

July 15 Webinar Transcript

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Carmen Zubin

Good afternoon, everyone, my name is Carmen Zubin I'm a child care coordinator with the early learning and childcare program. Thank you for joining us this afternoon for the webinar for directors on the summary presentation for the implementation of the ELCC wage grid. This afternoon's webinar will be presented by Michelle Stephen Wiens, executive director. After the webinar, we will have some time for questions, at the bottom of your screen, you will notice a Q&A speech bubble, please submit your questions here, we will try to answer as many questions as we can. ELCC staff are on site to document all questions submitted for review in the event that we do not have time to answer them all. I'm going to turn it over to Kathy for some housekeeping updates and then we will turn it over to Michelle.

Kathy Rogozik

Hi everybody, we have had some technical issues in the past, so we just want to share with you a way that you can help your audio. So if you scroll down to the bottom of your screen and click on the mute or unmute button, the little arrow, you will have a box pop up that says audio settings. So if you click on that you will have another box that pops up and it'll have your audio, so at the bottom here, it says suppressed background noise, make sure that you are clicked on to the medium so that will help you, as well as the top for the speakers you're able to turn up your volume. So it does default low so make sure you turn it up higher and please do let us know if you experience any technical difficulties from our side, if you can't hear us and we will try to fix it, thank you.

00:02:24

Michelle Stephen Wiens

Good afternoon, everyone, this is Michelle Stephen Wiens, and I am happy to have this final session with you here in July on the implementation of the wage grid. So we mentioned previously in follow up for those facilities that aren't open to the summer months and may have had some difficulty registering based on the short timelines for one of these initial sessions, we will be doing some subsequent sessions in September, and so we haven't lost sight of that that will still be happening.

I just want to also talk about our technical difficulties before I start, there has been a number of issues arising with the sound during the sessions, we've actually moved ourselves to a different room today to see if it offers any kind of improvement, however, if something starts to happen, as in the sound is breaking up, the sound is fading, that you're getting crackling and no that won't be us eating potato chips or anything like that, it is something going on with this system, so in the event that that is occurring, we ask that you could put those updates to us in the chat bubble, so the Q&A bubble is for your questions and that chat bubble will be watching for people to give us a heads up whenever there's any kind of challenges related to the sound.

So I hope that that's clear. And so with that we'll carry on, and this, I think as Carmen mentioned, is the summary presentation of the implementation of the wage grid, we made a commitment to providing this presentation after we had completed the sessions with our the boards of directors and really this is intended to be a summary of those discussions, a highlight of the common themes, any additional information that was shared with them we were sharing with you here today. And then, of course, after we get through the presentation and all of that, there will be time for some questions and answers related to the summary. Like everything else, and I guess that will happen very soon, now, this is the final webinar so all of them all the slide decks and I believe the recordings will be posted on the website early next week, we will be doing distribution on the slide decks as well and we'll be doing some other follow ups related to some toolkits and summary

documents related to unanswered questions over the next week. And I think that covers off all the items we will be still working on once we conclude today's session.

So, as I said, the purpose of today's webinar is to discuss the common themes and questions from previous webinars, particularly the ones for the boards of directors. The common themes that came out of our sessions with the Boards were questions related to timelines for future action plans and wage increases. As we've talked about with this group, many of you that are here today, this is all being created under the initial Action Plan and to the Canada Wide Agreement. That action plan ends this year, and so there is many opportunities coming up in the future to address growing and continuing to develop the wage grid. Ongoing operating grant support was also a common theme. Questions related to the operating supplement and that the ongoing annual funding and so clearly and we understand wanting confirmation on that and the operating supplement is in place for the ongoing continued funding from the Federal government. Timelines for reaching target wages was a question and a common theme that will go into a little more detail through the presentation. Positions not listed on the wage grid and we'll talk about that a bit as well, often that seem to relate to when position titles were different and not what we see typically across our facilities, so we can talk about that a little bit more. Compensation for staff with many years of service and how that gets incorporated into a wage scale. Other costs related to staff compensation and that is directly affected by wage increases. Staffing under the inclusion support program and their wage is a common theme, and then the salary scale development itself. And then, after all of that, we will talk about a few next steps here as well today.

