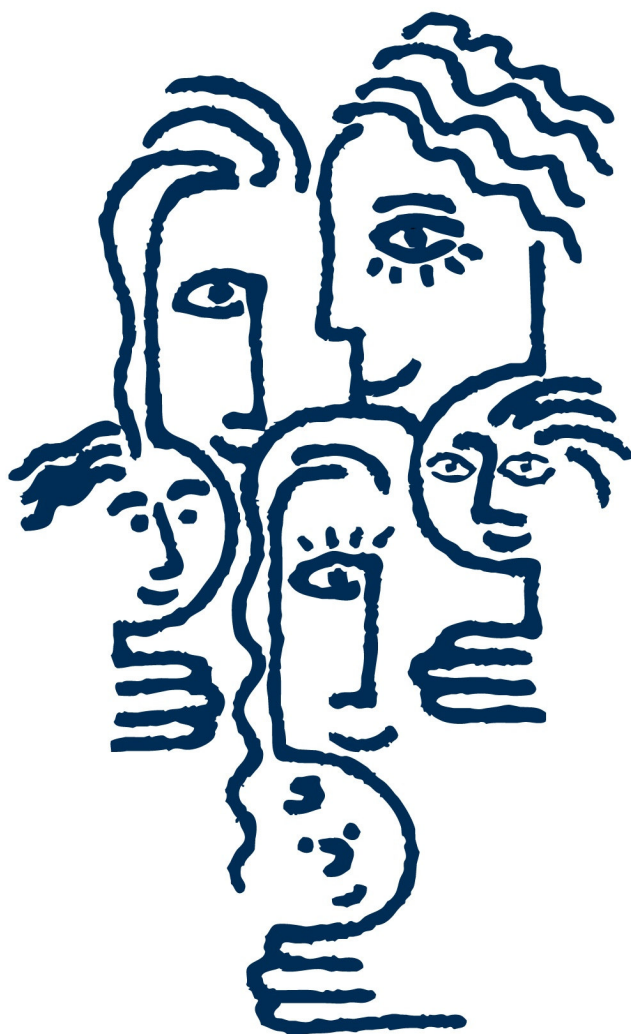# PROVINCIAL / TERRITORIAL MAPPING OF HUMAN RESOURCES ISSUES

Supporting Employers in Canada's ECEC Sector

**Child Care
Human Resources
Sector Council**

Canada

TABLE OF CONTENTS

SECTION 1 : INTRODUCTION AND METHODOLOGY

1.1 About the CCHRSC

The Child Care Human Resources Sector Council (CCHRSC) is a pan-Canadian, non-profit organization dedicated to moving forward on the human resource issues in the early childhood education and care sector. The Council brings together national partners and other sector representatives to develop a confident, skilled and respected workforce valued for its contribution to early childhood care and education.

The CCHRSC's mission is to provide a sectoral structure for moving forward on human resource issues, through cooperative and collaborative actions that enhance the efforts of national partners and the early childhood education and care workforce. CCHRSC strategic priorities include:

- Foster improved skills development that is responsive to the sector requirements;
- Enhance sectoral human resource management practices to respond to recruitment and retention challenges;
- Develop mechanisms to increase the portability/recognition of credentials;
- Increase access to labour market information, and develop better definitions and an increased understanding of labour market trends and issues in the sector;
- Provide leadership and coordination on HR issues.

1.2 About the Project

Canada's early childhood education and care sector is diverse and contains a mix of governance models and employment settings. There is no consistent national policy or approach to ECEC, with each Canadian province/territory maintaining its own system of regulation, funding arrangements and policy. As a result, the context in which ECEC employers work varies by province and territory. In addition, employers operate in a wide range of governance models and employments settings. This contributes to a lack of clear definition and information about who ECEC employers are, the range of employers' human resources needs, and how those needs can best be met. It is based on this environment that the *Supporting Employers in Canada's ECEC Sector* project was initiated.

1.2.1 Project Objectives

The primary objectives of the *Supporting Employers in Canada's ECEC Sector* project are to:

- Improve the understanding of employer governance models in regulated early childhood education and care settings;
- Document the human resources (HR) needs of employers in different regulated settings and contexts;
- Determine employers' perspectives on how best to address priority HR issues in the sector, documenting innovative tools or practices that already exist;
- Identify and prioritize solutions that could help employers address human resource issues;
- Determine what tools could be developed to address priority HR issues.

1.2.2 Project Outputs

The information gathered for the *Supporting Employers in Canada's ECEC Sector* project has been used to create a variety of reports and documents that help to define key findings. In addition to this *Provincial/Territorial Mapping of Human Resources Issues,* the following documents have been created:

- **Executive Summary** – This report summarizes key findings and recommendations from the *Main Report: Supporting Employers in Canada's ECEC Sector* project
- **Main Report** – This report provides an in-depth analysis of all findings of the *Supporting Employers in Canada's ECEC Sector* project, including the results of the literature review, employer survey, key informant interviews, focus groups and related recommendations.
- **Literature Review Report** – This report provides a full discussion of the key trends and issues affecting human resources in the early childhood education and care sector.
- **Summary Profiles of Employer Governance Models** – This report provides brief profiles of the main governance/employer models identified during the research process.

1.3 Provincial/Territorial Mapping of HR Issues: Purpose and Methodology

The purpose of this document is to:
- map the different governance models in each province and territory;
- describe the type of services offered (e.g. 0-5 years, 6-12 years);
- describe the size/scope of operations (e.g. number of employees, operational budget, number of spaces); and
- identify the HR issues that are most prevalent in each province/territory.

The information presented in this document was gathered directly from employers via a mixed-mode telephone/online survey. Between March 27 and June 2, 2008, 987 surveys were completed with licensed ECEC employers, with proportional representation from each province and territory. Surveys were completed with an individual who was partly or solely responsible for the human resources management at their organization. Respondents were directors, managers, board members, supervisors or human resources specialists, depending on the organization. Thus, for the purpose of this project, the person most directly involved in HR issues, such as recruitment and retention of staff, training, setting workplace standards, etc. is considered the "employer". For a more detailed definition of who the employer is in ECEC, see the *Main Report*, section 1.4.

It is important to note that due to statistical limitations in sample size per province/territory, results are discussed at a provincial/territorial level and not analyzed by governance model subgroups as is done in the *Main Report*.[1] The table below details the number of completed surveys per province/territory.

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[1] Results presented in the *Main Report* were weighted by province/territory to ensure proportional representation of each province and territory in the national results. As this document presents results for each province and territory separately, the results have not been weighted. This will impact the sample sizes presented below each table/chart (n), but does not change the distribution of responses (i.e. the percentages do not change).

Provincial/Territorial Sample Size and Completed Surveys

Province/Territory	Universe[1]	Sample Included for Surveying	Completed Surveys	Gross Response Rate[2]	Valid Response Rate[3]	Margin of Error[4]
Alberta	1510	591	194	32.8%	35.2%	± 6.6%
British Columbia	1099	432	144	33.3%	37.5%	± 7.6%
Manitoba	502	198	72	36.4%	38.7%	± 10.7%
New Brunswick	353	140	25	17.9%	18.4%	± 18.9%
Newfoundland and Labrador	109	43	12	27.9%	28.6%	± 26.8%
Nova Scotia	345	137	47	34.3%	35.6%	± 13.3%
Northwest Territories	51	20	3	15.0%	15.0%	± 55.4%
Nunavut	39	16	4	25.0%	26.7%	± 47.0%
Ontario	3904	1512	316	20.9%	24.5%	± 5.3%
Prince Edward Island	110	44	13	29.5%	31.7%	± 25.6%
Québec	1825	708	121	17.1%	18.0%	± 8.6%
Saskatchewan	182	70	31	44.3%	47.0%	± 16.1%
Yukon Territory	56	23	5	21.7%	25.0%	± 42.2%
Total	**10085**	**3934**	**987**	**25.1%**	**27.8%**	**± 3.0%**

1. Universe = total number of licensed providers obtained from each province/territory.
2. Gross Response Rate = Completed Surveys / Sample
3. Valid Response Rate = Completed Surveys / (Sample – Not In Service Numbers – Fax/Modem Numbers – Organization No Longer Exists – Multiple Organization)
4. Margin of error calculated at 95% confidence level.

1.3.1 A Note on Employment Setting and Governance Models

When reviewing this document, it is important to note that one goal of the research was to determine the distribution of various governance models by province/territory. Using previous definitions of ECEC governance models, information gleaned from the key informant interviews and focus groups, and by examining each of the groups' responses to the survey, a total of seven governance model groups were created. These groups were then used to further analyze the Employer Survey results.

