSLPA's regulation is shaped substantially by professional members of the College who are obligated to the public and to each other to uphold the public interest. Features of self-regulation continue to be present through the volunteer work of professional members on the ACSLPA Council, Registration Committee, Hearings Tribunal and Complaints Review roster, Continuing Competence Committee, and various taskforces and working groups who meet throughout the year. Self-regulation is also demonstrated through the individual efforts of members in their practice who uphold the public interest through their work and their commitment to competent, ethical practice each day.

The 2021 Annual Business Plan and Budget is intended to help interested stakeholders learn more about ACSLPA's direction and priorities for the year. The business plan has been prepared by staff and approved and endorsed by ACSLPA Council.

Andrea Benoit, R.SLP
President

Michael Neth, P. Eng.
Registrar & CEO

1.2 ACSLPA Organizational Overview – January 2021

ACSLPA regulates two distinct but related professions; audiology and speech-language pathology.

The college is a dynamic professional regulatory organization. It deals with duties and obligations of a regulator as well as the challenges and opportunities of a not-for profit organization.

Almost all ACSLPA's operating revenue comes from dues and fees paid by its roughly 1,800 regulated members.

ACSLPA is governed by a Council that consists of

- six (6) regulated SLPs and Audiologists selected by members of the college through an election process, and
- six (6) public members appointed by the Government of Alberta to represent the public.

For 2021, the College staff consists of

- six (6) full-time employees who are the *Registrar & CEO*, the *Deputy Registrar*, the *Director of Professional Practice*, the *Director of Professional Conduct and Compliance*, the *Director of Operations and Projects* (new position) and the *Office Administrator/Digital Communications Coordinator*.
- two (2) part-time employees who are the *Registration Coordinator* and the *Admin Assistant* (vacant, to be filled), and
- one (1) casual contractor who is the *Audiology Practice Advisor*.

There are five standing committees of volunteer regulated members, which are:

- Registration Committee,
- Competence Committee,
- Hearings Tribunal/Complaints Review Roster,
- Practice Advisory Committee, and
- Professional Conduct Committee

Ad-hoc committees, workgroups, and taskforces are called as needed. A particularly active taskforce in 2021 is the *Anti-Racism and Anti-Discrimination Advisory Committee (ARADAC)*.

1.3 2021 Business Plan Priorities

In addition to “business as usual” and incremental improvements to our operations, the 2021 Business Plan and Budget supports 7 priorities. These are:

- Adaptation to announced and anticipated legislative amendments, including
 - Amendments to the HPA (*Legislature 30, Session 2, Bill 30* – Awaiting proclamation)
 - Amendments to the HPA (*Legislature 30, Session 2, Bill 46* – Awaiting proclamation)
 - Interprovincial Mobility Act (TBD – anticipated spring 2021)
 - Amendments to the HPA – Professional Conduct (TBD – anticipated summer 2021)
 - Amendments to Speech-Language Pathologists and Audiologists Profession Regulation (TBD – anticipated summer 2021)
 - Funding for Treatment and Counselling Regulation (*In force June 2021*)
- Establishing a new Continuing Competence Program under the amended HPA (Bill 46)
- Supporting a strong Council and effective governance through Council composition change
- Addressing systemic discrimination and racism within ACSLPA and within the professions of Speech-Language Pathology and Audiology
- Supporting regulated members so they can deliver safe and effective virtual practice, which has taken on new urgency and relevance since the arrival of the COVID-19 pandemic
- Supporting members in their professional practice so they can continue to deliver safe and effective healthcare services through the pandemic and as they adapt to funding and other structural changes to their practice
- Exploring the possibility of amalgamation of colleges, which is enabled through Bill 46.

In delivering on all ACSLPA’s work in 2021, the target for the organization is to work towards outcomes that meet or exceed expectations, ensuring that systems interact efficiently, and that the public is well served.