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So we're going to start with a future action plans and wage increases. So as we've said in all the webinars the wage grid is Manitoba's first step out and as part of our initial 2 year action plan under the Canada Wide Agreement. And the Canada Wide Agreement is a five year agreement, which means we will have and develop a subsequent action plan and it's going to be effective, as of 2023-24. So what we do in 2021-22-23 we will be looking at all of that, and improving on it in our next act action plan, all the initiatives and items. And most importantly, the wage grid and really working towards developing wages and fair and equitable wages and having wages increase with cost of living and needs going forward. So we've talked about this at some great length with the Boards that this is a real advantage because it provides us some flexibility to make the modifications that we need to do so, especially those types of modifications for things that were very unpredictable as a result of one the pandemic, but also just the general state of the world, and things that have driven inflation, all of those things are very difficult to forecast at the point that we were negotiating last summer, we had no idea that many of those things would be occurring, so the good part is, we can address them as we look forward to the next action plan that we need to develop. The changes to the wage grid, there will be changes, this is not a one and done model, so the changes will be informed by consultations with the ELCC sector and feedback provided by the minister's consultation table, subcommittees and other stakeholder groups. I believe I've talked to that at all the webinars because this is such an important issue we're not holding that consultation at any one table or with any one group, so we will be going out and really having a lot of different types of opportunities, conversations and probably methods to secure your feedback on the wage grid.

So, in relation to the ongoing operating grants, is tide right now, the wage grid supplement portion of the operating grant increase to our funding coming under the Canada Wide Agreement. The table on this deck shows the estimated amount to be paid to Manitoba each year from the Federal government and, as you can see it increases year over year. What we also know that we have is a commitment from Canada that they've already put into their annual base budget or their national budget for childcare is in 25-26 those amounts that each jurisdiction is estimated to get, they have that earmarked for that to be ongoing continuing funding beyond the end of this agreement in 25-26. So we fully anticipate that funding at that level for Manitoba around \$340 million annually, will

be the federal amount provided to Manitoba going forward. There could be increases we don't know that, that's the government of Canada's decision, but right now that is what we understand and the commitment that's been made to us. And that was really reiterated just earlier this week we all were gathered at a table for all the ministers with the Federal Minister as well, and it was reiterated that that kind of commitment was already in place. So Manitoba, for us, we've also embedded the increase grant rates in our child care regulations it's in a schedule, as you all know, and any changes we made to the wage grid and in and additional supplements we then need to give to the sector, we will be changing that schedule and it will be reflected there. So they're both things indicated the commitment to ongoing operating and although we never can completely predict what happens in the world, and I think we've realized that, especially over the last couple of years this is pretty solid and in terms of what we're able to offer for commitments and hopefully it gives some peace of mind that this finding is not going away. The current increase in the operating grant rates we confirmed with the board and we've done some analysis to do this, but the current operating grant increase in the supplement is based on the average target in the wage grid, so that does mean that there is sufficient funds in the increases to support the wage grid implementation and increases to wages that need to be made.

So the wage grid development, so, as I stated a number of times but it bears repeating, the wage grid is intended to bring about greater fairness and equity to wages within facilities as well as throughout the province, we talked a fair bit with the boards of directors about the range and diversity of wages being offered throughout the province right now. They saw the same grid that you all did in your presentations and so it kind of gives us a very good picture of the challenge that is facing all of us. So the focus of this wage grid has been to really bring up the lowest wages and we're doing that through having a starting point for an hourly wage based on a position and classification, and then because of the diversity we don't have a full wage scale, but what we've presented is an average target to be reached within a position and classification area. And so there will be much work for the boards and consultation from yourselves in developing that fuller wage scale that demonstrates people being paid at the starting point wage level and then for a particular position and classification line that the average target is met.

We've had some questions about positions not on the wage grid, as I mentioned this previously sometimes this was related to different terms or titles being used for positions that actually the roles and responsibilities duties are very typical for a child care facility and so it's not that it's unique or different it's really about the responsibilities and the role that that position plays, so in those situations advice was given to the boards of directors to actually look at their facilities position descriptions, responsibilities and those classifications to see if they line up what would typically be done by an assistant Director or Director or supervisor for staff if different terms are being used. And then, if there was any questions about how to do that, to connect with the child care coordinator assigned to the facility for any kind of assistance, so that they can help if they needed to line up with that title and the type of position responsibilities would fit on the wage grid. This will be something we also address in our toolkit to give you some advice and to give a board of directors some examples so hopefully that will be helpful as we move forward and it'll bring some clarification for the different types of positions because not every facility, dependent on size, has the full scope of positions. Smaller facilities don't necessarily have supervisors and assistant directors and those responsibilities often get absorbed fully into the director role, so we realized that there is some diversity there as well, and hopefully we'll be able to help boards through the toolkit with giving some ideas and the focus on roles and responsibilities.

Substitute and support staff were another question. So wages for all regular employees should meet the starting wages on the wage grid at a minimum. So substitutes and support staff are generally there on your record of employees and then that would make them, to us, a regular employee. And so the expectation is that all your regular employees, even if they're just coming in,

occasionally to substitute, but they're the person you call on a regular basis, they should be paid along the lines as outlined in the wage grid.