Employers who completed the survey were asked to identify whether they were a for-profit or non-profit organization. Employers who were non-profit could choose from a list of multiple categories to best describe their governance model. It should be noted that the governance model groups 2 to 7 in the table below, all fall under a larger heading of non-profit. This is because when multiple groups were selected, the most "exclusive" category was chosen as the "primary" governance model. For example, community organizations, religious institutions, First Nations Band/Tribal Councils, and worksite/private company operated organizations (who all indicated they were non-profit) often indicated they had parent board members. Rather than group all of these organizations under a "Board Member Governed" label, the more exclusive category (e.g. community organization, worksite/private company) was chosen.

Governance Model Groups

|	Governance Model Group	Types of Governance Models Included in Group
For-Profit	1. Commercial/Private organization	• Sole proprietor • Corporation • Partnership • Franchise • Co-op (for-profit)
Non-Profit	2. Board Member Governed organization	• Parent board member operated • Community board member operated • Co-op (non-profit)
	3. Aboriginal organization	• First Nations Band/Tribal Council operated • Aboriginal Human Resources Development Agreement (AHRDA)
	4. Community organization	• Community organization (e.g. YMCA/YWCA, etc.) • Religious institution
	5. Worksite/private company	• Worksite/private company operated
	6. Educational Institution/Hospital organization	• University or college • School board • Hospital
	7. Government organization	• Municipal/local government • Provincial/territorial government

SECTION 2 : EMPLOYER SURVEY RESULTS : ALBERTA

2.1 Governance Models

In Alberta, 194 ECEC employers completed the Employer Survey[2].

Over half of respondents (55.7%) indicated that their organization was non-profit, while 44.3% identified as for-profit.

**Distribution of For-Profit and Non-Profit Organizations: Alberta**
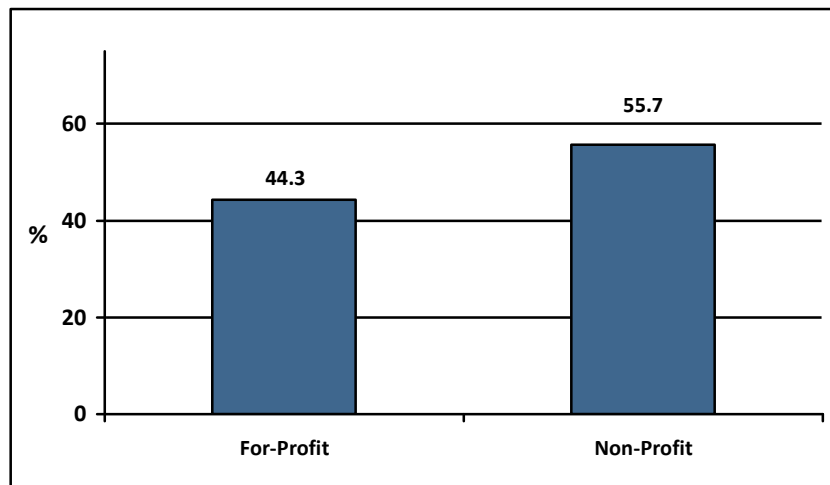
N=194
Source: Employer Survey - B5

Of those employers who indicated that their organization was for-profit, 41.9% identified their organization as a corporation, while 39.5% identified it as a sole proprietorship. See the chart on page 11 for details.

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[2] 591 employers were included in the sample for surveying. See page 8 for further details.
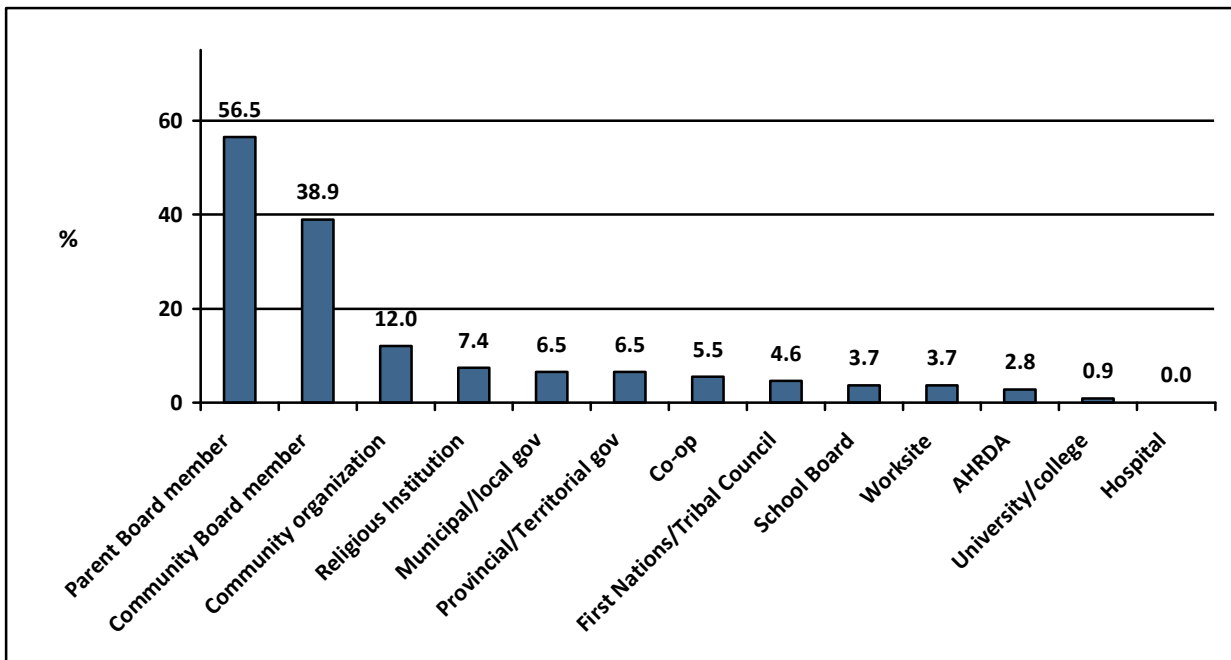
For-Profit Governance Models: Alberta
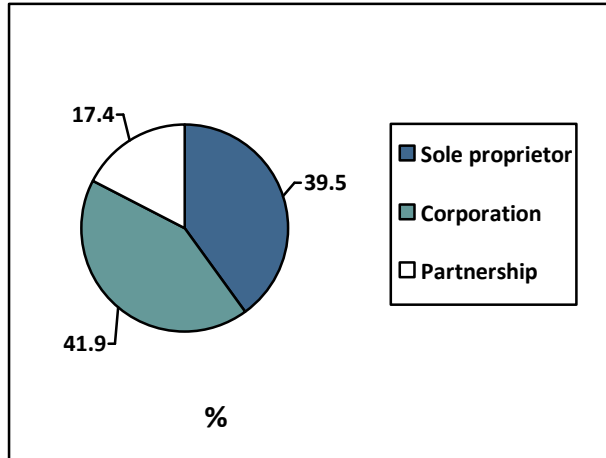
N=86
Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B6

The majority of employers who self-identified as non-profit indicated their organization was at least partly governed by a parent board (56.5%) or community board (38.9%). Respondents had the option of choosing as many categories as necessary, thus the categories presented below are not mutually exclusive.
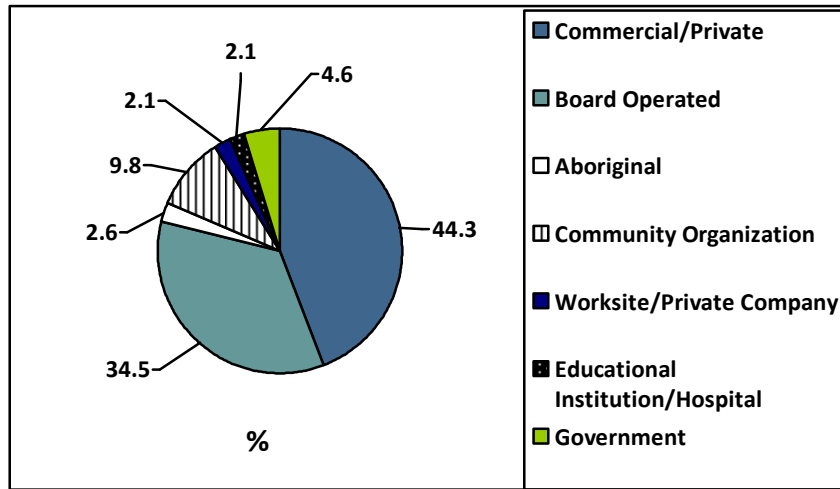
Non-Profit Governance Models: Alberta

Note: AHRDA – Aboriginal Human Resources Development Agreement
N=108   Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B7

The chart below details the distribution of the governance model groups within Alberta, as indicated by Employer Survey respondents. See Section 1.3.1 for a description of each group.

