

**Canadian Childcare Federation:
Updated Saskatchewan Compensation Review**

June 27, 2022

Submitted by

Deanna Lanoway
dlanoway@peoplefirsthr.com

Emily Toth
etoth@peoplefirsthr.com

People First HR Services
1403 Kenaston Boulevard
Winnipeg, MB. R3P 2T5
www.peoplefirsthr.com

PEOPLE FIRST
HR SERVICES

People First HR Services is a People Corporation company

Introduction

The Canadian Child Care Federation (CCCCF) is the largest early learning and child care organization in Canada - a federation of 20 provincial/territorial affiliate organizations, representing 11,000 members from across Canada with a mission to achieve excellence in early learning and child care. The reach of the CCCC is wide and diverse. Together, their affiliate organizations, which represent early learning, and child care organizations from across Canada, provide leadership and governance for CCCC.

As work continues with the federal and provincial governments to support the availability of high-quality early childhood education across Canada, the CCCC- Saskatchewan Leadership Caucus requested an update to a market review conducted in 2020. The review focused on five (5) key child care positions in Saskatchewan: ECE I, ECE II, ECE III, Onsite Center Director, and Executive Director. The updated results are included within this report, focusing both on how compensation has changed for the sector in Saskatchewan, and how the sector compares to other careers with similar training and scope of responsibility.

About People First HR Services

People First's vision is to be the most trusted provider of people solutions to Canadian business. We contribute substantially to the success of our clients by working with them to recruit top talent, discover the full potential of each of their employees and realize the collective strength of a highly engaged workforce.

Founded in 2000 in Winnipeg, we have grown to be one of the largest human resource consulting firms in the Prairies. In March 2009, People First joined with People Corporation, now owned by Goldman Sachs. With offices across Canada, People Corporation is a leading consolidator of independent employee benefits, pension, and consulting practices in Canada.

Definitions

To assist the reader, below are definitions of some common terms used in the report:

Actual Salary: The current base salary of the incumbent(s) occupying the job.

Median: is also known as the 50th percentile. Generally speaking, one-half of the observations included in the sample are above this amount and the other one-half are below.

Market Median Salary or Market Rate: Reflects the median of the market based on the analysis of the compensation data gathered. May not necessarily be the true median, but rather reflects the recommended median when considering all factors in addition to the data points gathered.

Weighting: The distribution of value that is placed on the difference sources. This often represents a more accurate and reflective compensation value to the individual's position.

Abbreviations used in the tables:

- Employee: EE
- Annual Revenue: \$ Rev
- Organizations: Org

Methodology

Given the unique nature of Child Care Centres and the rapid changes in the labour market since 2020, we began with collecting updates from the customized survey of the Saskatchewan childcare market that was conducted in 2019. We then updated the data from alternative roles and sectors that apply to the different levels of education and training within early childhood education to understand how the compensation of other positions has changed. Lastly, we consolidated the data to show changes since the 2020 report and compared the sector to alternatives.

We began with market reviews completed under our standard methodology. The following protocols applied to the positions review.

1. Scope details and sector information was provided by CCCF.
2. All documents and information provided by the organization were reviewed to ensure strong understanding of the organization and the positions under review.
3. The following criteria were selected as a basis for identifying comparators within the marketplace:
 - Positions: 5
 - Annual Operating Budget: Up to \$6 Million
 - Number of employees: Up to 150
 - Sector/Industry: Child Care, other Not-for-Profit, and Education
 - For alternative comparisons, we examined sectors with positions requiring similar education/experience and involving similar scope of authority.
 - Geographical Scope: Saskatchewan
4. Market salary information was reviewed in various published sources:
 - 2020 People First HR and CCCF Saskatchewan Childcare Survey
 - Micro Survey conducted June 2022 to gain updates from participants of the 2020 Survey
 - Charity Village Salary Survey for Non-Profit and Registered Charities
 - Salary.com
 - Economic Research Institute
 - Public Data Sources and Proprietary PFHR Data
 - School District Collective Agreements
5. The compensation data from all sources was compiled and analyzed. The data analysis involves a detailed process of reviewing, among other things, the confidence in job match, familiarity with the data source and typical outcomes, number of companies, and number of incumbents, combined with our knowledge of Saskatchewan market rates.