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So other positions not under the wage grid, so the example and question that continues to come up really it's about summer grant staff. So individuals hired under the summer grant programs do not need to be paid based on the wage grid because these are time limited positions, they're not regular employees at this point in time. So summer grants should be paid at the wage rates based on your application and what was approved for the grant by Canada. Facilities are not therefore, required to provide retroactive pay for the period of the summer grant to the successful employee who's in that summer grant position, because like I said, it's temporary, it's related to the grant that was provided by Canada. However, if they become a regular employee, they would be placed on your wage scale and then receive retroactive pay, dependent upon the timeline of this scale implementation, back to the date that they became that regular employee. So if they're there on a summer grant the assumption would be that they will could not or would not become a regular employee until that summer grant term has ended in September, so retroactive pay for that employee if they become a regular employee, would not go back to July 1 one, it would go back to September 1 perhaps.

So there was also a fair number of questions related to longer term staff and other staff costs. So under their authority, boards are able to recognize long term staff by placing them at a higher step or increment on a facility salary scale related to the position and classification. So that can happen through their course and their experience and long service in a particular facility or if there's been recruitment for a new employee and the successful candidate is coming, with many years of experience, the board has just has the discretion to place them on their salary scale at a step or increment level that they believe is reflective of their experience and service in the sector, that's a board decision there's no rules around it, but certainly they have the ability and discretion to do that. The increased operating funding also may be used to support other salary related costs, so we know that when wages are increased and salary is there really a package of many different things, so it's not just the wage itself, there is the other associated costs, so employment insurance, Canada pension plan, worker's comps payments and maybe other benefits that all can be taken into consideration, and it should be remembered that the operating base operating grant, as well as the wage grid supplement, both should be drawing on to support wages. The base operating grant was what was originally there that you've been using all along, the calculations on that are the estimate on that was that 80% of your operating grant should be going towards wages, and that includes the full complement of supporting those wages and those other costs and benefits. The employee pension plan contributions continue to be funded separately and they're under the pension plan contribution and reimbursement is based on your annual application to that program. So please continue to put in those quarterly applications and get your reimbursement for pension and it is separate from your operating grant and the wage grid supplement.

The Inclusion Support Program and we received a number of questions related to this and the messaging was the same as it was in the director sessions, so facilities do not need to submit new ISP staffing grant applications to increase the hourly wages for staff hired through a staffing grant. This will be done behind the scenes by ELCC staff and their approved grant amounts are being adjusted for those staff whose wages are less than \$16.05 an hour. So for the June 26 to July 23 reporting period facilities can now claim the \$16.05 for the staff hired under the staffing grant, because that will make those wages effective for July 1. So what the board may want to consider is providing staff hired under the enhanced staffing grant their approved higher wage, at the same time that all new wages are implemented, so when the new wage scale is implemented for the facility, that is when they could raise the wages of those ISP staff that were hired on the ISP staffing grant. So, and this could also include providing similar retroactive pay back to July 1, 2022. So this again is up to the board's discretion it just means you'll receive increased amounts from

your ISP grant, much like what you're doing with the wage supplement money, you hold on to it to the point of implementation of the full wage scale and then you treat everyone equally by giving them their wage increase at the same time, along with retroactive pay.

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Implementation timelines, lots of questions about these, we know that this will vary, some will have an easier time just because of their current salary scale and incorporating it or making adjustments to fit with the wage grid will be less onerous and less work. But others will require a greater time to review and implement the wage grid targets into their salary scale. So we have no hard timeline but we'll be checking for sure, on how it's going, we certainly have encouraged boards of directors that are struggling with their implementation, like I said earlier, to reach out to their child care coordinator assigned for their facility so we can get that proactive heads up and know that we need to perhaps provide some advice, consultation, or information to make that whole process easier for the board. When the Boards do roll out the new way scales, it was made very, very clear that the expectation is that they provide retroactive pay to July 1 for whatever that date is that they roll it out. Clearly, we expect if you want just a hard timeline or a timeline where it must be done, that would have to be the fiscal year. If something isn't implemented in this fiscal year we have a problem and we will be following up on that, so government fiscal years run from April 1 of one year it to March 30 of the subsequent year so that will be something we're using as a way to benchmark, to track how people are doing. We have also let board know that we are to we encourage them to develop a communication plan to inform staff about the wage grid implementation and how they're planning to approach it when they're estimating they may be able to implement it and what that will look like for their particular sector and employees.

