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## Market Competitive Salary Guideline Scale For Group Child Care Centres

With Manitoba experiencing its best economy since the 1970's, all employers face fierce competition for talent including employers in the child care sector. Most report difficulties attracting and retaining Early Childhood Educators, as well as Child Care Assistants to fill entry level positions. There are several reasons for the childcare workforce shortage:

- the number of graduates from ECE training programs has not kept pace with the increase in licensed child care spaces
- ECEs are recruited out of child care centres to higher paying jobs such as teaching assistants in the school divisions, to family resource programs, or parent-child centres
- the child care workforce is primarily female and longer maternity leaves take employees out of the field and low wages make it difficult for them to afford infant care
- ECEs and Executive Directors who entered the field in the 1970's are or will soon be retiring

Many Executive Directors of child care programs report they receive no or few resumes in response to job ads. Some programs cannot enroll new children off their waiting list because they can't recruit enough staff. The demand for licensed child care continues to increase, and along with that there must be a supply of Early Childhood Educators and Child Care Assistants to meet the needs of the current and growing child care system.

### Child Care Wages are A Significant Factor in the Child Care Workforce Shortage

MCCA's Minimum Guideline Scales have become the benchmark for child care wages in Manitoba and have been successful in increasing salaries, providing a logical salary structure and ensuring there are financial rewards attached to training and professionalism. Although wages have improved, evidence suggests that child care wages remain below market and are a significant factor in the child care workforce shortage. MCCA retained People *First* HR Services, a Winnipeg based human resources consulting firm to provide professional assistance in establishing a market competitive salary scale that will enable the child care sector to compete more effectively with other sectors that have similar/comparable jobs.

### Methodology

People *First* reviewed numerous documents ranging from the 1987 Comparative Worth Study (*Mansis Development Corporation*) to Occupational Standards for Child Care Practitioners and Child Care Administrators (*Canadian Child Care Federation*) to Manitoba's Child Care Competency Standards. They also reviewed current child care job descriptions to determine the job requirements such as education, experience, skills, and abilities and conducted a job evaluation to identify other factors such as complexity, impact of errors, physical demands, working conditions, scope of responsibility, and independence. Salary data was extracted from sources held by People *First*, and through direct contact with comparator organizations in the not for profit/education/public sector with jobs that have similar responsibilities and qualifications which would allow people to move readily between the organizations. People *First* concluded that MCCA's Guideline Scale Five was below market, and the shortfall is sufficient to be a major contributor to the current challenges in attracting and retaining employees in child care.

# The 2007 Market Competitive Salary Guideline Scale For Group Child Care Centres

Job		Level 1	Level 2	Level 3	Level 4	Level 5
Director II	Annual	\$53,280	\$56,610	\$59,940	\$63,270	\$66,600
	Hourly	\$25.62	\$27.22	\$28.82	\$30.42	\$32.02
Director I	Annual	\$44,960	\$47,770	\$50,580	\$53,390	\$56,200
	Hourly	\$21.62	\$22.97	\$24.32	\$25.67	\$27.02
Supervisor II / Assistant Director	Annual	\$39,920	\$42,415	\$44,910	\$47,405	\$49,900
	Hourly	\$19.19	\$20.39	\$21.59	\$22.79	\$23.99
Supervisor I or ECE With Specialized Training or Nursery School Teacher	Annual	\$36,000	\$38,250	\$40,500	\$42,750	\$45,000
	Hourly	\$17.31	\$18.39	\$19.47	\$20.55	\$21.63
Early Childhood Educator	Annual	\$31,200	\$33,150	\$35,100	\$37,050	\$39,000
	Hourly	\$15.00	\$15.94	\$16.88	\$17.81	\$18.75
Child Care Assistant In Training	Annual	\$24,960	\$26,520	\$28,080	\$29,640	\$31,200
	Hourly	\$12.00	\$12.75	\$13.50	\$14.25	\$15.00
Child Care Assistant	Annual	\$20,000	\$21,250	\$22,500	\$23,750	\$25,000
	Hourly	\$9.62	\$10.22	\$10.82	\$11.42	\$12.02

- Annual salary is based on a 40 hour week. For work weeks with fewer hours, the salary should be pro-rated.
- This salary scale is current as of February 2007 and is designed to reflect the competitive market and relative values within the scale.
- Level 1 is the salary scale minimum. This salary is appropriate for someone who meets the educational requirements but lacks the required experience and some of the necessary skills. This salary is appropriate for someone new to the job and requires considerable guidance and supervision.
- Level 5 is the salary scale maximum. This salary is appropriate for someone who is fully proficient in the job. They have developed the necessary skills and require very little guidance or supervision. This salary is typically reflective of someone with four years experience in the job.
- Refer to the Definitions for each position and Tips for Determining A Director's Wage for more information.