As a result of this detailed analysis and interpretation of the data, the market median figures presented are not a simple mathematical calculation. Both the art of the profession and science of statistical analysis result in the presentation of a market competitive salary range.

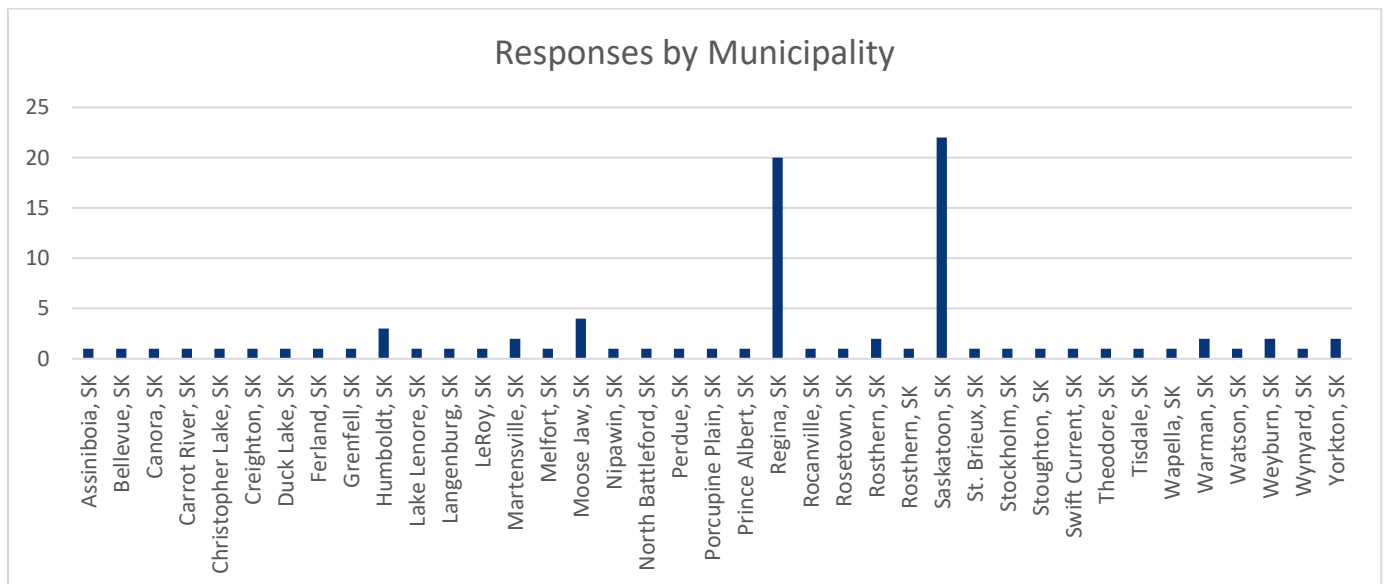
Updated Sector-Specific Survey Data

CCCF and People First partnered in 2019 to conduct a detailed survey of Saskatchewan child care providers that included pay ranges. The sample size of 500+ respondents provided a high degree of validity to the results. To effectively understand how compensation has shifted in the market with a high degree of certainty, a follow-up sample survey asked respondents for their rate of increase in scales (general compensation on a grid, not related to individual employees) since 2019.

Representative samples are generally considered to be 11% of a group or higher; with approximately 510 participants in the 2019 survey, we sought at least 52 responses and exceeded that with the exception of the Executive Director salary increase data. In that case, the number of respondents who do not have an Executive Director limited the available data to 36 - which is a sufficient sample against the comparable data from 2019 (115 individuals); additional data from other sources is considered for additional certainty.

Just over half of the responses were from small providers with less than 50 spots. About 1/3 have between 50 and 100 spots, and the remainder were large providers, which closely approximates the split from the sample in 2019. We received 86 responses for 89 locations. Any responses that were empty were removed from the results.

Almost half of the responses came from providers in Regina or Saskatoon. The sample size represents various city and rural providers well.



Individuals working in the sector may have received wage increases related to experience, attainment of educational certifications, or exceptional performance. Those increases are within an established wage range; this survey instead requested the overall increases that providers applied to those wage ranges.