Distribution of Governance Models: Alberta

Legend:
- Commercial/Private
- Board Operated
- Aboriginal
- Community Organization
- Worksite/Private Company
- Educational Institution/Hospital
- Government

Values: 2.1, 2.1, 9.8, 2.6, 34.5, 44.3, 4.6

N=194

2.2 Employer Size

2.2.1 Number of Locations

The vast majority (72.7%) of employers surveyed in Alberta were responsible for one ECEC location.

Average Number of ECEC Locations Under Employers' Responsibility: Alberta


Locations	1	2	3	4	5	6+
%	72.7	7.2	5.7	1.5	2.1	10.8
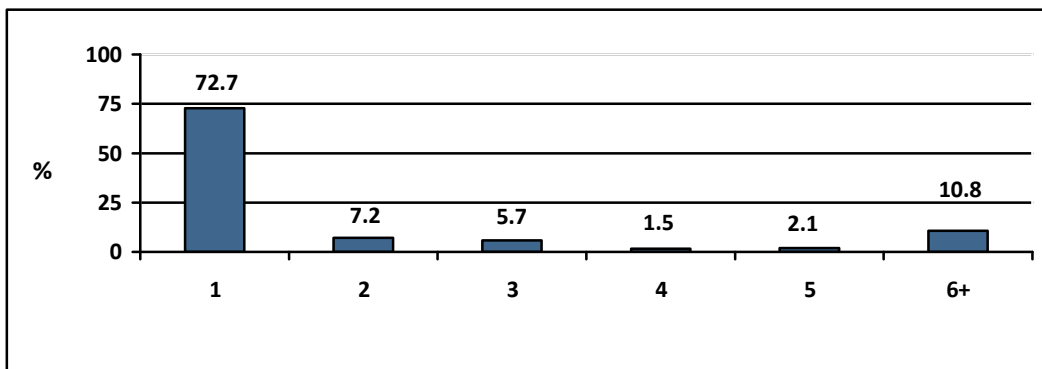
N=194
Source: Employer Survey - B1

2.2.2 Number of Licensed Spaces

Respondents were asked how many licensed spaces they maintained across all locations under their responsibility. This includes all full-time, part-time and extended care spaces.

Number of Licensed Spaces Under Employers' Responsibility Across All Locations: Alberta
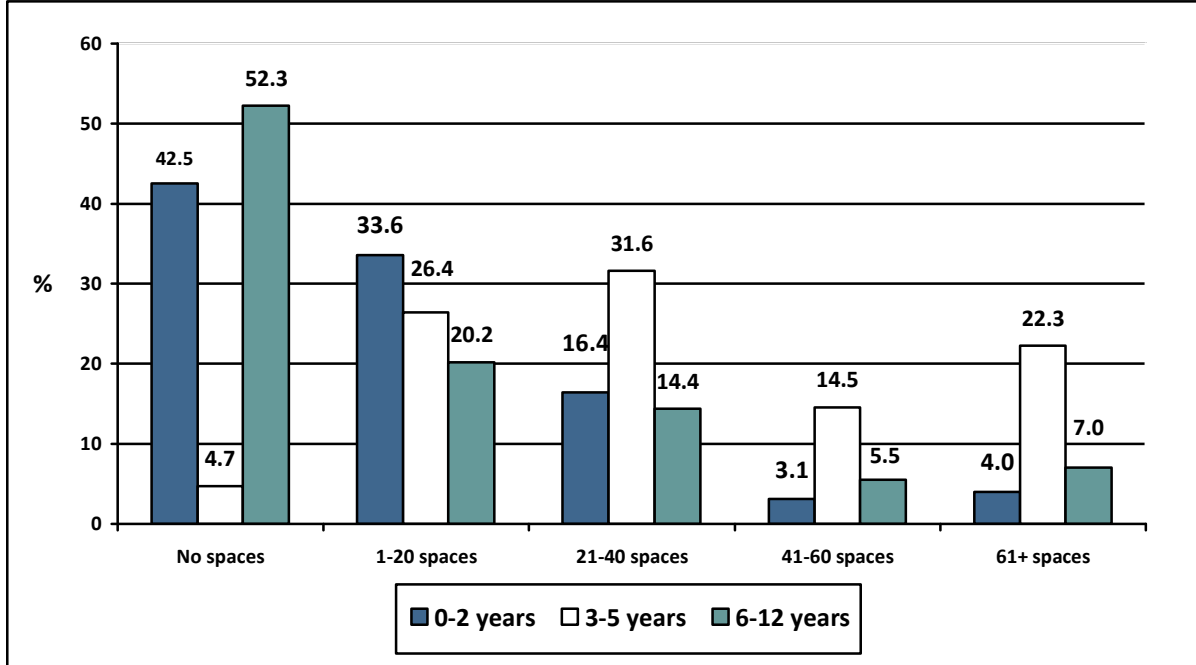
N=194
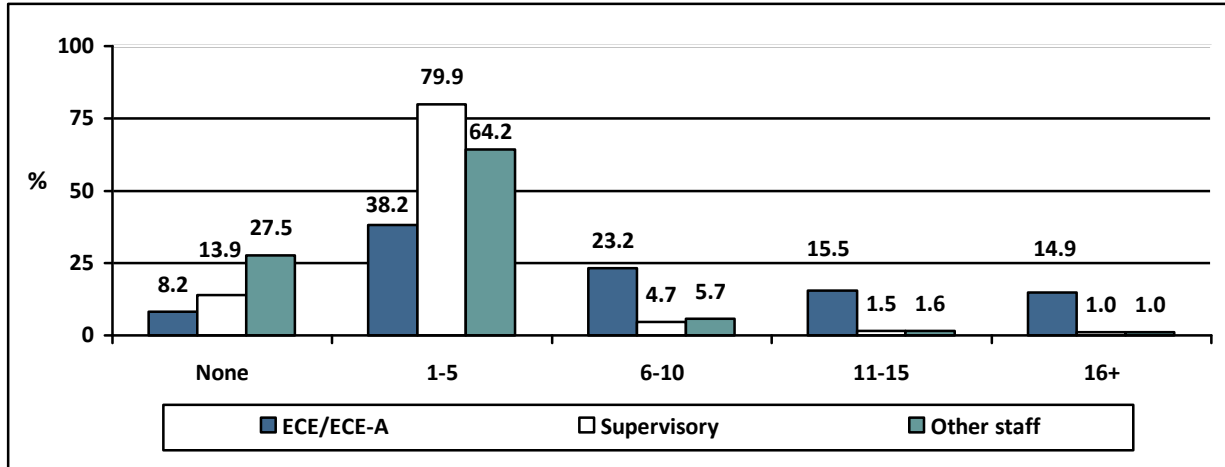Source: Employer Survey - B2

2.2.3 Number of Employees

Respondents were asked to describe the size of their staff, including:
- how many early childhood educators (ECEs) or ECE Assistants (ECE-As) they employed;
- how many supervisory staff they employed; and
- how many other staff related to the delivery of early childhood education and care (e.g. support staff) they employed.

See the chart on page 14 for details.
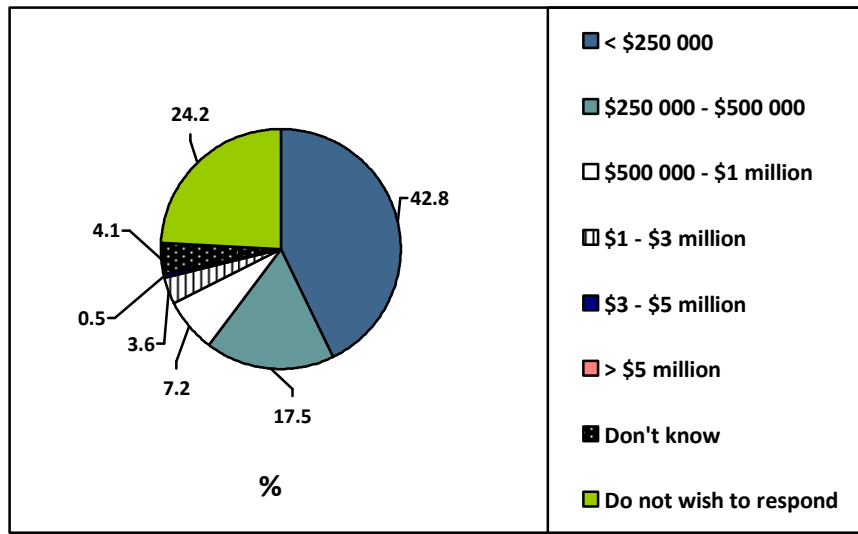
Number of Employees: Alberta

N=194
Source: Employer Survey - B3.