Attention will be paid to ensuring the continued safety and wellbeing of ACSLPA staff and volunteers through 2021, and that ACSLPA continues to be operationally sound both through the pandemic and significant organizational change resulting from the significant legislative changes.

Many of the projects and plans that ACSLPA initiates in 2021 will continue to be developed and implemented through 2022.

Part II – Planned Business Activities & Costs by Function and Area

The total budgeted expense for ACSLPA’s operational activities in 2021 is \$1,386,000 (2020 budget: \$1,305,000) against anticipated revenues of \$1,151,000 (2020 budgeted revenue: \$1,170,000). The result will be a budgeted shortfall of \$235,000 which will be drawn from ACSLPA’s investments, which at the end of 2020 were at approximately \$1,990,000.

2.1 Function: Governance

2021 Function Budget: \$101,875

2020 Function Budget: \$101,500

The Governance function encompasses the functional areas of *Council, Rules* (which includes Bylaws, Standards of Practice, Guidelines, and other related regulatory tools), and *Affiliations*. This will be a major area of focus for 2021 as a number of the business plan priorities are focused in this area. Savings in meetings and travel and affiliations are offset by additional expenditures in contract/consulting services in this area.

I. Functional Area: Council (100)

2021 Area Budget: \$33,875

2020 Area Budget: \$40,000

The Council of ACSLPA fulfills leadership and adjudicative roles. In its leadership role, the Council is the governing body of the College. In its adjudicative role, the Council hears reviews and appeals from the registration and conduct areas of the College.

In 2021, the work of the Council will include:

- Orientation for new and returning council members
- Nomination and election of Council members
- Five (5) regular Council meetings (full day) and special meetings as needed
- Strategic planning sessions
- Registrar & CEO performance and compensation reviews
- Governance and Audit committee meetings as required

Elected Council members will receive honoraria for attendance at meetings in accordance with policy. The Council has discretionary funds available for consultants, contractors, special training, or facilitators.

Areas of special focus for 2021 will include:

- Smooth transition to 50/50 composition and effective Council governance and culture
- Additional work volume as bylaws, standards of practice, and guidelines are amended to adapt to legislative changes
- Review of nominations and elections process (for implementation in 2022 if changing)
- Review bylaws around role and eligibility of president/vice president
- Development of rules and policies for Council conduct and governance, and
- Enhanced policies for handling complaints against a council member should any arise.

Council will be supported primarily by the *Registrar & CEO*, the *Office Administrator*, and the *Admin Assistant* with additional support from other staff and contractors as needed.

II. Functional Area: Rules (110)

2021 Area Budget: \$51,000

2020 Area Budget: \$34,500

Rules are the set of directives or principles that govern the conduct of regulated members in their professional practice. ACSLPA has legislated obligation to make regulations and bylaws, to establish, maintain, and enforce standards of practice and a code of ethics, and to provide direction to regulated members in their practice.

In 2021, the routine work in the Rules functional area will include:

- Ongoing incremental improvements and/or updates to key college documents as required.

Areas of special focus for 2021 will include:

- Providing ongoing direction, practice guidance, and information pertaining to safe and effective practice during the COVID-19 pandemic, directed towards regulated members, public health, and employers.
- Bylaws:
 - A full review and rewrite of ACSLPA Bylaws will be undertaken, the first since 2015, to ensure cohesive and comprehensive bylaws that reflect current needs/expectations
 - New Bylaws to comply with Bill 46 amendments to the HPA, including
 - College officer and employee eligibility (re: associations and unions)
 - Insurance requirements for regulated members
 - Citizenship requirements for regulated members
 - Good character and reputation requirements for regulated members
 - English language proficiency requirements for regulated members
 - Recognition of registration in other jurisdictions (i.e. mobility) for regulated members
 - Information to be provided by applicants and renewing members, and how it is entered in the register.
- New Standards of Practice to comply with Bill 46 amendments to the HPA, including
 - Restricted activities and supervision of restricted activities + supporting guidelines (development in 2021, implementation in 2022)
 - Mandatory continuing competence program (development in 2021, implementation in 2022).
 - Use of titles by regulated members (development and implementation in 2021)
- Updates to existing Telepractice / Virtual Practice guidelines to fit current best practices and needs (development and implementation in 2021)
- Ongoing review and update of Standards of Practice and Guidelines based on the work of the ARADAC taskforce.

