

# MARKET COMPETITIVE SALARY GUIDELINE SCALE

*For Early Learning and Child Care Centres 2010*

## *What's new 2010?*

To reflect changes to market rates in Manitoba, as well as the relationship of relative salaries between jobs in the scale, a 1.5% increase from the Market Competitive Salary Guideline Scale 2009, was recommended by People First HR Services

## How Can I Use This Guideline?

The Manitoba Child Care Association provides the research based Market Competitive Salary Guideline Scales to our members as an educational tool to use when career planning, or seeking employment. The Board of Directors can use it as a guideline when establishing wage and compensation rates or may adopt the scale as is if it is affordable.

## Recruitment is the Most Challenging Issue

Recruitment of qualified staff/lack of qualified staff is the most challenging issue employers in Manitoba face in fulfilling their human resource management role. (Child Care Human Resources Sector Council, 2009) More than 70% of child care centres in Manitoba report that ECEs are the most difficult to recruit, the main reason being that wages are too low. Research shows that good wages and working conditions are associated with higher job satisfaction and morale, lower staff turnover, more developmentally appropriate, more sensitive, less harsh care giving, better language development, and higher levels of appropriate play in children. (Doherty, G. (1995). Quality matters: Excellence in early childhood programs. Don Mills, ON: Addison-Wesley Canada)

In funded centres, parent fees and operating grants are controlled by the Government of Manitoba, and do not generate enough revenue for the majority of funded early learning and child care centres (ELCC) to pay competitive wages to their employees.

Back in 2007, The Manitoba Child Care Association advised the Government of Manitoba that funding to ELCC centres must increase by 20-25% to enable the childcare workforce to earn competitive wages and have competitive benefits, including a pension plan. In response the Government of Manitoba provided a 3% increase in 2008. In 2009, the Government of Manitoba provided a further 3% increase and a wage adjustment fund to top up the wage of an ECE to \$15.50 an hour and a Child Care Assistant in ECE training to \$12.25 an hour to eligible child care

centres. There was no increase to the wage adjustment fund or to operating grants in 2010.

Without the financial resources to pay competitive wages and benefits, it is inevitable that Boards of Directors will have a problem attracting and retaining skilled and qualified Early Childhood Educators and Child Care Assistants. In 2010, more than a decade after the shortage of Early Childhood Educators was first identified, around 30% of licensed child care programs continue to operate with an exemption to the licensing requirements for proportion of trained staff because they cannot recruit employees with the qualifications required by The Community Child Care Standards Act. The licenses for regulated programs can be viewed online at [www.manitoba.ca/childcare](http://www.manitoba.ca/childcare).

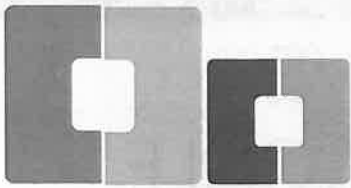
A history of the MCCAs salary guideline scales is available on our website [www.mccahouse.org](http://www.mccahouse.org). Click on Advocating for Quality.

## The Labour Mobility Act and Early Childhood Educators

Labour Mobility is a pan Canadian government initiative that has been in effect since 1994. It was reinvigorated by Provincial Premiers in 2008 with the re-writing of Chapter 7 of the agreement which applies to licensed/regulated professions, one of which is Early Childhood Education. After Chapter 7 came into force on April 1, 2009, the Province of Manitoba must recognize the qualifications of Early Childhood Educators certified to practice in any other jurisdictions in Canada. Given the wide range of qualifications for Early Childhood Educators across Canada, employers are advised to carefully review the educational credentials as part of the recruitment process for Early Childhood Educators.