2.2.4 Operating Budget

Respondents were asked to indicate their annual operating budget. Just over 40% (42.8%) of employers surveyed in Alberta indicated an annual operating budget of less than $250,000, while about one-quarter (24.2%) did not wish to respond to this question.

Annual Operating Budget : Alberta

N=194
Source: Employer Survey – B4

2.3 Human Resources Issues

Employers were asked to describe the greatest challenges they faced in fulfilling the HR management role at their organization. The table below lists the five most common responses. As shown, recruitment of qualified staff (32.5%) was the most frequently noted "top of mind" issue.

Top 5 Challenges Fulfilling Human Resources Management Role: Alberta

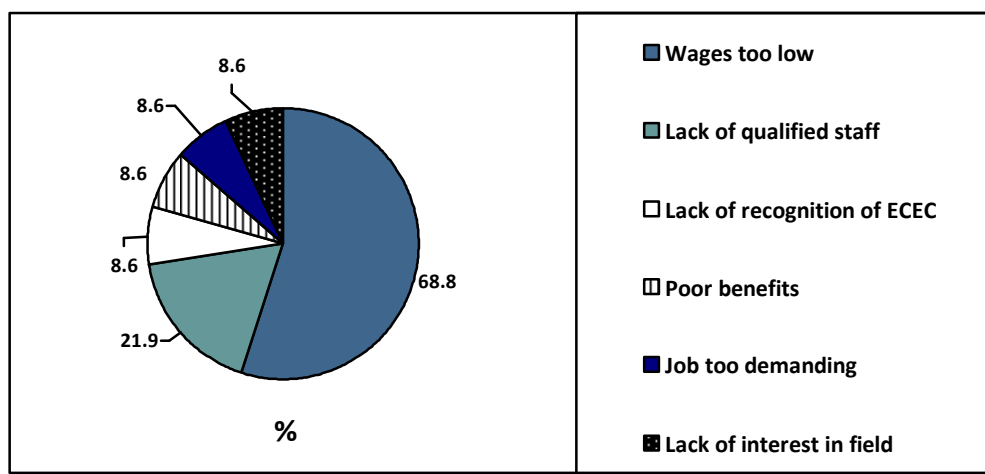| Challenges of HR Role	Total
Recruitment of qualified staff/lack of qualified staff	32.5 %
Lack of time	15.5 %
Provision of adequate wages	13.9 %
Funding issues	6.2 %
Retention of qualified staff	6.7 %

N=194
Source : Employer Survey – H1

2.3.1 Recruitment

Respondents were asked if they had any difficulty recruiting staff in the past 12 months. Two-thirds of respondents (66.0%) said that they had faced some recruiting challenges in the past year. Of the respondents who faced recruitment challenges (N=130), 78.1% indicated the ECEs were the most difficult to recruit, followed by ECE Assistants (46.1%), and Directors/Supervisors (23.4%).

These employers were asked to indicate the main reasons for the recruiting challenges they faced. As shown in the chart below, the most common causes were low wages in the sector (68.8%) and an overall lack of qualified staff (21.9%).

Reasons for Recruiting Challenges: Alberta

Pie chart with segments: 68.8 (Wages too low), 21.9 (Lack of qualified staff), 8.6, 8.6, 8.6, 8.6. Legend: Wages too low, Lack of qualified staff, Lack of recognition of ECEC, Poor benefits, Job too demanding, Lack of interest in field.

Note: Total may exceed 100% due to multiple responses.
N=130, Source: Employer Survey - D14

2.3.2 Retention

Employer survey respondents were asked to what extent staff turnover was in issue during the last two years. Three-quarters of respondents (76.3%) indicated that turnover/retention was an issue (42.3% a major issue, 34.0% a modest issue). Over half (53.4%) of employers surveyed had at least one ECE leave in the past 12 months, while one-quarter (24.2%) had at least one director or supervisor leave in the same period. The chart below indicates the most common reasons staff left their position.

Reasons Staff Left Organization: Alberta

Reason	Directors/Supervisors	ECEs
Changed occupation	66.0	56.5
Wanting better pay	59.6	72.6
Maternity/parental leave	36.2	37.1
Job did not meet expectations	27.7	27.4
Wanting better benefits	29.8	34.7
Health issues	19.1	25.8

Note: Total may exceed 100% due to multiple responses.
N(Directors/Supervisors)=47, N(ECEs/ECE Assistants)=104

2.3.3 HR Training and Professional Development

ECEC employers in Alberta were asked if they had participated in any HR, management or leadership training/professional development related to their current position within the past year. Almost three-quarters (71.6%) of employers indicated that they had. The most commonly noted topics/types of training/professional development were:

- Management/supervisory skills (64.0%)
- Leadership skills (12.9%)
- Various other workshops (10.8%)

When asked what barriers they faced to participating in training/professional development, employers in Alberta noted the following as the most common barriers or challenges:

- Lack of time/ability to get away (62.9%)
- Funding/cost of training (18.0%)
- Location/not offered locally (11.3%)

All respondents in Alberta were asked if they thought they or their management team would benefit from any training/professional development related to HR management in the next two to three years. Over three-quarters (78.9%) indicated that they would.
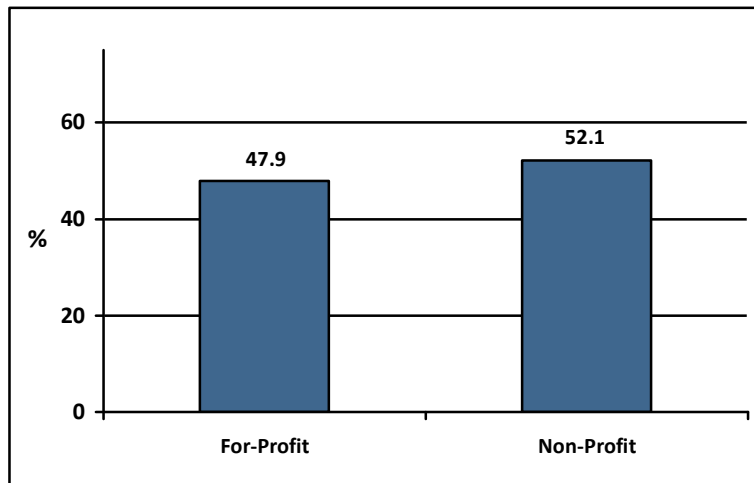
SECTION 3 : EMPLOYER SURVEY RESULTS : BRITISH COLUMBIA

3.1 Governance Models

In British Columbia, 144 ECEC Employers completed the Employer Survey[3].

About half of respondents indicated that their organization was non-profit (52.1%), while 47.9% identified as for-profit.

**Distribution of For-Profit and Non-Profit Organizations: British Columbia**

N=144
Source: Employer Survey - B5

Of those employers who indicated that their organization was for-profit, the majority (73.9%) identified as a sole proprietorship. See the chart on page 19 for details.

[3] 432 employers were included in the sample for surveying. See page 8 for further details.

For-Profit Governance Models: British Columbia

N=69
Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B6
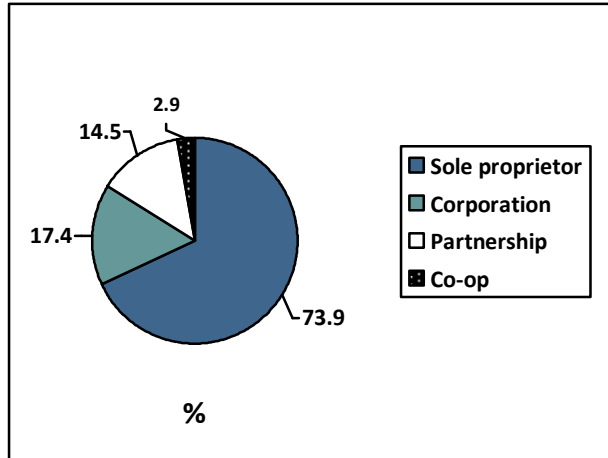
The majority of employers who self-identified as non-profit indicated that their organization was at least partly governed by a community board (37.3%) or parent board (36.0%). Respondents had the option of choosing as many categories as necessary, thus the categories presented below are not mutually exclusive.