- Finalize ongoing work with Standards of Practice on Documentation and Record Keeping, Standards of Practice on Supervision of Support Personnel, and Guideline on Working with Support Personnel (implementation in 2021)
- Adapt to amended Speech-Language Pathology and Audiology Profession Regulation, and actively pursue an advanced authority to order ionizing radiation for the purposes of videofluoroscopic swallowing studies (VFSS)

Work on the Bylaws is the responsibility of the *Registrar and CEO* with support from legal counsel. Work on Standards of Practice is the responsibility of the *Director of Operations and Projects*, with support from all staff as required and oversight by the *Deputy Registrar*.

III. Functional Area: Affiliations (130)

2021 Area Budget: \$17,000

2020 Area Budget: \$27,000

ACSLPA's effectiveness is enhanced through its affiliations with other organizations that have similar interests and needs. Working in association with others allows for harmonization of requirements, mutual assistance (particularly on complex regulatory matters), and sharing of costs and workload on issues of common concern.

In 2021, the routine work in the Affiliations functional area will include:

- Alberta Federation of Regulated Health Professions
 - Alberta Virtual Care Working Group
 - Legislative Renewal and Action Committee
 - Continuing Competence Interest Group
 - Registration Interest Group
 - Anti-racism and Discrimination Interest Group
 - Complaints Process Working Group
 - Hearings Director Working Group
- Other affiliations to maintain: AHS, Alberta Education, Canadian Council of University Programs in Audiology and Speech-Language Pathology (CCUP-ASLP), Pan-Canadian Alliance (PCA), Canadian Society of Association Executives (CSAE), Canadian National Alliance of Regulators (CNAR), individual colleges in Alberta and Canada with common interests/needs, school boards.

Areas of special focus for 2021 will include:

- Investigating the possibility of amalgamation with another profession and the viability and advisability of doing so, consistent with s. 25.1 of the amended HPA.
- Ministry of Health on pandemic response and implementation of legislative amendments,
- Alberta Health Services on pandemic response,
- Colleges in BC, Ontario, and Quebec on interprovincial mobility, telepractice, accreditation, examination, and general registration requirements

- U of A CSD Department on matters of common concern pertaining to accreditation, graduate competence, applications, COVID-19 pandemic, and addressing systemic racism and discrimination
- Council for Accreditation of Canadian University Programs in Audiology and Speech-Language Pathology (CACUP-ASLP) towards a seat at the Accreditation board.

Work on affiliations will be undertaken by all senior staff in varying capacities and some council volunteers. The work on amalgamations will receive substantial support from the *Audiology Practice Advisor*.

2.2 Function: Regulatory

2021 Function Budget: \$82,600

2020 Function Budget: \$101,100

The Regulatory function encompasses the functional areas of *Registration/Renewal*, *Complaints/Investigations*, *Hearings/Appeals*, *Title Enforcement*, and *Continuing Competence*. Although a major area of focus in 2021, budget is lower due to significant planned savings due to travel restrictions, trimmed legal budget, and lower examination costs.

IV. Functional Area: Registration/Renewal (200)

2021 Area Budget: \$13,500

2020 Area Budget: \$19,500

One of the key pillars of ACSLPA's regulatory mandate is to establish, maintain, and enforce registration and renewal standards for the professions. Registration includes admissions (applications), renewal, reinstatement, status changes, the public and internal registers, interprovincial mobility, foreign qualification recognition, and currency hours. Effectiveness in this area requires establishing admissions requirements and standards, engaging with local pan-Canadian stakeholders, and close adherence to the *Fair Registration Practice Act*.