The data demonstrates the following increases for the Childcare positions under assessment; we note that the survey requested data detailing total increases over almost a 3-year period, but the results are close to the *annual* increases that were recommended to private sector employers. In 2021, for example, the published compensation data we have access to regarding payroll increases showed an average of 2.4% for that year alone.

Position	# Responses	Mean Increase (%)
ECE I	66	2.04
ECE II	60	2.24
ECE III	65	2.20
On Site Director	56	3.00
Executive Director	36	2.30

Market Information – Updated Salary Ranges

The Salary Range Minimum reflects the rate which would be appropriate for someone newly appointed to the position where considerable supervision and support is required because the individual lacks experience or company training before they would be considered fully proficient in the job. This is calculated at 85% of the market median.

The Salary Range Maximum reflects the top end of the salary range. In some organizations, the market median is used as the Salary Range Maximum. Organizations that prefer a broader salary range may use the Market Median as the Salary Target Rate and use the range between the Median and Maximum to recognize outstanding performance. The Salary Range Maximum is calculated at 115% of the market median.

Our 2020 data demonstrated the following as a competitive base salary range for the five (5) positions:

Historical: 2020 HOURLY WAGE RATE

Position	Market Median	Range Minimum	Range Maximum
ECE 1	\$15.96	\$13.57	\$18.35
ECE 2	\$18.41	\$15.65	\$21.18
ECE 3	\$20.28	\$17.23	\$23.32
On Site Centre Director	\$26.66	\$22.66	\$30.65
Executive Director	\$36.72	\$31.21	\$42.23

UPDATED: 2022 HOURLY WAGE RATE

Position	Market Median	Range Minimum	Range Maximum
ECE 1	\$16.29	\$13.84	\$18.73
ECE 2	\$18.82	\$16.00	\$21.65
ECE 3	\$20.73	\$17.62	\$23.84
On Site Centre Director	\$27.46	\$23.34	\$31.58
Executive Director	\$37.56	\$31.93	\$43.20

2022 ANNUAL SALARY (Based on 40 hour work week)

Position	Market Median	Salary Range Minimum	Salary Range Maximum
ECE 1	\$33,874.01	\$28,792.91	\$38,955.12
ECE 2	\$39,150.56	\$33,277.97	\$45,023.14
ECE 3	\$43,110.41	\$36,643.85	\$49,576.97
On Site Centre Director	\$57,116.38	\$48,548.93	\$65,683.84
Executive Director	\$78,134.28	\$66,414.14	\$89,854.43

It would be appropriate for a fully proficient employee in these positions to be at the Market Median Rate within 4-5 years. To maintain competitive awareness, employers should reconsider comparisons to market and conduct formal market reviews every 2-3 years.

Alternative Positions in Saskatchewan

In addition to understanding what Saskatchewan Childcare workers are currently paid, CCCF has a desire to understand how their sector compares to alternative careers – those positions requiring similar levels of education and experience and presenting a similar scope of accountability as the five (5) positions under review.

Salary survey data for organizations are reported based on hourly wage rate. The sources of data used are all equal in terms of their relativity to positions assessed. We have equally weighted all sources of data to arrive at the Market Median for the alternative positions.

ECE 1 - Alternatives

Job Title	Sector	Location	# of EEs	Revenue	Industry	Market Median - Hourly Wage
Jn. Admin Assistant – 1 Year Experience	All	Saskatchewan	All	Up to \$1M	All	\$20.60
Customer Service Representative	All	Saskatchewan	25-50	All	All	\$20.82
Receptionist	All	Saskatchewan	All	All	All	\$19.10
Benefits Clerk – Entry Level	All	Saskatoon	All	All	All	\$22.59
Youth Care Worker	Non-Profit	Pilot Butte	< 900	< \$8M	Community Healthcare	\$26.03
					Mean	\$21.83
					Median	\$20.82

ECE II - Alternatives

Job Title	Sector	Location	# of EEs	Revenue	Industry	Market Median - Hourly Wage
Insurance Claims Adjuster (3 Yrs Experience)	All	Saskatchewan	All	\$1M	All	\$31.49
Customer Service Rep Senior	All	Saskatchewan	25-50	All	All	\$26.87
Community Services Worker	Public	Saskatchewan	All	N/A	Government	\$35.40
Teacher (Step 1)	Public	Saskatoon	All	All	Education	\$29.29
					Mean	\$30.76
					Median	\$30.39