In terms of reporting requirements clarification was provided about the reporting that's required of all facilities. But, most importantly, as we did with the director sessions, we confirmed that facilities do not need to submit an adjusted budget or supplemental budget form, if their annual budget has already been recently submitted to us. If your budget year is after July 1, then you sit there with the new wage scale and wages that reflect in the wage grid, but those that submitted after we don't want you to have to do extra work. Compliance, for the first year will largely be based on your annual financial statements and then budget submissions going forward. So the annual financial statements, those are audited financial statements for facilities and then just general financial statements for nursery schools, they don't need to be audited, but they do have a template they're required to fill out. You are encouraged to share your draft budget tools with your board so they can enter salaries for employees to determine what they can support within the facility's budget. They may be asking you to sit down with them and go through this process and assist them through this exploratory activity, and I think for many facilities it will be exploratory in nature until they decide and figure out where it's appropriate for them to land to execute the wage grid, the targets within their actual budget. So a toolkit is being developed, as I mentioned before, for boards and an excel operating grant template based on the child care online budget submission will be included to also support this planning.

So, development of the wage grid, we've discussed this in both the directors and board sessions, so the wage grid was to develop, taking into consideration and number of things, the range of wages currently offered in the ELCC sector, and there was that table and you'll see that bar chart again when we released the slide decks to everyone, everyone saw the same bar chart, we also considered the potential increases to the provincial minimum wage, we talked with both groups how that, in this situation, resulted in a change to those entry level position wages, and then we look to comparable wages paid in the public service requiring similar qualifications, specifically the LS series used for educational assistants and the HS series used for health and social services positions, as well as looking at the wages paid in our own program here at the ELCC division and a table was provided with some of those in a very similar wages starting hourly wage in the mid range for some of our staff positions.

So we talked a fair bit about the salary scale development and, of course, one of the biggest questions was always what if the pay that's being paid by a particular facility is actually higher and significantly higher than what's on the grid, we know that's going to occur because we've all seen the bar chart, but higher wages for different positions in classifications may be paid if it can be accommodated within the facility's operating budget and that's really what is the answer that we were we were giving out, we don't want the wages, they don't have to stop at the target average they can go beyond it, so a full complement of steps or increments should then just hit that average to make sure that you're going to not be over on your budget allocation, so if there's higher wages being paid, a plan it's going to need to be made to consider what to do about that. The timeline for reaching the target wages will likely vary by facility, but the target is for average wages generally to be achieved within a two year period, so we know that year one it might be a little bit challenging based on what the current wage scale is, but then you're to really allow some time to give some balance to that and put those actions in place in order to bring that equity and common wage amounts really implement those over the next to the second year. All submitted reports, whether that's the budget or the annual financial statements, will be reviewed and comparing to submissions from prior years for us to see how facilities are doing, that's a common practice by our finance team and they're going to continue to do that. The operating increases that we've provided as we've stated, there was a fair bit of analysis done related to the revenue unit that includes your operating grants, as well as the parent fees, and we know that that increase should be sufficient to reach the average target wages on the different positions. And after the review that is conducted by ELCC financial staff and if after that there are questions about a facility's' progress, it looks like we are struggling perhaps and you're not meeting your targets in a way that we would hope to see could be an example, in that situation the financial team will reach out to the board chair to set up a meeting to have a discussion to figure out how we could be helpful to help them with the full implementation of the wage grid, and then it will be up to the board chair, of course, to decide who they need at the table for that discussion in the meeting, and I would fully anticipate they would often draw the director to be part of that discussion.

Salary scale development, so we were very clear and trying to emphasize that a reduction in wages for individual employees is not the intention of the wage grid. So, if an employee's wage is considerably higher for their position and classification compared to wages on the grid and or the facility's revised salary scale, the boards can make a plan then, on how to bring those wages in line. So we were really trying to say we don't want to see this result in any type of wage reduction for an individual employee, but some type of action or plan should be put in place to bring that wage in line over time, so in the public sector, we gave this out as an example, an employee is red circled if their wage is out of line for that position and classification, and so what that means is that employee's salary does not increase year over a year, even with cost of living, until it can line up with the full salary scale and it catches up with the classification, so that's just one option and a technique that was given out as an example that is commonly used in the public service and even in the private sector, but those are the types of things that boards were advised about that they may want to consider when wages are significantly higher than what's being allowed for in the grid.

Scaling or increments. So a lot of questions came about the increments or steps on a salary scale, how that gets developed, and what could be a measuring stick for that. So what we shared with the Boards was what we do in the public service collective agreements and it was highlighted as an example and generally what happens in our salary scales is that there's a 3.5% increase between steps or increments, and every wage scale or every scale for each position usually has about five to seven steps that recognizes experience and years of service, and so, some go longer than others there isn't a standard this many steps for every type of classification and position and that's because some are more junior positions and there's an anticipation people will be in them for a limited time and it does give an incentive for people to continually learn and grow at and try to advance in their career and that same thing happens in the early learning and childcare fields and sector, we really do want, for example, the most obvious is CCA's, we want to see our CCA's

continue to work towards becoming an early childhood educator and so there would be on an entry level position of that nature, a limited number of steps, because you really want to give an incentive for them to continue with their education.