Anticipated trends in 2021 include: a continuation of current application and renewal volumes, an increase in status changes as regulated member's employment situations change employment due to pandemic and funding changes, an increase in interprovincial mobility applications for other provinces, and an increase in telepractice into and out of AB enabled by move to virtual service delivery.

In 2021, the routine work in the Registration/Renewal functional area will include:

- Registrations, renewals, reinstatements, retirements, and status changes,
- Ongoing incremental improvements and/or updates to registration processes and policies.

Areas of special focus for 2021 will include:

- Exams: Work on further perfecting examination requirements for international applicants including USA-trained. Consider adoption of CETP. Consider further validation of PRAXIS exam (standard setting exercise in partnership with BC). Decision on long-term status of PRAXIS beyond pandemic.
- Accreditation: Work on either gaining a seat with the accreditation body or strike out in a new path to satisfy accreditation requirements.

- Work on further perfecting rules and requirements telepractice both into and out of AB and the many associated considerations including insurance, supervision, currency hours, etc.
- Continue to adapt and respond to the pandemic with special pandemic considerations around registration and renewal requirements, including supervision difficulties, new graduate competence, and redeployment impacts.
- Review policies, processes, and tools related to seeking information about conduct in other jurisdictions/colleges and fitness to practice to ensure compliance with new powers/responsibilities s. 28(1) (i) & (m) of the HPA. Decisions will be required about what to do if concerns arise in relation to individual applicants or members. This may impact the questions and declarations in the member portal and/or application forms, as well as information on the ACSLPA website.
- Review policies, processes, and tools related to seeking information about good character and reputation to ensure compliance with new powers/responsibilities in s. 29.1 of the HPA. Decisions will be required about what to do if concerns are raised. This may impact the questions and declarations in the member portal and/or application forms, as well as information on the ACSLPA website.
- Review policies, processes, and tools related to imposing conditions on practice permits to ensure compliance with new powers/responsibilities in s. 40.1 of the HPA. One of the condition options is to provide a time-limited practice permit (NEW) which would allow us to do pro-rated renewals for people who anticipate a maternity leave in the coming year.
- Review policies, processes, and tools related to reinstatement of disciplined members to ensure compliance with new requirements in s. 45.1 of the HPA. This will impact the member database and information on the ACSLPA website (registration handbook).
- Finalize implementation of our upgraded member database / registration portal (Alinity V6) with online applications for categories of membership beyond “recent Canadian graduate”, to include interprovincial mobility, courtesy register, internationally trained, reinstatement. Look at name changes and status changes in the system.
- Launch learning modules and provide certificate in VFSS. Explore working with government to move advanced authorization forward for VFSS.
- Continue discussions with Ontario and BC on an MOU for interjurisdictional practice, particularly for virtual practice, so that we are working with a common set of standards and expectations.
- Continued adaptation to Fair Registration Practices Act as issues are brought forward by the Fairness of Newcomers Office.
- Preparedness for the new Interprovincial Mobility legislation anticipated in early 2021. It is anticipated that this will require review and possible changes to existing policies, processes, and tools (including Alinity database and member portal) for interprovincial mobility applicants and/or members practicing in two or more jurisdictions. Plan for work of implementation to extend into 2022.

Work in Registration/Renewal is the responsibility of the *Deputy Registrar*, along with the *Registration Coordinator*, *Audiology Practice Advisor*, and *Admin Assistant*, with support from the *Registrar and CEO*.

V. Functional Area: Complaints/Investigations (210)

2021 Area Budget: \$30,500

2020 Area Budget: \$40,500

One of the key pillars of ACSLPA's regulatory mandate is to receive and investigate complaints against members for unprofessional (unskilled or unethical) practice. The Complaints and Investigations functional area requires the legislated authority of the Complaints Director and Investigator(s) at various points. Primary areas of focus include establishing and communicating appropriate processes, conducting investigations, administering fair and impartial processes and decision-making, identifying opportunities for improvement in other regulatory areas and supporting their adoption, and elevating general awareness of professional conduct among members and the public.