## Occupational Standards for Early Childhood Educators

The Occupational Standards for Early Childhood Educators were revised by the Child Care Human Resources Sector Council in 2009. Employers can use them for guidance in defining skill levels and knowledge for ECEs in specific settings or positions. They are available to download at <http://www.ccsc-cssge.ca>



## MARKET COMPETITIVE SALARY GUIDELINE SCALE 2010

### IMPLEMENTATION OF THE GUIDELINE SALARY SCALE

The wages are based on the definitions and job descriptions in the Human Resource Management Guide for Early Learning and Child Care Programs, Manitoba Child Care Association, 2007.



- 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 August 2010 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.

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 salary 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 care givers
- 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.

#### DIRECTOR

- As defined in The Community Child Care Standards Act, Manitoba Regulation 62/86
- Director I: Manages a facility of 50 spaces or less
- Director II: Manages a facility of 51-100 spaces
- Director III: Manages a facility of 101-150 spaces
- Director IV: Manages a facility of 151-200 spaces
- Participates in at least 24 hours of ECE professional development per year.
- MCCA recommends that centre directors acquire a relevant credential in management.

#### THE MAIN RESPONSIBILITIES FOR THE CENTRE DIRECTOR ARE:

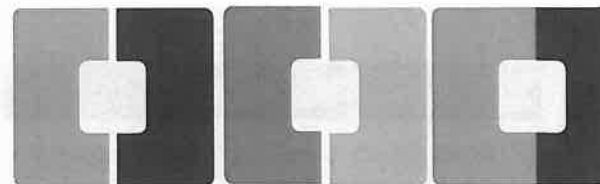
1. Program Management
  - A. Health and Safety
  - B. Curriculum
  - C. Families
2. Organisational Management
  - A. Centre Administration
  - B. Government Regulating Body
3. Financial Management
4. Human Resource Management
  - A. Personnel Policies
  - B. Career Development and Training
5. Public Relations
6. Professionalism

Job		Level 1	Level 2	Level 3	Level 4	Level 5
Director IV	Annual	\$68,749	\$73,037	\$77,333	\$81,629	\$85,926
	Hourly	\$33.05	\$35.11	\$37.18	\$39.24	\$41.31
Director III	Annual	\$62,492	\$66,397	\$70,303	\$74,209	\$78,114
	Hourly	\$30.04	\$31.92	\$33.80	\$35.68	\$37.56
Director II	Annual	\$58,380	\$62,029	\$65,677	\$69,326	\$72,974
	Hourly	\$28.07	\$29.82	\$31.58	\$33.33	\$35.08
Director I	Annual	\$49,262	\$52,342	\$55,420	\$58,500	\$61,578
	Hourly	\$23.68	\$25.16	\$26.64	\$28.12	\$29.60

A guideline job description is in the Human Resource Management Guide for Early Learning and Child Care Programs, MCCA 2007



Manitoba Child Care Association



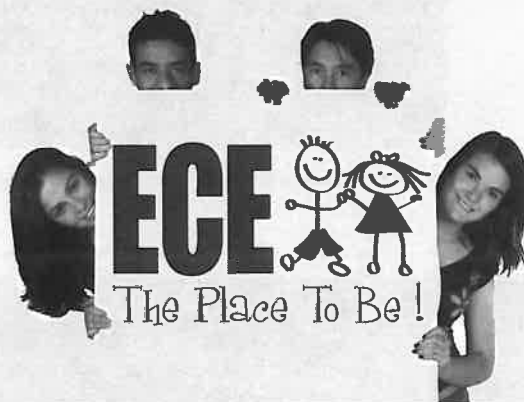
## MARKET COMPETITIVE BENEFITS PACKAGE

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.
- 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.

MCCA offers our members a comprehensive group benefits program through Health Source Plus that includes all these, includes a substantial health and wellness program, along with a management assistance program. Employers that offer the MCCA Group Benefits Plan will find it helpful to recruit and retain employees that want to maintain consistent group benefits coverage. Coverage is transferable to any licensed child care program that participates in the plan.

- 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
- Eleven 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.