Okay, so in the upcoming screens, these are examples that we gave the boards, but these will be posted, you'll get these, but it was just taking the grid itself, the starting point wage and then the average wage and just fleshing out what likely could be accommodated through the wage grid and as an example. So we didn't do it for all of them, we just picked on the ECE 2 floor staff and the ECE classification so really ECE 2 floor staff, we can see, based on a 40 hour work week, the starting wage is \$20.90 with then an annual income of \$43,472 and I believe our mid range on that one is \$22.29 or average, which would bring them to \$46,363 and then we kind of just show them the 3.5% increase per step or incremental and where that takes you to a fifth level, same was done for an ECE 2 supervisor in a very similar way. We also gave them examples for an ECE 2 assistant director and director to see how that compares out and we just use the same classification so it was a little bit more meaningful. And then we also gave them the example at the ECE 3 director of a small center to again making that comparable and what happens with that wage and building out that wage, the steps in the increments with the 3.5% increase and the impact on the annual salary at a 40 hour workweek.

So, in all of this and the responsibilities and the work that boards need to do for the implementation of the wage grid in development of scales for the facilities, boards were reminded about the fact that they are the legal entity of a non-profit child care center and are responsible and accountable for the decision making related to the center's business, programming, staffing and finances, so all operations. Boards were advised that directors are there to assist them in establishing of facility's wage scale as essentially an information matter experts, they were encouraged to have those conversations, have you involved in developmental activities and that you would be there as directors to support them and making their administrative decisions, which is the key function of a director.

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So the Boards were advised of the following when determining their salary scale and its steps or things they might want to consider as they enter into this activity, so they were encouraged to review their position descriptions, the responsibilities attached to them, and the classifications that were outlined in those position descriptions. And it's a good time to update them and make some adjustments that are consistent with the rest of the sector if in fact they're not, job titles would be an example of something they may choose to or want to fix. We encourage them to compare that facilities current scale against the wage grid, and plunking it into the excel spreadsheet will probably give them some ideas about how that's going to play out so that's why that will be incorporated into the tool. To revise the facilities salaries scale in a way that can be supported by the revenue from the operating funding and the parent fees. So those are the two revenue streams that were considered for the wage grid and that revenue unit, as I said before, we generally expect for that full revenue unit that 80% of the funding generally goes to supporting wages. Identify individual staff whose wage rates require adjustments, based on their position and classification. And this could go both ways, there could be a number of classifications and positions that are significantly underpaid and there could be positions that are overpaid, a plan needs to be made around both those scenarios. Their other responsibilities are to review and revise the facilities budget with the increased staffing costs and operating grant revenue, according to the facilities bylaws, policies and procedures would be a good time to review all of this, and with the revised salary scale and the budget and the impact that has on the facilities bylaws. Developing a communication plan I mentioned this before, so that the staff and their facilities are completely aware of how they're approaching this implementation and when they can expect to see their wage increases. And then giving assurance also for staff that they will be retroactively paid to July 1, which is an absolute requirement of this funding.

Board governance training. So in all of this we had lots of questions from boards about the responsibility, getting a better understanding of their legal role and responsibilities and their positions, so we did refer them back and encouraged them to really look at the Manitoba Child Care Association online training for the Basis of Effective Work Governance, and we advise that that is available now not only English, but also, there is a French version online, and it also provides really great information on how to run an effective annual general meeting, and also how to run effective board meetings, the board of directors were reminded that the fees for that board governance training have been waived, they are absorbed by us under one of our other bilateral agreements, so they can actually register and they can continue to take that training at no cost to the facility. Additional resources for boards. So current board members were encouraged to go to our own website, there's a link there to the MCCA training and there's also some pamphlet information about the roles and responsibilities of boards. And it can has worksheets for boards, worksheets for staff, board member checklist, so there's lots of different things that can be accessed on the website as well.

So the next step. So the 22-23 wage grid just to remind you, this really is our first skate out, this is the first step to ongoing and continued work around wages so ongoing continued through the life of this agreement till 25-26 and, quite frankly, beyond, I mean what we hope is, by the end of 25-26 we have a common and comprehensive wage scale across the province, but because of the range of diversity, we know we can't instantly get there, that this will be a very progressive plan and activity over the next several years. So, to give many updated information or information for those that were not able to participate in any of these webinars there will be additional sessions offered in September for both directors and board members and anybody else who's already taken a webinar and wants to also join again, of course, you will be welcomed, if you might have new questions at that point in time, because they'll be well into your development. Boards have requested that future communication about anything happening related to funding, and this was a common theme coming out of the webinars with them, that they wouldn't like those circulars about any type of funding that they have to be responsible for, with the facility, that it be sent directly to them so it can inform their future of business planning around programming and operations so to support that request, it is very important that the information for all the Board of Directors be updated on Child Care Online, including personal email addresses for the board chair, as well as the other board members, so this was a strong requests coming for the board members, in the chats, in their questions, and so we want to make sure that we have that direct line of communication to them and their actual personal contact information, so please update that on Child Care Online.

