



# MARKET COMPETITIVE SALARY GUIDELINE SCALE

*For Early Learning and Child Care Centres, 2012 - 2013*

## **What's New for 2012 - 2013?**

To reflect changes to market rates in Manitoba, as well as the relationship of relative salaries between jobs in the scale, a 2% increase from the Market Competitive Salary Guideline Scale 2011-2012 was recommended to MCCA by People First HR Services.

On April 5, 2012, the Honourable Jennifer Howard, Minister of Family Services and Consumer Affairs announced two years of new funding for eligible facilities to become effective on July 1, 2012 and again on July 1, 2013. The combination of increases to operating grants and new maximum parent fees over the two years will provide an additional \$17 million in revenue to assist centres in enhancing staff wages and help to offset increases in operating costs. The Manitoba Early Learning and Child Care Program have advised centres it is important to make wages competitive as soon as possible. (Correspondence, April 19, 2012)

## **How to Use the Market Competitive Salary Guideline Scale**

The Manitoba Child Care Association provides the research based Market Competitive Salary Guideline Scale to Early Childhood Educators and Child Care Assistants as information to use when career planning, or seeking employment. MCCA recommends that child care centre boards of directors adopt the most current salary guideline scale as the minimum salary range for all employees, and to compensate all employees at a level appropriate to their educational credentials and years of experience. More information about the development of MCCA's salary guideline scales is available on our website [www.mccahouse.org](http://www.mccahouse.org) under Advocating for Quality.

## **The Compensation Challenge**

Recruitment of qualified staff/lack of qualified staff is the most challenging issue employers in Manitoba face in fulfilling their human resource management role. 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. (Child Care Human Resources Sector Council, 2009)

Not only do existing early learning and child care centres have a problem recruiting staff, but the Government of Manitoba continues to license new early learning and child care spaces in response to high public demand, further increasing the need for Early Childhood Educators. In addition, school divisions across Manitoba have begun to hire ECEs to work in public schools. It is likely that early learning and child care centres that don't pay competitive wage rates will have a problem attracting and retaining skilled and qualified Early Childhood Educators and Child Care Assistants. In 2012, 30% of licensed child care centres in Manitoba were unable to recruit employees with the qualifications required by The Community Child Care Standards Act.

## **Why Does Compensation Matter?**

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)



### **Implementation of the Market Competitive Salary Guideline 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 2012 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.

### **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 plan through HealthSource Plus that includes all these, as well as a substantial health and wellness program, along with a management assistance program. Employers that offer the MCCA endorsed group benefits plan will find it helpful to recruit and retain employees that want to maintain comprehensive, affordable 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 registered pension plan to which the employer makes a minimum matching contribution of 4%.

### **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, and 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 the centre 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 ratios 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 areas of responsibility for a centre Director are:**

1. Program Management
  - A. Health and Safety
  - B. Curriculum
  - C. Families
2. Organizational 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	\$71,316	\$75,764	\$80,221	\$84,677	\$89,134
(151-200 spaces)	Hourly	\$34.29	\$36.43	\$38.57	\$40.71	\$42.85
Director III	Annual	\$64,825	\$68,876	\$72,928	\$76,980	\$81,031
(101-150 spaces)	Hourly	\$31.17	\$33.11	\$35.06	\$37.01	\$38.96
Director II	Annual	\$60,560	\$64,345	\$68,129	\$71,915	\$75,699
(51-100 spaces)	Hourly	\$29.12	\$30.94	\$32.75	\$34.57	\$36.39
Director I	Annual	\$51,101	\$54,296	\$57,489	\$60,684	\$63,877
(50 spaces or less)	Hourly	\$24.57	\$26.10	\$27.64	\$29.18	\$30.71

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

**Supervisor/ 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.

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
5. Professionalism

**The main areas of responsibility are:**

1. Health and Safety
2. Program
3. Families

**Supervisor II or Assistant Director:**

- A Supervisor or 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.

Job		Level 1	Level 2	Level 3	Level 4	Level 5
Supervisor II or	Annual	\$45,373	\$48,210	\$51,045	\$53,883	\$56,718
Assistant Director	Hourly	\$21.81	\$23.18	\$24.54	\$25.91	\$27.27
(ECE II or III)						

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

**Supervisor I / Assistant Director/ ECE III with Specialized Training/ ECE II or III Nursery School Teacher:**

- A Supervisor or Assistant Director 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, and 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. (WAGE SCALE ON PAGE 4)

**Supervisor I / Assistant Director/ ECE III with Specialized Training/ ECE II or III  
Nursery School Teacher: (CONTINUED)**

Job		Level 1	Level 2	Level 3	Level 4	Level 5
Supervisor I/ Assistant Director	Annual	\$40,918	\$43,475	\$46,033	\$48,590	\$51,148
ECE III with Specialized training, or ECE II or III Nursery School Teacher	Hourly	\$19.67	\$20.90	\$22.13	\$23.36	\$24.59

A guideline job profile is in the Human Resource Management Guide for Early Learning and Child Care Programs, Manitoba Child Care Association 2007.

**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.

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:**

1. Establish and Maintain a Safe and Healthy Learning Environment
  - A. Safety
  - B. Health
  - C. Learning Environment
2. Advance Physical and Intellectual Competence
  - A. Physical
  - B. Cognitive
  - C. Communication
  - D. Creative
3. Build Positive Self Concept and Individual Strength
4. Promote Positive Functioning of Children and Adults
5. Coordinate Home and Centre
6. Supplementary Responsibilities
  - A. Program Management
  - B. Professionalism

Job		Level 1	Level 2	Level 3	Level 4	Level 5
Early Childhood Educator (ECE II or III)	Annual	\$35,463	\$37,679	\$39,895	\$42,112	\$44,329
	Hourly	\$17.05	\$18.12	\$19.18	\$20.25	\$21.31

A guideline job profile is in the Human Resource Management Guide for Early Learning and Child Care Programs, Manitoba Child Care Association 2007.

**Child Care Assistant (CCA):**

- 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.
- To be considered a Child Care Assistant in ECE Training, the CCA must be actively pursuing an ECE classification. 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 training	Annual	\$28,369	\$30,142	\$31,916	\$33,689	\$35,461
	Hourly	\$13.64	\$14.49	\$15.34	\$16.20	\$17.05
Child Care Assistant (CCA)	Annual	\$22,732	\$24,153	\$25,574	\$26,996	\$28,416
	Hourly	\$10.93	\$11.61	\$12.29	\$12.98	\$13.66

A guideline job profile is in the Human Resource Management Guide for Early Learning and Child Care Programs, Manitoba Child Care Association 2007.