Anticipated trends in 2021 include: a continued decrease in the number of new complaints that seems to coincide with the pandemic, and increased emphasis in the first part of the year on seeing several existing complaints through the Hearings process. Internally generated complaints may rise later in the year resulting from practice inspections and/or competence assessments.

In 2021, the routine work in the Complaints/Investigations functional area will include:

- Finish work on a fully developed suite of policies and processes for complaints and discipline in coordination with professional conduct committee. Ensure compliance with funding for victims of sexual assault and sexual misconduct regulations.
- Finish implementing the professional conduct module in Alinity and migrate data.
- Resolve complaints from earlier years that have hearings scheduled for 2021.
- Further develop and enhance the role of the *Professional Conduct Committee*.

Areas of special focus for 2021 will include:

- Supporting Continuing Competence with development of competency assessment (practice visit) strategies and protocols using investigative and procedural expertise.
- Leading the development of inspection capabilities under Part 3 of the HPA which will include development of strategies and protocols using investigative and procedural expertise.
- Support Registrations with new authorities in the HPA with development of fitness to practice strategies and protocols using investigative and procedural expertise.
- Preparedness for the new Professional Conduct legislation anticipated in early 2021. It is anticipated that this will require review and possible changes to existing policies, processes, and tools for professional conduct. The scope and impact cannot be determined or anticipated at this time. Plan for work of implementation to extent into 2022.

Work in Complaints/Investigations is the responsibility of the *Director of Professional Conduct & Enforcement*.

VI. Functional Area: Hearings/Appeals (220)

2021 Area Budget: \$28,100

2020 Area Budget: \$17,500

As a part of ACSLPA's key pillar to receive and investigate complaints against members for unprofessional (unskilled or unethical) practice, ACSLPA also administers hearings, appeals, registration reviews, and complaint reviews. Hearings are called for the purpose determining whether a member has engaged in unprofessional conduct. Appeals, registration reviews, and complaint reviews exist as a accountability measure to ensure decisions are fair and appropriate in the circumstances. The Hearings & Appeals functional area requires the legislated authority of the Hearings Director, Complaints Review Committees, Hearing Tribunals, and Council at various points.

Anticipated trends in 2021 include: an increase in hearing tribunal costs, particularly in the early part of the year as several complaints in progress move towards resolution.

In 2021, the routine work in the Hearings/Appeals functional area will include:

- Receive requests and applications for hearings, appeals, registration reviews, and complaint reviews as needed
- Finish work on a fully developed suite of policies and processes for hearings and appeals in coordination with professional conduct committee.

Areas of special focus for 2021 will include:

- Preparedness for the new Professional Conduct legislation anticipated in early 2021. It is anticipated that this will require review and possible changes to existing policies, processes, and tools for professional conduct. The scope and impact cannot be determined or anticipated at this time. Plan for work of implementation to extent into 2022.

Work in Hearings/Appeals is the responsibility of the *Director of Professional Conduct & Enforcement*. The work of coordinating and conducting the hearings, appeals, and reviews is lead by the *Hearings Director* with support from the *Admin Assistant*

VII. Functional Area: Title Enforcement (230)

2021 Area Budget: \$2,000

2020 Area Budget: \$10,150

Certain professional titles are protected under the Health Professions Act and these act as an important quality signal to professionals, employers, and the public. ACSLPA has the authority to investigate inappropriate title use and apply to the courts for injunctive relief if necessary.

In 2021, the routine work in Title Enforcement will include:

- Receiving complaints against individuals and companies for inappropriate use of reserved SLP and audiology titles.
- Identifying non-compliant title use through self-initiated searches.
- Contacting individuals and organizations that are suspected of being non-compliant to educate them about the reserved title provisions of the HPA and promote compliance. In some instances legal action may be required to ensure compliance.