### SUPERVISORS I & II/ASSISTANT DIRECTOR/ECE WITH SPECIALIZED TRAINING/NURSERY SCHOOL TEACHER

An individual who has the dual responsibility of the administration of the centre and the delivery of the program. This can also include nursery school teachers, unit leaders, assistant directors and centre directors who are included in the child/staff ratio.

### 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.

### THE MAIN AREAS OF RESPONSIBILITY ARE:

1. Health and Safety
2. Program
3. Families
4. Administrative Management:
  - A. Government Regulating Body
  - B. Administration
  - C. Children and Families
  - D. Operational Management
  - E. Financial Management
  - F. Personnel Policies and Procedures
  - G. Career Development and Training
  - H. Public Relations Professionalism
5. Professionalism

### SUPERVISOR I/ASSISTANT DIRECTOR/OR ECE WITH SPECIALIZED TRAINING/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 additional support 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.

Job		Level 1	Level 2	Level 3	Level 4	Level 5
Supervisor II/Assistant Director (ECE II or III)	Annual	\$43,740	\$46,475	\$49,208	\$51,943	\$54,676
	Hourly	\$21.03	\$22.34	\$23.66	\$24.97	\$26.29
Supervisor I/ECE II or III with Specialized training or Nursery School Teacher (ECE II or III)	Annual	\$39,445	\$41,910	\$44,376	\$46,841	\$49,307
	Hourly	\$18.96	\$20.15	\$21.33	\$22.52	\$23.71

## 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 with out administrative duties.
- Participates in at least 24 hours of ECE professional development per year.
- The ECEs primary responsibility is the care and education of children. The ECE presents, directs, and assesses the positive emotional, physical, social, and cognitive development of children in a child care setting, by implementing appropriate activities and programs according to each child's individual developmental abilities, interests, and needs.

## THE MAIN AREAS OF RESPONSIBILITY FOR THE EARLY CHILDHOOD EDUCATOR ARE:

- Establish and Maintain a Safe and Healthy Learning Environment
  - Safety
  - Health
  - Learning Environment
- Advance Physical and Intellectual Competence
  - Physical
  - Cognitive
  - Communication
  - Creative
- Build Positive Self Concept and Individual Strength
- Promote Positive Functioning of Children and Adults
- Coordinate Home and Centre
- Supplementary Responsibilities
  - Program Management
  - Professionalism

Job		Level 1	Level 2	Level 3	Level 4	Level 5
Early Childhood Educator (ECE II or III)	Annual	\$34,186	\$36,323	\$38,459	\$40,596	\$42,733
	Hourly	\$16.44	\$17.46	\$18.49	\$19.52	\$20.54

A guideline job description is in the Human Resource Management Guide for Early Learning and Child Care Programs, MCCA 2007

## 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.

The Child Care Assistant (CCA) assists the Early Childhood Educator (ECE) with the care and education of children. This includes assisting the ECE in directing and assessing the positive emotional, physical, social and cognitive development of children by implementing appropriate activities and programs according to each child's individual developmental abilities, interests and needs.

## CHILD CARE ASSISTANT IN ECE TRAINING

To be considered a Child Care Assistant in ECE Training, the CCA must be actively pursuing an ECE classification. This includes an employee doing their CBA, CBA/PLA, and IEQ programs. A written contract is required between the facility and the CCA that includes a start and end date for training. The 40 hour orientation course required by Regulation is not considered a CCA in ECE training.

Job		Level 1	Level 2	Level 3	Level 4	Level 5
Child Care Assistant in ECE in training	Annual	\$27,348	\$29,057	\$30,767	\$32,476	\$34,185
Child Care Assistant (CCA)	Hourly	\$13.15	\$13.97	\$14.79	\$15.61	\$16.44
Child Care Assistant (CCA)	Annual	\$21,914	\$23,284	\$24,653	\$26,024	\$27,393
	Hourly	\$10.54	\$11.19	\$11.85	\$12.51	\$13.17

A guideline job description is in the Human Resource Management Guide for Early Learning and Child Care Programs, MCCA 2007