So if you have any questions or burning desires to learn more about the initiatives under the Manitoba child care action plans, there's a link. We have included the link, you'll get all these one we distribute the slide decks and post them, there's a link to the roles and responsibilities and functions of a board on our website, the link towards the basics of effective work governance online training tool, and then we've given the information for CDC info in order for any questions for coordinator to make those linkages with the assigned coordinator, whether it's a board inquiry or a director inquiry, so that they can be your system navigator and get the right people in place to answer whatever acquires you may have.

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So with that that ends the formal presentation, I'm going to turn it over to Carmen to allow me to wet my whistle a bit, so I can continue to talk here and she's going to start identifying some questions for me to hopefully answer.

Carmen

Thank you, Michelle we have a few questions not too many today. So the first question comes from Jen, just wondering if there is a deadline to get to the target wage.

Michelle

So I kind of mentioned that already and but I'm happy to repeat that. We realize based on the current financial status of a facility that will take a different amount of time for each facility. Some are in very good financial standing and health, we would expect to see that implemented rather quickly quite honestly, and then there's many facilities actually that probably can implement this immediately this year and hit their targets based on what we know about your financial standing. There are others that have been running at a deficit budget for a number of years and we realize those facilities might take a little bit longer, and so we want to be very supportive of those individual differences and so that's why we're not putting a hard timeline. But based on the review that we do annually that will consider your past audited financial statements and the standing where you were a year ago, and then new ones submitted will be looking to see if your progress meets and is in line with your financial health so, we and we're looking for it to be done it in a reasonable and expedited matter, however, we realize that some facilities may have greater challenges than others. As I said earlier, in a target in our heads right now is, at the end of year 2 of this everybody should have this fully implemented. So that would be that we really know that some have the ability, and should have that done sooner, so it's not an easy question to answer because we want to be like I said respectful of those individual differences. But hardline they should you should all be well oiled and have this in place in two years time, and then we are will be looking for those facilities in a better financial position to be able to do it much sooner than that.

Carmen

We have similar questions coming from Vanathy and Megan in regards to how this affects private centers?

Michelle

Well, it has a huge impact on private centers, to be honest and not a great one. We're very, very concerned about our for-profit providers that are looking to find to support them, as you know, our for profit providers do not receive any public funding from us, so, consequently, when this wage grid rolls out, it does mean that they may have to increase their revenue stream, which is only parent fees, in order to accommodate higher wages to remain competitive with the non-profit sector so it's a it's something we're concerned about, we do want to hear from any private facilities that are struggling, we've already heard from a couple that are very concerned that the implementation of the wage grid could results in the end of their business and we don't want to see any child care facilities or centers go down, we certainly don't want to see Manitoba lose those valuable spaces, so if you are a private child care provider again like we've said to everyone else, and if this is the challenge you're facing, please reach out to us individually and those conversations begin with your coordinator, and then we bring others online based on what your specific issues are challenges, so we can help you through it and work towards a plan, I think there can be the option for private providers to convert and become a non-profit incorporated business, but we also understand that many have very personal reasons why they've opened up in the way they have it and are making a choice not to become adult profit incorporation. We always have believed that there is room for everyone, that we want families to have options so we're continuing to look at how we can address this issue.

Carmen

Thank you and we've had multiple questions come in in regards to the webinar themselves the slide deck and where they can find them. So from Krista, Susanna, Carla and a question also about the tool kit so wondering if there will be additional webinars offered for board members and where we can get the slides.

Michelle

So I think I said it a couple of times that we wanted to complete this first round of webinars and after the completion of today, we would be posting the slide decks on our website, we would be

sharing the slide decks, the registration list to boards and to facilities, and we would be posting the webinar itself the recording on our website so with this final one for this round completed all of that will start to happen. You can look for that to occur early next week. In terms of the toolkit it is being developed and our hope is to have that distributed to boards and that's why it's also very important to update your board contact information on child care online because that's where that toolkit is going, so please do that but we're hoping to distribute those toolkits near the end of next week so those are our targets our timelines and in terms of subsequent webinars, as stated earlier, come September, we will offer another round of webinars both for child care facility directors, as well as for boards.