Work in Title Enforcement is the responsibility of the *Director of Professional Conduct & Enforcement*.

VIII. Functional Area: Continuing Competence (240)

2021 Area Budget: \$8,500

2020 Area Budget: \$13,400

One of the key pillars of ACSLPA's regulatory mandate is to establish, maintain and enforce a continuing competence program. Primary areas of focus include establishing and communicating the requirements of the continuing competence program, administering fair and impartial processes and decision-making, conducting an annual audit of participation by members in the program, remediating deficient participation in the program, and elevating general awareness of the importance of continuing competence among members and the public.

Previously established in policy, ACSLPA's continuing competence program must be established in Standards of Practice in accordance with Bill 46 within 18 months of the legislation being proclaimed (proclamation date TBD). Once established, compliance with the program will be a mandatory annual renewal requirement.

For 2021 the usual continuing competence audit (normally conducted from January until March) will be suspended so that staff and competence committee resources can be directed towards priority issues identified below.

In 2021, the routine work in Continuing Competence will include:

- Assisting regulated members to participate effectively in the Continuing Competence Program by responding to enquires and facilitating access to the online tools.

Areas of special focus for 2021 will include:

- Developing an enhanced continuing competence program for regulated members that is effective (achieves what it sets out to do), efficient (requires effort from members and the college that is proportionate to the outcomes), and compliant with the amended HPA.
- Informing the development of the Standard of Practice that establishes and enforces the mandatory continuing competence program and working to have the standard adopted by the college, which will require member and stakeholder feedback.
- Establishing, with the support of the Director of Professional Conduct, a competence assessment (practice visit) policy and process that supports the public interest and complies with the HPA.
- Developing an operational framework of policies, processes, and tools to support and maintain the continuing competence program, which includes development in the database/member portal.
- Informing and educating members about the enhanced competence program.
- Continuing to administer some portions of the existing continuing competence program and supporting members in their compliance until its retirement or replacement.

Work in Continuing Competence is the responsibility of the *Director of Professional Practice*, along with the *Audiology Practice Advisor*, with support from the *Registrar and CEO*.

2.3 Function: Professional Practice 2021 Function Budget: \$17,700

2020 Function Budget: \$37,500

The Professional Practice function encompasses the functional areas of *Professional Development*, *Practice Support and Outreach*, and *Volunteer Recognition*. These efforts are directed towards proactively supporting members in their professional practice to ensure they are informed about and able to comply with practice requirements including the Standards of Practice, Code of Ethics, Advisory Statements, and Guidelines.

IX. Functional Area: Professional Development (300)

2021 Area Budget: \$7,000

2020 Area Budget: \$13,400

The purpose of Professional Development is to support members in their professional practice so that they can protect and serve the public interest. Professional development aims to provide opportunities for members to increase their competence and awareness of professional practice issues. Topics are selected based on their current relevance, particularly in relation to possible issues that may present a risk to the public.

In 2021, the work in Professional Development will include:

- Continuing to build on the success of two virtual PD events held in November and December with 6 more timely and topical virtual PD sessions held throughout the year.

Work in Professional Development is the responsibility of the *Director of Professional Practice*, along with the *Audiology Practice Advisor* and the *Digital and Web Communications Coordinator*.

X. Functional Area: Practice Support and Outreach (310)

2021 Area Budget: \$9,000

2020 Area Budget: \$21,000

The purpose of Practice Support and Outreach is to (a) support members in their professional practice so that they can protect and serve the public interest, and (b) elevate awareness of the College to the public, stakeholders, and members. Practice support includes providing proactive information to members on professional practice issues and topics including Standards of Practice, Code of Ethics, Advisory Statements, and Practice Guidelines. Some information is pushed out to members and some is provided in response to individual or group enquiries. Outreach includes engaging with the public, stakeholders, and members to elevate their awareness of the role of the college and how it protects and serves the public interest.