ECE III - Alternatives

Job Title	Sector	Location	# of EEs	Revenue	Industry	Market Median - Hourly Wage
Payroll Supervisor	All	Saskatchewan	All	\$1M	All	\$35.58
Call Centre Supervisor	All	Saskatchewan	All	1M	All	\$32.85
Executive Assistant	All	Saskatchewan	All	All	All	\$36.87
School Social Worker	All	Saskatoon	NR	NR	Education	\$33.48
					Mean	\$34.70
					Median	\$34.53

Onsite Center Director - Alternatives

Job Title	Sector	Location	# of EEs	Revenue	Industry	Market Median - Hourly Wage
HR Generalist – Senior	All	Saskatchewan	All	\$1M	All	\$35.58
Call Centre Supervisor	All	Saskatchewan	All	\$1M	All	\$32.85
Executive Assistant	All	Saskatchewan	All	All	All	\$36.87
School Social Worker	All	Saskatoon	NR	NR	Education	\$33.48
					Mean	\$34.70
					Median	\$34.53

Executive Director - Alternatives

Job Title	Sector	Location	# of EEs	Revenue	Industry	Market Median - Hourly Wage
School Principal	Public	Winnipeg	NR	NR	Education	\$53.75
Program Director of Community Social Services	All	Saskatoon	All	\$1M	All	\$46.76
Operations Director	All	Saskatchewan	All	\$1M	All	\$55.80
Clinic Director	All	Saskatchewan	All	\$1M	Healthcare	\$50.36
CEO	Not For Profit	Regina	< 100	Up to \$5M	Community Services	\$60.39
					Mean	\$53.41
					Median	\$53.75

Compa-Ratio Analysis

The following assesses how the sector compares to alternatives using a compa-ratio for the five (5) positions' 2022 wage rate to the alternative roles' Market Median.

Typically, a compa-ratio above 1.15 indicates a salary that leads the market, and a compa-ratio below 0.85 indicates a salary that lags the market.

Positions within +/-10 of the compa-ratio are considered market competitive and would not typically create risk of employee attrition based on pay alone.

Position	2022 Sector Wage Rate	Alternative Roles Market Median	Compa-Ratio
ECE 1	\$16.29	\$20.82	0.78
ECE 2	\$18.82	\$30.39	0.62
ECE 3	\$20.73	\$34.53	0.60
On Site Centre Director	\$27.46	\$39.30	0.70
Executive Director	\$37.56	\$53.75	0.70

Salary is considered an extrinsic motivator and is not the only motivator that keeps people in jobs. Intrinsic motivators such as recognition, belonging and love of work also contribute to why an individual will remain in their job and with an organization. We typically find that individuals who work within the early childhood education sector have high intrinsic motivation, are often passionate about working with children, teaching, and feel a sense of contribution to society from the work they do. However, if an organization’s compensation program is not at all competitive, other drivers may be insufficient to keep someone in the role (or career, in this case).

Currently, all five (5) surveyed positions are lagging the market when compared to alternative roles that these incumbents could transfer to. If CCCF child care organizations cannot become more competitive in their pay, it is reasonable to assume that they risk continued turnover and lack of retention among the current workforce.

Concluding Comments

This report updates the review conducted in 2020 with new data from both Saskatchewan child care providers and published data for alternative careers. Inflationary pressures have not had an equal effect on compensation in all sectors and markets. Although we saw variability in the increases reported by provider and by role, the difference between roles was relatively insignificant – the lowest increase of 2.04% for ECE I roles was not far off the highest increase of 3.0% for On-site Directors.

This report details a Minimum, Median and Maximum wage range, providing the CCCF an understanding of common market rates within the province of Saskatchewan. Data gathered through this report provides employers the flexibility to move individuals through the range, based on meeting performance and objectives, the organization’s ability to pay; and what other Saskatchewan childcare organizations are doing to respond to pay pressures.