Non-Profit Governance Models : British Columbia
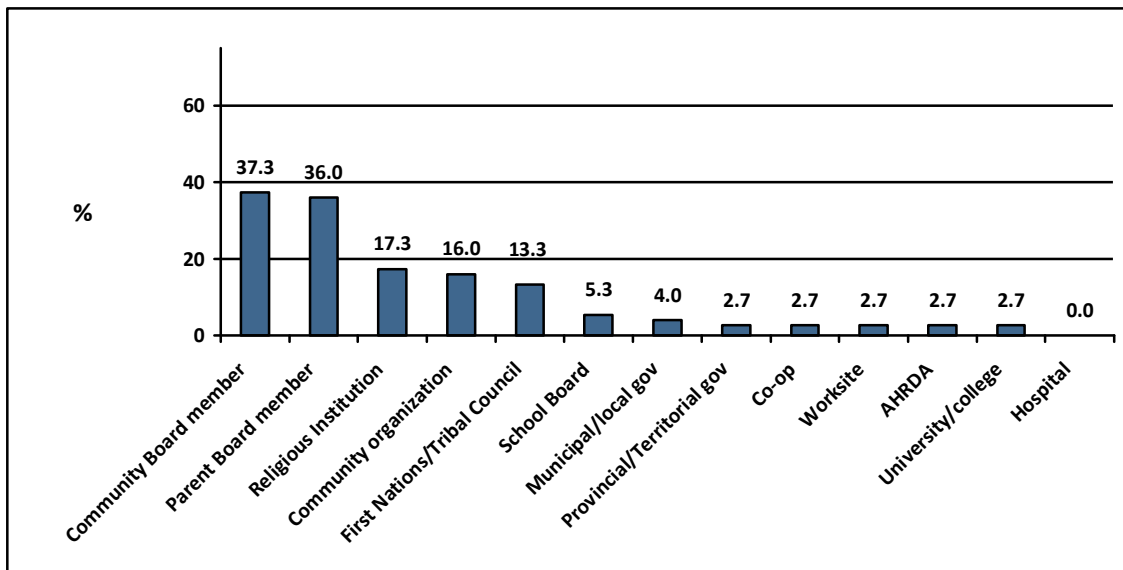
Note: *AHRDA – Aboriginal Human Resources Development Agreement*
N=75
Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B7

The chart below details the distribution of the governance model groups within British Columbia, as indicated by Employer Survey respondents. See Section 1.3.1 for a description of each group.
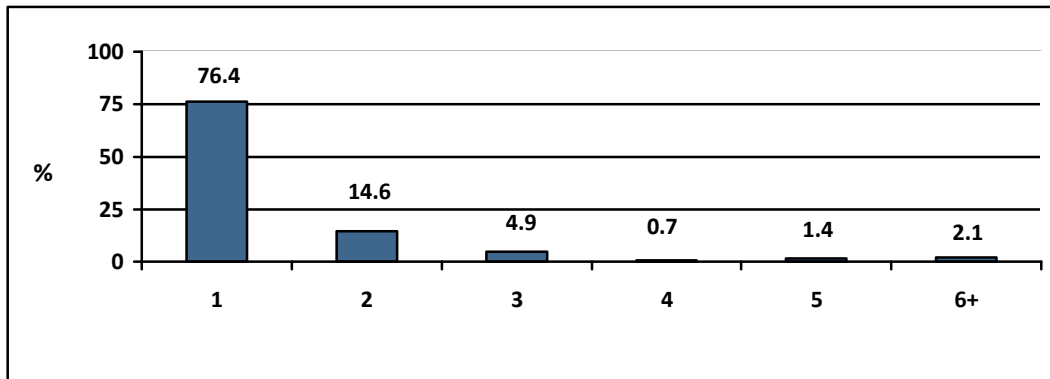
Distribution of Governance Models : British Columbia
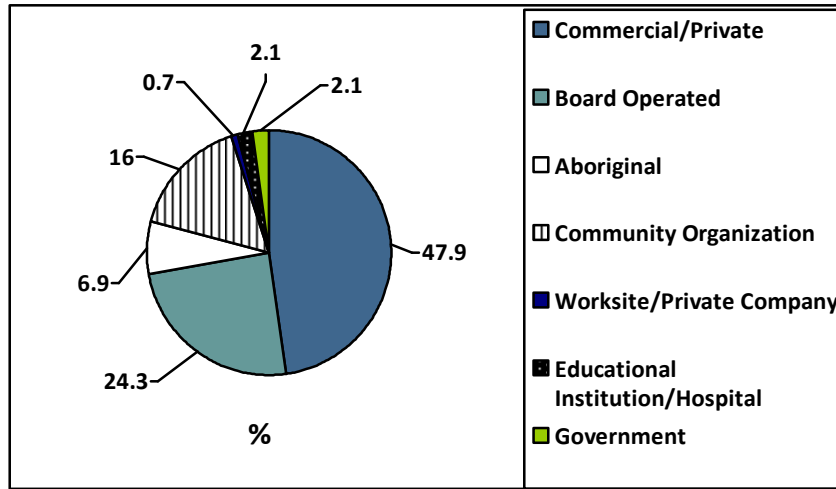
N=144

3.2 Employer Size

3.2.1 Number of Locations

The majority (76.4%) of employers surveyed in BC were responsible for one ECEC location.

**Average Number of ECEC Locations Under Employers' Responsibility: British Columbia**

N=144
Source: Employer Survey - B1

3.2.2 Number of Licensed Spaces

Respondents were asked how many licensed spaces they maintained across all locations under their responsibility. This includes all full-time, part-time and extended care spaces.

Number of Licensed Spaces Under Employers' Responsibility Across All Locations: British Columbia
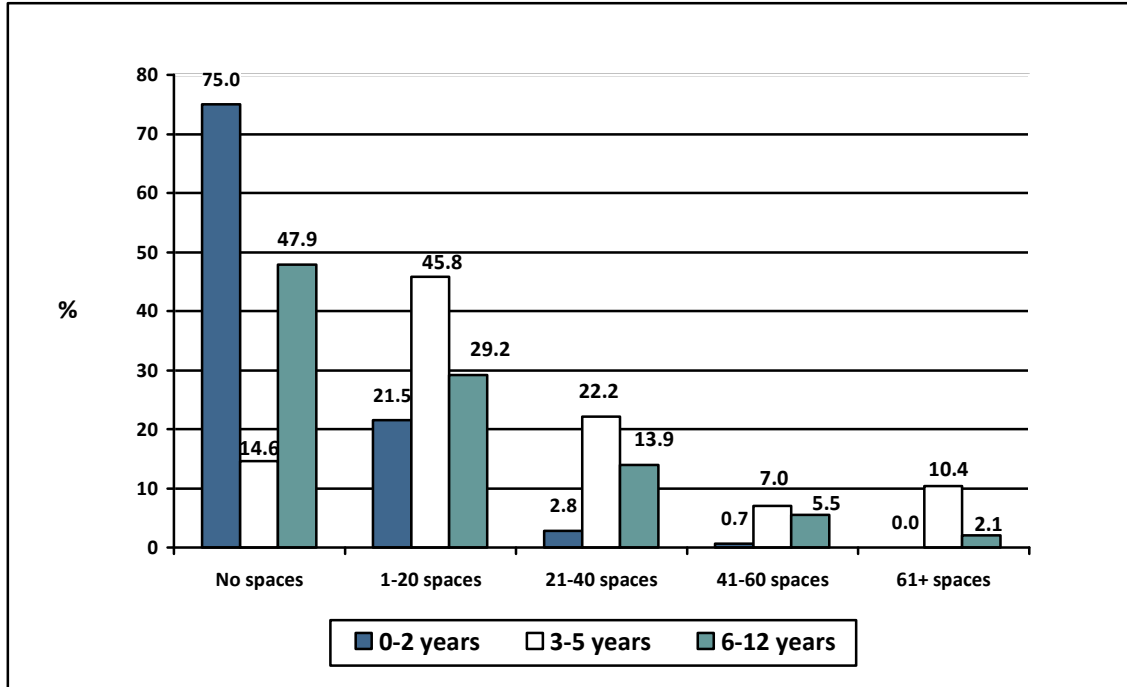
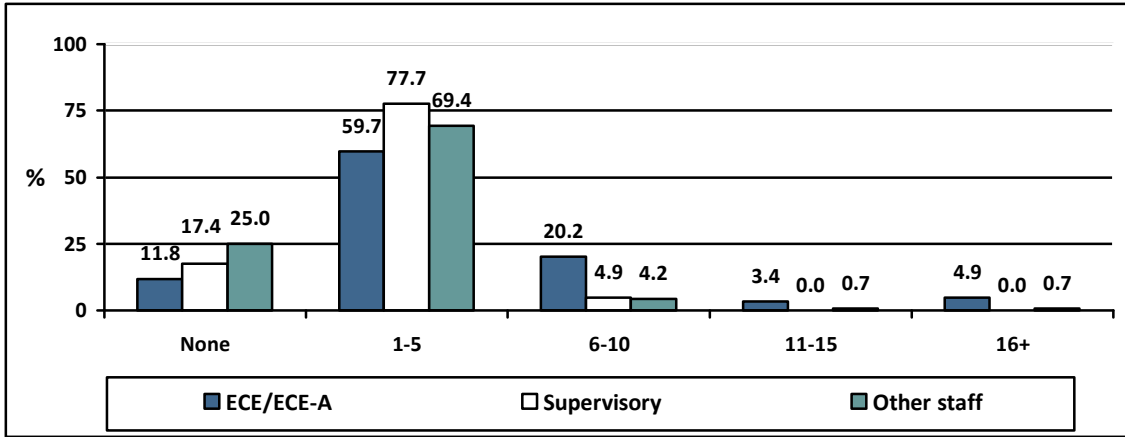N=144
Source: Employer Survey - B2