In 2021, the work in Practice Support and Outreach will include:

- Practice support to members via telephone and email.
- Updates to the website with information for members and the public.
- Support to the public and other professionals via the telephone and email.
- Offering new ACSLPA members an orientation to the Continuing Competence Program

- Routine posts to social media for the purpose of engaging members and others (e.g., Facebook)
- Engaging with key stakeholders
- Members’ forum
- Participation in student training in the U of A CSD Department in a range of professional topics to better equip them for success as practicing professionals and to better familiarize them with the role of ACSLPA as a public agency.

Areas of special focus for 2021 will include:

- Provide a “find a practitioner” service to the public
- Provide ongoing practice guidance in support of Public Health for duration of COVID-19 pandemic.
- Discontinue job advertisements to comply with HPA amendments
- Discontinue the Annual Conference/Symposium to comply with HPA amendments
- Discontinue the Honours of the College Award to comply with HPA amendments

Work in Practice Support and Outreach is the responsibility of the *Director of Professional Practice*, along with the *Audiology Practice Advisor* and the *Digital and Web Communications Coordinator*.

XI. Functional Area: Volunteer Recognition (330)

2021 Area Budget: \$1,700

2020 Area Budget: 3,200

Volunteerism by regulated ACSLPA members is crucial to ACSLPA’s effectiveness and helps to keep the costs of regulation lower than if all services had to be hired out. ACSLPA provides small tokens of recognition to volunteers.

Volunteer recognition is the responsibility of the *Director of Operations and Projects* with support from the *Office Administrator*.

The Corporate Services function encompasses the functional areas of *Administration*, and *Salaries, Wages, and Benefits*. These functions are necessary to support the organizational mission and ensure the effective and efficient delivery of work that serves the public interest. Costs will be significantly higher in 2021 primarily to support the work required to comply with and adapt to the amended HPA.

XII. Functional Area: Administration (400)**2021 Area Budget: \$282,950**

2020 Area Budget: \$290,600

The Administration functional area encompasses all the overhead costs required to support ACSLPA except salaries and wages. This includes everything from paper and postage to contract professional services and IT security. The Administration area is the responsibility of the CEO with ongoing support of all staff.

In 2021, the routine work in Administration will include:

- Providing operational support and resources for all regulatory, governance, and member support/outreach activities.
- Bookkeeping, year-end audit, and annual reporting
- Management and stewardship of investments and accounts
- Maintenance and support of IT infrastructure and security
- Bookkeeping and annual financial audits
- Website and digital communications

Particular areas of special focus for 2021 will include:

- Complete the overhaul of HR policies started in 2020
- Conduct a review and redevelopment of financial management and control policies
- Move bookkeeping, payroll, and benefits services in-house (previously contracted)
- Update the business continuity plans and continue COVID-19 precautions as required

Work in Administration will be led by the *Director of Operations and Projects*, along with the *Office Administrator*, *Digital Communications Coordinator*, and *Admin Assistant*. Support and oversight will be provided by the *Registrar and CEO*, along with the *Deputy Registrar*.

XIII. Functional Area: Salaries, Wages & Benefits (410)**2021 Area Budget: \$899,955**

2020 Area Budget: \$774,950

Salaries, wages & benefits are by far ACSLPA's largest cost center. The reason for this is that we provide services to people (members, the public, stakeholders, etc.) and the bulk of those services are provided by staff. ACSLPA does not have significant materials, facilities, or product costs because, unlike some other businesses, our materials and products are mainly ideas and words (written, spoken, or otherwise).

Wages and benefits for all staff are frozen for 2021 due to difficulties in the sectors we regulate and the Alberta economy as a whole. Increased costs in this area are attributable to the addition of a senior position, the *Director of Operations and Projects*, that is necessary to adapt to and comply with the amended HPA.

Salaries, Wages, and Benefits is the responsibility of the *Registrar and CEO*, with support from the *Deputy Registrar* and *Office Administrator*.