Appendix: Narrative Responses

We have separately included the report of all findings from the survey; the narrative comments are included below:

In follow-up to Question 14 (*If you expanded your total compensation offering (wages, benefits, etc.) since 2019, did you reduce spending in other areas of programming or operations to do so? If yes, please indicate which specific areas below*):

- Could not increase other areas of expense due to retention and recruitment efforts.
- Outings and excursions were limited so we used funds from those areas to help offset increases to retain staff.
- The Ministry provided 1% of the ECS grants for wages and benefits, however, the ECS grant is only 43% of our income so the 1% was so insignificant that the centre had to cough up a significant amount so staff received more than a .03-.05 cent increase per hour. It was embarrassing to propose those numbers. So we made cuts in order to find the money we needed to add to the wage grid so the staff felt valued, not insulted. The Ministry also asked to see a 25% gap between levels I, II and III. That is clearly impossible with a 1% ECS increase. We were told to try to figure out a way to make it work.
- Yearly wage increases dependent on step scale based off seniority.
- We pay full benefits. Employees do not pay into their benefit packages. It is an incentive to help retain staff at the centre.
- We currently don't offer benefits or pension as we couldn't afford them as of yet.
- Supplies/materials
- Book keeping fees
- Crafts, food
- We have only been able to offer increases to wages because of increases to our funding. It is very minimal.
- Not sure, I was only hired on September 2021, and the board does not share any or many financial records
- We did not upgrade our centers equipment which is in need such as flooring, paint, equipment, playground etc.
- Are staffing dynamic changed as we lost level 2 when she got her level 3 and hired someone without education who is now taking ECE.
- We paid off our mortgage and used the funds we were spending to create a benefit program that the center pay 50% and the staff pays 50%. No longer having a \$1500 a month mortgage payment made it possible.

In answer to Question 15 (*Is there anything else you would like to comment on?*)

- The government wage enhancement has not considered all individuals working in ELCC as eligible for wage enhancements despite their roles in operating quality programs. Cooks, non ECE certified EA's, unlicensed program staff, executive directors/administration. Everyone in the field play a significant role in offering our children inclusive, affordable and quality EL programs. They have also overlooked the long term staff that have worked within the field for over 5 years, these individuals

have put in many years of service to now earn less than newcomers to the field when adding the wage enhancements as they are above the threshold to receive any WE at all.

- It would be appreciated if the government could also concentrate funding on increase food and utility costs. Carbon tax is a huge burden on centers and the increase in high food costs as well as shortage and shipping concerns has made it difficult to make an already tight budget stretch. Thank-you!
- As we all know, it has become increasingly hard to attract employees, even unskilled and uneducated no longer apply. The love of working with children is a gift within oneself, we cannot teach that and it has become so difficult to attract good ECEs. We must advocate for this profession and attract those that want to work in this field but we cannot live below the poverty line any longer. Those days must come to an end and I am thankful for all you people that are making that day become one of the dark days in our history books.
- Looking at the average pay we receive as educators is very discouraging. We are responsible for the years were the most development happens in the human brain, and are expected to have education to obtain this job/career. The pay and the amount of work needed to successfully be an educator do not concede with one another.
- Some sort of standard benefit plan would be very welcome to even the playing field among all centres regardless of location.
- Considering gas price hike and inflation, the wages need to be increased/adjusted to all employees
- It would be an incredible advantage to sites if they could have enough funding to retain educators full-time all the time, even when numbers are low. Job consistency and job security cause many incredible educators to find employment elsewhere where their job isn't dependent on the number of children in attendance. We are then unable to accept more children because of a lack of educators.
- We do not provide any health benefits just contributions to a group RRSP
- Looking forward to the day where Early Years Branch is part of the Ministry of Education and works within the same benefit packages... our field is not well rewarded yet it is improving.
- My understanding is that benefits were cut to increase everyone's wage by one dollars, and increase the Directors by two dollars.
- Wages need to improve drastically to retain current staff. The government regulations on minimal number staff per group needs to increase as more and more children need different attention and have behavioral issues. Getting extra help for them is impossible. Education needs to change as education without experience causes stress on younger staff.
- Our wages were lower and we increased based on centers in our area to be competitive. Also we are fortunate to have long term staff who we added 8 years of service to our wage grid.
- We need a pension plan. A reason to stay in the field as a long term career not a space holding job until something better comes along.
- No group insurance or benefits.