3.2.3 Number of Employees

Respondents were asked to describe the size of their staff, including:
- how many early childhood educators (ECEs) or ECE Assistants (ECE-As) they employed;
- how many supervisory staff they employed; and
- how many other staff related to the delivery of early childhood education and care (e.g. support staff) they employed.

See the chart on page 22 for details.

Number of Employees : British Columbia

N=144
Source: Employer Survey - B3.

3.2.4 Operating Budget

Respondents were asked to indicate their annual operating budget. Almost two-thirds (61.1%) of employers surveyed in British Columbia indicated that their annual operating budget was less than $250,000. About 15.3% of respondents did not wish to respond to this question.

Annual Operating Budget : British Columbia
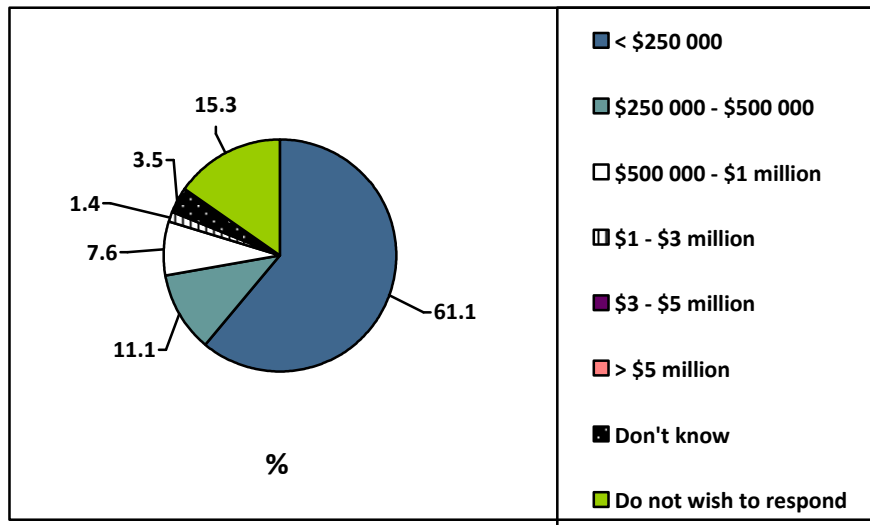
N=144
Source: Employer Survey – B4

3.3 Human Resources Issues

Employers were asked to describe the greatest challenges they faced in fulfilling the HR management role at their organization. The table below lists the five most common responses. As shown, recruitment of qualified staff (30.6%) was the most frequently noted "top of mind" issue.

Top 5 Challenges Employers Face in Fulfilling Human Resources Management Role: British Columbia

| Challenges of HR Role	Total
Recruitment of qualified staff/lack of qualified staff	30.6 %
Lack of time	13.9 %
Provision of adequate wages	6.9 %
Provision of adequate benefits	6.9 %
Retention of qualified staff/Funding issues (same frequency)	6.3 %

N=144
Source : Employer Survey – H1

3.3.1 Recruitment

Respondents were asked if they had any difficulty recruiting staff in the past 12 months. Almost two-thirds of respondents (63.2%) said that they had faced some recruiting challenges in the past year. Of the respondents who faced recruitment challenges (N=91), 61.55% indicated that ECEs were the most difficult to recruit, followed by ECE Assistants (42.9%) and supply/substitute staff (14.3%).

These employers were asked to indicate the main reasons for the recruiting challenges they faced. As shown in the chart below, the most common causes were low wages in the sector (58.2%) and an overall lack of qualified staff (35.2%).
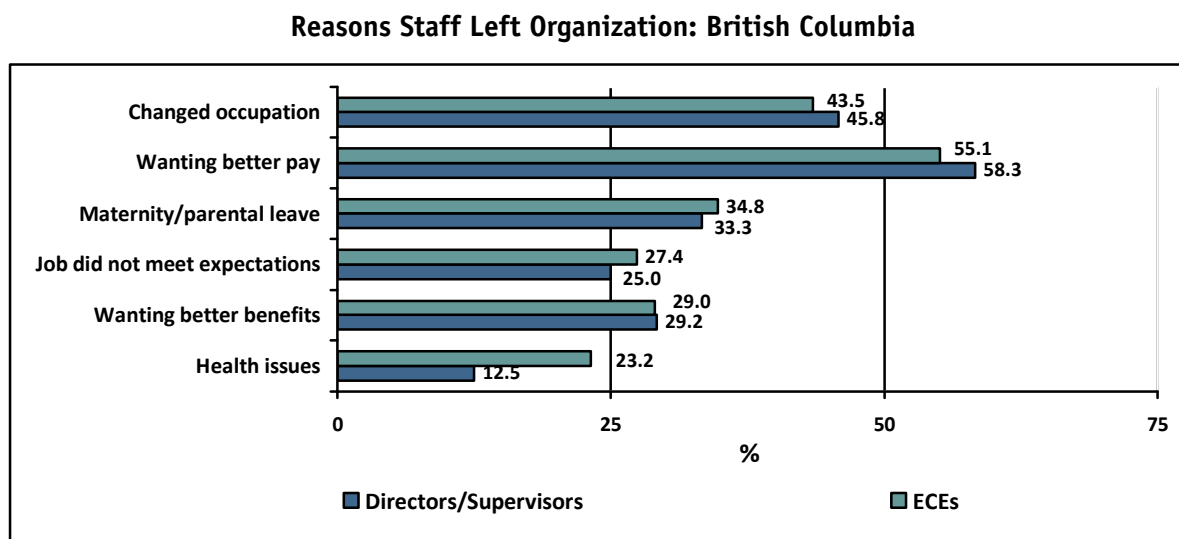
Reasons for Recruiting Challenges : British Columbia
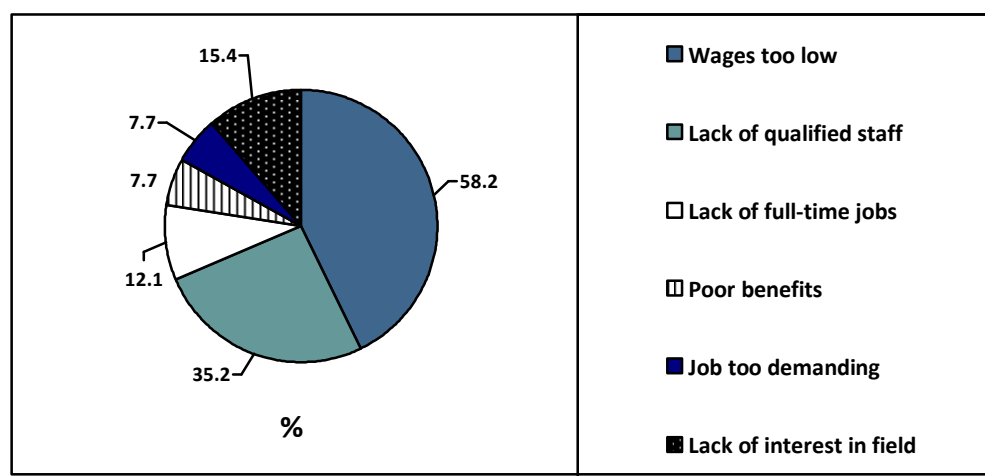
Note: Total may exceed 100% due to multiple responses.
N=91, Source: Employer Survey - D14

3.3.2 Retention

Employer survey respondents were also asked to what extent staff turnover was in issue during the last two years. Close to two-thirds of respondents (61.8%) said that turnover/retention was an issue (29.9% a major issue, 31.9% a modest issue). Almost half (48.9%) had at least one ECE leave in the past 12 months, while 16.7% had at least one director or supervisor leave within the same period. The chart below indicates the most common reasons staff left their position.