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## **DEFINITIONS** (Refer to *MCCA's Human Resource Management Guide for Group Child Care Centres for sample job descriptions*)

### **Director II**

- As defined in *The Community Child Care Standards Act, Manitoba Regulation 62/86*.
- Manages a facility of 51-100 spaces.
- Participates in at least 24 hours of ECE professional development per year.
- MCCA recommends that centre directors acquire a relevant credential in management.

*Note:* centres larger than 100 spaces generally negotiate individual wage and benefit packages with their Directors.

### **Director I**

- As defined in *The Community Child Care Standards Act, Manitoba Regulation 62/86*.
- Manages a facility of 50 spaces or less.
- Participates in at least 24 hours of ECE professional development per year.
- MCCA recommends that centre directors acquire a relevant credential in management.

### **Supervisor II / Assistant Director**

- A Supervisor/Assistant Director, whose job description includes a significant portion of the child care program administration in a facility of 51 to 100+ spaces. Examples include orientating and directing staff; managing employee records, developing staffing schedules, assisting in identifying professional development opportunities and record keeping.
- Participates in at least 24 hours of ECE professional development per year.

### **Supervisor I / Assistant Director or ECE With Specialized Training or Nursery School Teacher:**

- A supervisor, whose job description includes a portion of the child care program administration in a facility of 50 spaces or less. Examples include orientating and directing staff; managing employee records, developing staffing schedules, assisting in identifying professional development opportunities, record keeping.

*OR*

- An ECE III, having completed a CCEPAC approved, ECE post diploma program, and whose duties are primarily those performed by an ECE working with children with special needs, infants, school-agers, aboriginal children, or any other recognized specialization.

*OR*

- An ECE II or III working in a nursery school, whose duties are primarily those performed by an ECE working with children and whose job description includes a portion of the child care program administration duties.

*AND*

- Participates in at least 24 hours of ECE professional development per year.

### **Early Childhood Educator (ECE):**

- As defined in *The Community Child Care Standards Act, Manitoba Regulation 62/86*.
- Duties are primarily those performed by a front line practitioner or primary caregiver for infants, preschool, school-age children, or a nursery school teacher without administrative duties.
- Participates in at least 24 hours of ECE professional development per year.

### **Child Care Assistant in Training:**

- Is actively pursuing an ECE classification and working with the supervision and support of an ECE.
- There is a written formal contract agreement with the employer, mapping out a professional development plan which leads to an ECE credential through a CCEPAC approved or equivalent training program. The contract outlines an agreed upon end date for training, as well as the support provided by the centre during training (*i.e. payment for courses, incremental rates of pay during training, etc.*).

### **Child Care Assistant:**

- As defined in *The Community Child Care Standards Act, Manitoba Regulation 62/86*.
- Participates in at least 24 hours of professional development in early childhood education per year.

## **A Market Competitive Benefits Package**

People *First* HR Services advises that a comprehensive benefits package can be a key factor in attracting and retaining employees. They suggest the following benefits are considered to be market competitive:

- A group medical plan which includes prescription drugs, hospital, paramedical, medical supplies and travel coverage.
- A dental plan which covers preventative, basic and major treatments.
- A short term disability plan which provides income to the employee for short periods of incapacity. This can be done through an insured plan or through salary continuation.
- A long term disability plan which provides income to the employee in the event that they can't return to work for an extended period of time. These plans are typically insured.
- Life and accidental death & dismemberment insurance.
- The cost of these 5 plans would be shared equally between the employer and the employee with the premiums structured so as to make any benefits under the disability plans tax effective.