Carmen

Thank you, Michelle. We have a couple questions from Cathy and Lori in regards to ISP staff, so for ISP step will \$16.05 be the wage level, regardless of training, or should it be aligned to where the staff should be on the salary scale. So I guess they're wondering if ISP staff are going to be at the CCA salary or if they should be at their classification level.

Michelle

So this is an ISP policy question, and so the intention of the ISP staffing enhancement grant is to provide enhanced staffing. That means providing a backup essentially a backup staff so that you're more experienced and skilled staff can go and work with those children with the additional needs that needs that expert and higher level support, so because that person being hired under the staff enhancement grant is intended to be the person not necessarily working on one on one with the child or with a group of children with additional needs and just supportive, so you can move your experienced staff into the group with that child or children, they will continue to be approved in general and typically at a CCA level.

Carmen

Thank you. We have questions coming in in our chats and question and answer and via email from Anita, Jennifer and Lois wondering if they can redirect funds to other programming if we are already beating the target wage.

Michelle

So the wage grid supplements needs to be going to wages and there's a real opportunity here for facilities, and I think, what I'm assuming you're saying is, can the board do this because that's where that decision would need to happen. So I kind of said it before, when you have your revenue unit, the intention is for 80% of that revenue unit to be directed to supporting wages, whether it's the wages or the benefits itself but that's the intention, so I guess if you're saying after that 80% you have still room to grow, then yes typically you can decide how you want to use that can use that to encourage or increase your wage scale beyond the targets because we're not saying you can't do that, but we're kind of suggesting you do within reason, so you don't end up with any real outlying salaries. The other thing that it could provide you if you're in that level of financial standing the other thing that I would suggest, and could be considered is we often hear from facilities, we'd really like to have enhanced staffing for a particular group, like really doing better on those child to staff ratios and trained staff ratios, this gives you if you have this ability and you've already meeting the targets to hire those additional staff, so rather perhaps than being eight to one in your preschool room, you can offer your staffing at a six to one ratio, there's lots of different considerations, you can have so you can increase your staffing and have them all at the average targeted wages and meeting all those targets, so there's lots of different opportunities with this. If you happen to be in a facility and not type of good financial standing, I guess and it's not the experience of everyone, but we understand that it is the experiences of some. I think when you're looking to do some of this, it would be a good thing for your boards of directors if you're trying to find it out and see where is the most value to place that that extra energy or extra funding reach out to the child care coordinator and again as their information and the information navigator they can get whether it's our financial

team or our inclusion diversity team to help the board make some plans around that we can help with providing some other advice and information.

Carmen

We have a few questions coming in in regards to the comparison to the MCCA scale so from Francesca, Tina, Karen and Laurinda can you explain how this was developed differently than the MCCA scale.

Michelle

Well, I think I already described how this scale was developed, and it was based on similar public service wages, I think the MCCA scale it's a market based scale and the reality is and we've said this a couple of times in a couple of the other webinars is with the increased funding coming directly from government, whether it's from the province, or the federal government, what we're moving to is a publicly funded system, not a market based system, and so in a publicly funded system we're measuring this against public wages and so that's how this was developed, and that would be the difference. And so the wage comparisons are for and what we've got on the grid are wages that are in line with public service positions and wages paid for similar qualifications and that's how this was developed.

Carmen

Thank you a question from Roxanne and I don't know if it was mentioned in today's webinar but if there is a starting wage for a CCA without the 40 hour course

Michelle

I don't think it was answered today, but I do feel like we answered this in every single webinar but it's a good question and I know we get it all the time, so I have no problem giving an answer again. So the answer for the CCA without their completed 40 hour course are they on the wage scale, and the answer is no. We have not designated any kind of targets for an untrained CCA and that was intentional. So much like what we've talked about incentives as wage scales get developed with different steps and increment levels to really encourage the continued growth and professional development to the workforce, this is exactly why we did not identify a wage for an untrained CCA. The expectation for CCA's that come in initially into their employment is for them to complete their 40 hour course within that first year of employment. And so, starting the wage scale with a trained CCA is to incentivize every CCA to get that 40 hour course completed and so that does mean that for an untrained CCA, the Board has the discretion to offer a wage anywhere from minimum wage up to that \$16.05 starting point level.

Carmen

Thank you from Bonnie just wondering if there are any recommendations for office support. So, like if you had an admin staff.