Reasons Staff Left Organization: British Columbia

Reason	ECEs	Directors/Supervisors
Changed occupation	43.5	45.8
Wanting better pay	55.1	58.3
Maternity/parental leave	34.8	33.3
Job did not meet expectations	27.4	25.0
Wanting better benefits	29.0	29.2
Health issues	23.2	12.5

Note: Total may exceed 100% due to multiple responses.
N(Directors/Supervisors)=24, N(ECEs/ECE Assistants)=7

3.3.3 HR Training and Professional Development

ECEC employers in British Columbia were asked if they had participated in any HR, management or leadership training/professional development related to their current position within the past year. Almost 70% of employers (69.4%) indicated that they had. The most commonly noted topics/types of training/professional development were:

- Management/supervisory skills (70.0%)
- Leadership skills (17.0%)
- Various other workshops (17.0%)

When asked what barriers they faced to participating in training/professional development, employers in British Columbia noted the following as the most common barriers or challenges:

- Lack of time/ability to get away (52.8%)
- Funding/cost of training (22.9%)
- Cannot be out of centre for a full day (22.2%)

All respondents in British Columbia were asked if they thought they or their management team would benefit from any training/professional development related to HR management in the next two to three years. Almost three-quarters (72.2%) of employers indicated that they would.
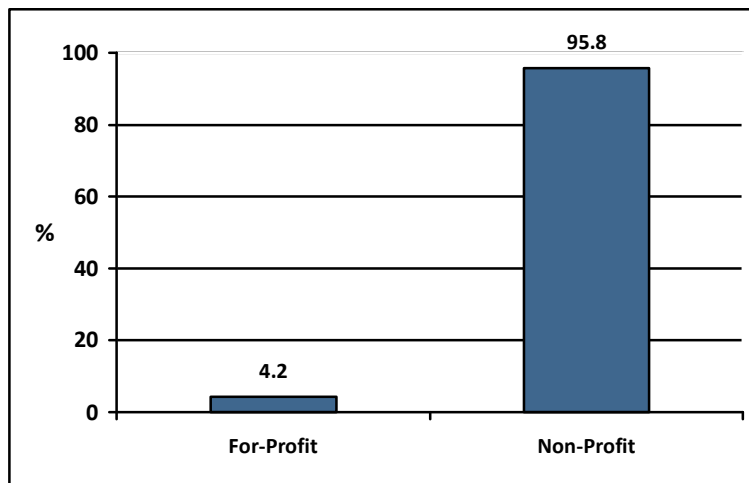
SECTION 4 : EMPLOYER SURVEY RESULTS : MANITOBA

4.1 Governance Models

In Manitoba 72 ECEC employers completed the Employer Survey[4].

Almost all employers (95.8%) indicated their organization was non-profit.

**Distribution of For-Profit and Non-Profit Organizations : Manitoba**

N=72
Source: Employer Survey - B5

Of those employers who indicated that their organization was for-profit, an equivalent amount identified as a sole proprietorship, partnership and corporation (33.3%). See the chart on page 27 for details.

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[4] 198 employers were included in the sample for surveying. See page 8 for further details.
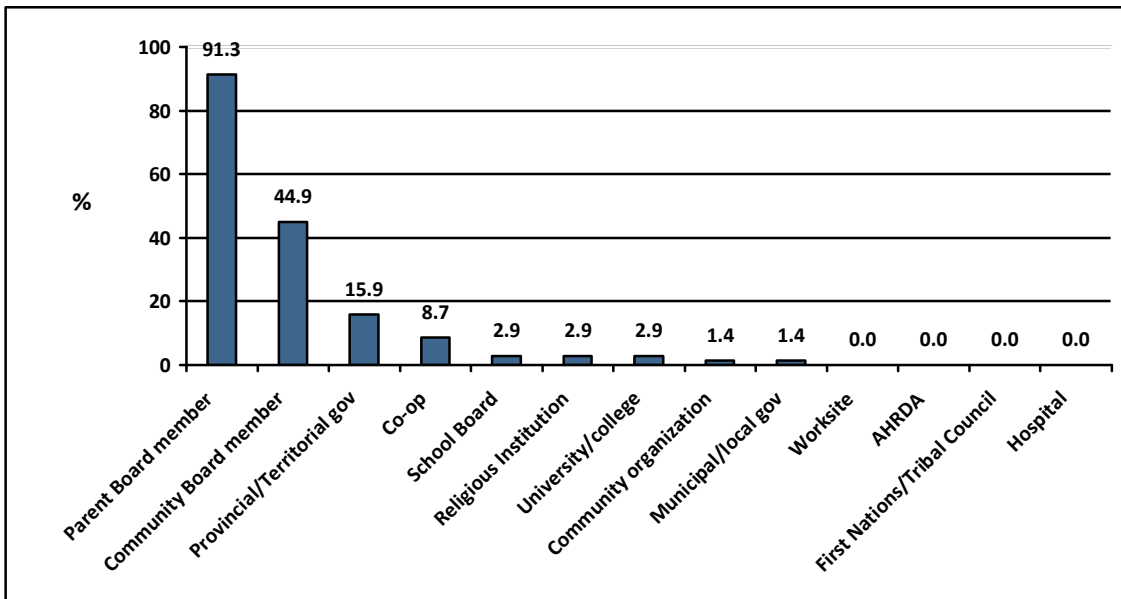
For-Profit Governance Models: Manitoba
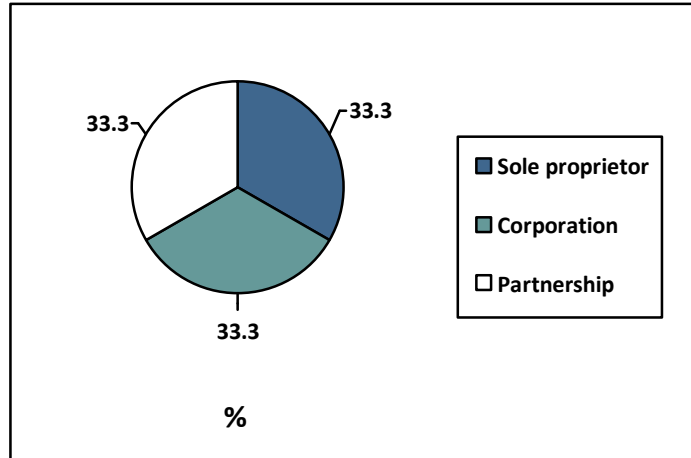
N=3
Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B6

The majority of the employers who self-identified as non-profit indicated their organization was at least partly governed by a parent board (91.3%). Almost half (44.9%) of all respondents also indicated they were governed by a community board. Respondents had the option of choosing as many categories as necessary, thus the categories presented below are not mutually exclusive.

Non-Profit Governance Models : Manitoba

Note: *AHRDA – Aboriginal Human Resources Development Agreement*
N=69   Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B7

The chart below details the distribution of the governance model groups within Manitoba, as indicated by Employer Survey respondents. See Section 1.3.1 for a description of each group.