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*(Note that MCCA offers its members an attractive group benefits program, which over 1700 members of the child care workforce in Manitoba participate in. Coverage is transferable to any licensed child care program that participates in the plan. Employers that offer the MCCA Group Benefits Plan may find it helps recruit and retain employees that want to maintain consistent group benefit coverage.)*

- A vacation plan which provides 2 weeks vacation initially, 3 weeks at 3 years of employment, 4 weeks at 10 years and 5 weeks at 15 years. Directors would normally start at 3 weeks.
- Ten public holidays.
- A retirement savings plan which allows employees to contribute from 3% to 5% of their salary with the employer making a matching contribution.

#### **MCCA recommends that employers:**

- Contribute a minimum of 1% of gross annual salary toward the cost of 24 hours per year of \*professional development in early learning and child care for each employee that has successfully completed the probationary period. As part of professional development, employers should
- Consider paying all or subsidize the annual MCCA membership for each employee that has successfully completed the probationary period.
- Provide all employees with a wage scale relevant to their position, a job description, personnel policies, an employment contract upon hiring.
- Employ graduates from CCEPAC approved early childhood education programs (*or recognized equivalent*) as primary caregivers.
- Include the wage range in all job ads.
- Develop a written plan to follow should you become unable to meet the requirements of the *Community Child Care Standards Act*, whether related to proportion of trained staff, qualifications of staff, staff to child ratio's or group sizes.
- Request a meeting with the Minister of Family Services & Housing and insist on a plan to resolve the child care workforce shortage to be implemented in 2008. The plan includes financial support for training of new ECEs and sufficient funding to employers to enable them to pay market competitive wages to current employees.

\*In order to ensure child care practitioners competently support and encourage children's development and learning throughout their career, MCCA has adopted the recommendation from the National Association for the Education of Young Children and the recommendation from Wheelock College that all early childhood practitioners employed in centre based care complete 24 hours of professional development training each year.

To help board of directors identify a personnel policy on professional development that is practical, achievable, and affordable, we recommend the following definition of training from the National Family Day Care Training Project (*Canadian Child Care Federation*):

*Any opportunity provided to caregivers to learn new skills or enhance existing skills, or to learn information that builds caregivers' competence, self confidence, personal empowerment or network of support. We see training as an ongoing process of professional development or lifetime learning. By this definition, training and learning opportunities include a range of activities such as home visits, written resource materials, mentoring, workshops, and certificate courses.*

#### **History of MCCA Salary Guideline Scales:**

In 1999, The Manitoba Child Care Association (MCCA) identified a critical workforce shortage in the child care sector. Child care wages, historically low, had been stagnant for 10 years. Enrolment in ECE training programs had plummeted. Manitoba's economy was booming, and better paying, less demanding jobs were plentiful. Almost 40% of MCCA member centres could not meet the legislated requirements for proportion of trained staff. A few centres had no trained staff at all. Job ads generated few candidates and directors felt they had no real choice when hiring. In some facilities, caregivers worked 10 hour days, came to work sick, relinquished vacations, all because of the workforce shortage. The link between quality of care and qualifications of the caregiver was well known and concern was mounting.

MCCA's first guideline scale for group child care centres was developed in 1999. It was designed to be a first step in elevating wages beyond the average earned in 1998, by directors, supervisors, ECEs and child care assistants. The goal was to design a scale at a level high enough that caregivers would notice a difference on their paycheque, but would not require an unrealistic increase to the operating grant and/or parent fees.

In 1999, the Child Day Care Regulatory Review Committee used MCCA's Guideline Scale, Phase II to calculate a "unit funding" model recommendation. The funding change was implemented by government in 2000, and an impressive number of centres adopted the guideline scale as is; others customized it to reflect job titles and responsibilities of their staff. It quickly became the benchmark for child care wages in Manitoba.

Phase III was released in 2002, followed by Phase IV in 2004. Phase IV was designed to reflect recommendations in *Building the Career Corridor: Manitoba's Early Childhood Labour Market Strategy Project Report, 2001*. We included progressive qualifications, role progression, and a professional development recommendation into the scale to ensure there are financial rewards attached to training and professionalism. We also included information to assist board of directors determine a fair compensation package for directors. Funding for Phase IV was achieved due to grant increases to funded facilities announced by the Province of Manitoba in April and July, 2005.

Scale Five was developed and distributed in 2005, the same year the Government of Manitoba and Government of Canada signed a Funding Agreement on Early Learning and Child Care worth \$176M over a five year period. However, the agreement was terminated by Canada's new government early in 2006 and the remaining 3 years of federal funding was cancelled.