Michelle

So we're focusing Bonnie, on the ELCC sector, and so, for those they're obviously discretion with the board on how to pay for those other positions, quite honestly and I know a lot of our larger organizations employ different types of staff like an office administrative staff and I think the best way to look at that is to go back, again we kind of talked about this before, to the roles and responsibilities of that position and look how that lines up with the roles and responsibilities that are attached in typically to different positions that are outlined like supervisors, assistant directors, directors and then figure it out what would make the most sense from there, especially if they're taking over a major responsibility that would typically another facilities be held by one of those positions, we can get like I said, we will be giving some pointers, information for consideration for those types of positions in the toolkit, so hopefully that will be enough to get boards started with figuring out what to do with those positions, those are often, as well, sometimes facilities are have

them embedded as a regular position other times those types of services are on contract, so it's a very difficult thing to included in this and really the intention from the Federal Government was to focus on ECE and CCA wages, not those other supportive wages, but we'll give some information on how to work through that, but it really does go back to looking at the position descriptions roles and responsibilities.

Carmen

Thank you, this question is also related so it comes from Tracy and what is ELCC expecting with regards to wages for directors who managed more than 200 spaces and many sites.

Michelle

So again, this isn't our expectation, this is a board decision we've given some maximums right now and the wage grid targets, I should say so, a minimum starting point and an average target, wages are developed and wages are established by boards, not ELCC. We know we have some larger operators, but often in those operators there's also a lot of different positions we'll have multiple directors sometimes, a number of assistant directors, so it's very difficult to answer again, it would be coming down to the roles and responsibilities, but we're happy to be there and work through that with that with boards that want to inquire and because we understand that there are some unique situations.

Carmen

Thank you. From Alba and it comes a question from family childcare about wages for a substitute hired by a home based provider while attending the ECE workplace program.

Michelle

I think that is a unique situation so I'm assuming if they're in the workplace program I don't know if they've applied for the staff replacement grant is typically not eligible for home based providers, but we've done some creative things, so I would say, for this question, please reach it out to, because I don't feel comfortable answering it without all the information about what is going on with that particular situation, because this would be unique, so please with your question reach out to your child care coordinator and we'll work through it and once we know all the different elements to what's going on in this situation.

Carmen

Thank you, our next question all related from Jacqueline, Brenda and Francesca in regards to long term staff and how to retain that, if the boards are being asked to red line staff.

Michelle

Well boards aren't being asked to red line staff, boards have been given a suggestion about what to do in situations where there are staff wages being paid that are significantly higher and then provincial averages are standards and are making it challenging for them to implement the wage grid. One of the suggestions that was made as a potential technique is red circling, which is done in the public service, but it is just an example of an idea, it wasn't a direction. In terms of long service for those that hit the top of their wage scale that happens everywhere that happens in the private sector that happens in the public sector, I suspect, because I have a well seasoned team sitting here with me today, they're all nodding their heads, a number of us have been on the top of our wage scale and our steps for years and it just means that's where we continue to be and that's the wage we continue to receive and that is just how wage scales work, they don't go forever usually when cost of living advances to happen, those people that are at the top of their scale usually will at least get that cost of living increase, but once you hit the top you're just you're there for the duration and like I said that's pretty typical of any wage scale, it happens in the private sector and it happens in the public service as well.

Carmen

Thank you, Michelle. Think we've answered our questions and we'll take, if there's any remaining, will take the back. But we'll leave that with you, then, to close us out.

Michelle

Okay. Well, thank you again everyone, certainly it's been five sessions, so we certainly have had a very good variety of questions we've also had some very strong common themes, and so we will be putting those questions together and getting them out and to all of you. Please look for the slide decks that should be posted early next week and, like I said our target is to get the toolkit out to the boards of directors late next week. And we know that this is a journey, and this is something that we will be working on together, not just over the next few months, but you need to remember this is a journey for the next few years, this is really our first step and I can't say that enough, it's our start on a path to get a standard comprehensive wage scale developed for our sector. And we fully recognizing that it will take the full course of our Canada Wide Agreement up to 25-26. But we we're committed to continue working and developing and seeing this grow, really looking at, several factors as we look what is our next opportunity and those factors would be the success and implementing and how long it takes for us to do so, what the economy does, consultations from the sector, as well as the negotiation of our next action plans, but we are very determined. People always ask, are the wages going to sit here at these starting wage and targets forever and it's no, we know that we need to have this continue to grow and develop even if there's problems with implementation, and our next version is still we just have a starting point and an average target again, we do want to see us have a percentage increase that aligns with the experience that we're having with cost of living. And, as I said, the opportunity that we have and we're kind of fortunate in hindsight, is that we have a new action plan that we have to have a place to negotiate for 23-24.

So there's so much more to come, I think this is a topic will be talking about for the next four or five years, get ready, but I really want to thank you all for your participation over the last several sessions and all your good questions today. And just a reminder any challenges for you or your board members, please reach out to your assigned child care coordinator they are your best source of information, and they have the ability to navigate everybody else here back at ELCC and get the right people in place to answer questions. So with that I'll sign off and I just want to wish you all a very lovely, hopefully warm and relaxing weekend, bye everyone.