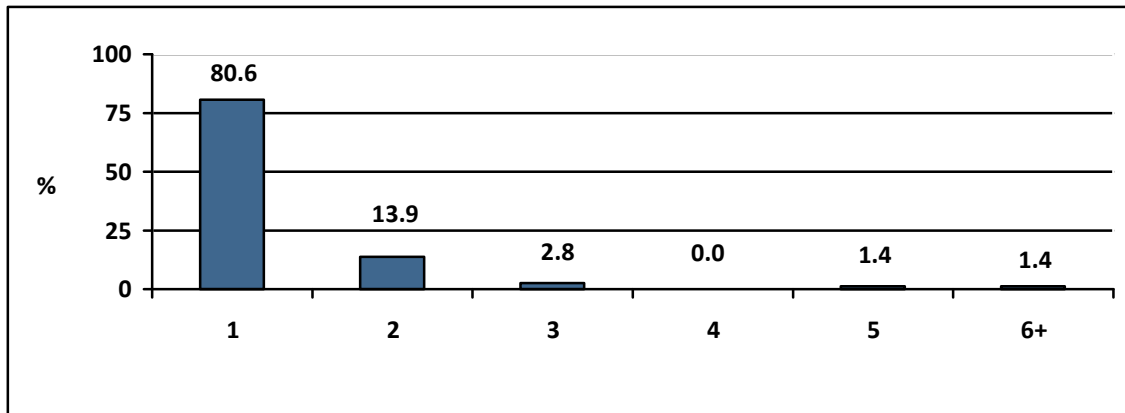## Distribution of Governance Models : Manitoba
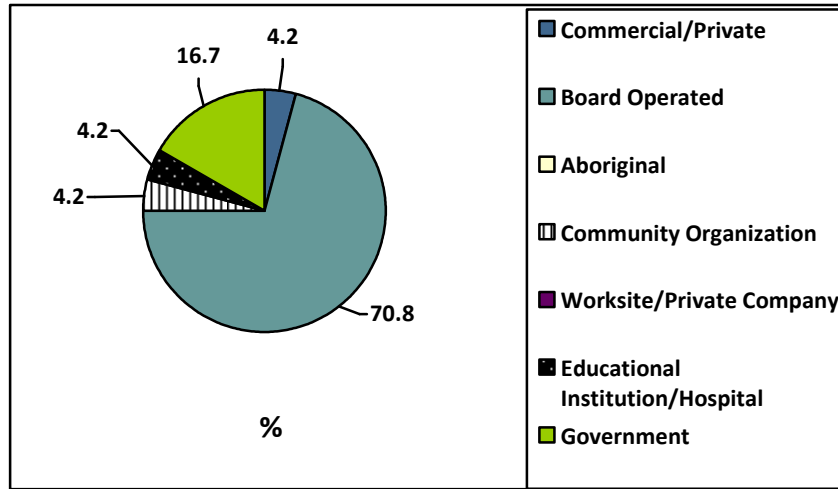
N=72

4.2 Employer Size

4.2.1 Number of Locations

The majority (80.6%) of employers surveyed in Manitoba were responsible for one ECEC location.

Average Number of ECEC Locations Under Employers' Responsibility: Manitoba
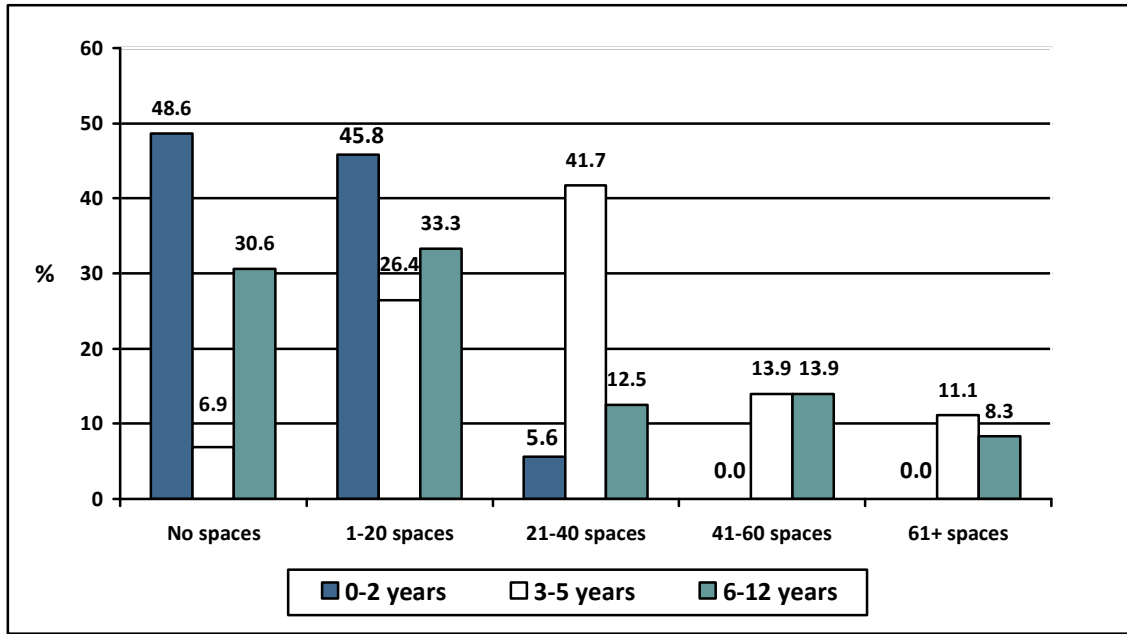

N=72
Source: Employer Survey - B1

4.2.2 Number of Licensed Spaces

Respondents were asked how many licensed spaces they maintained across all locations under their responsibility. This includes all full-time, part-time and extended care spaces.

Number of Licensed Spaces Under Employers' Responsibility Across All Locations: Manitoba


N=72
Source: Employer Survey - B2

4.2.3 Number of Employees

Respondents were asked to describe the size of their staff, by detailing:
- how many early childhood educators (ECEs) or ECE Assistants (ECE-As) they employed;
- how many supervisory staff they employed; and
- how many other staff related to the delivery of early childhood education and care (e.g. support staff) they employed.

See the chart on page 30 for details.
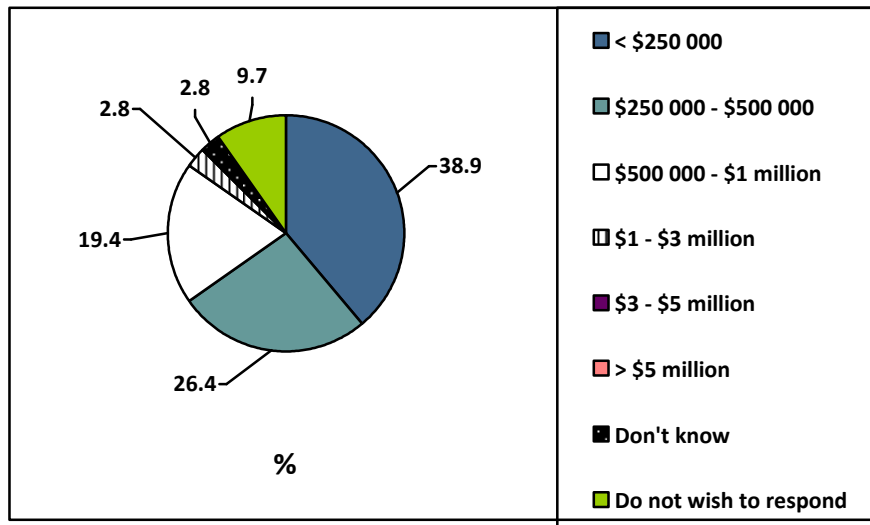
Number of Employees : Manitoba
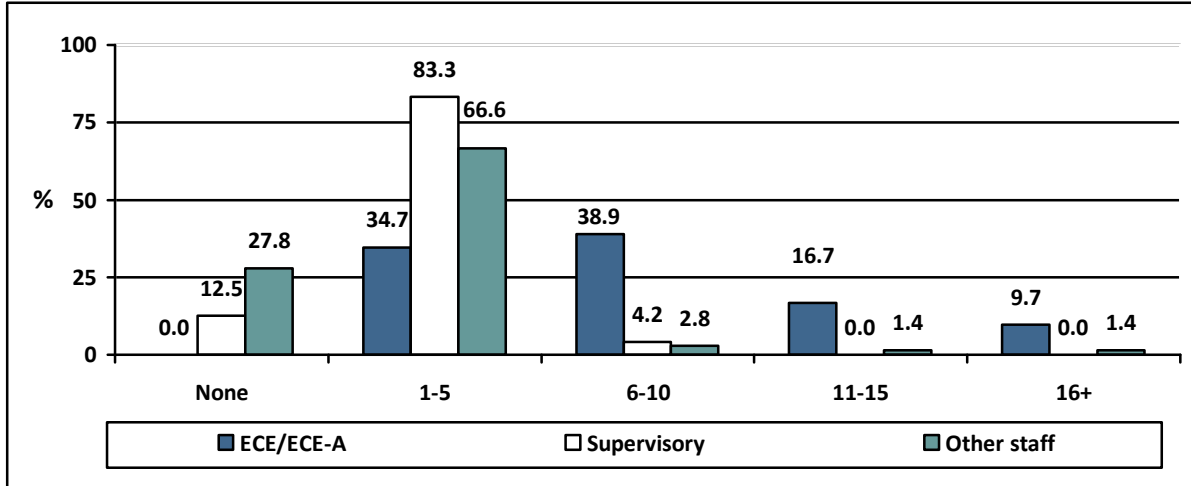
N=72
Source: Employer Survey - B3.

4.2.4 Operating Budget

Respondents were asked to indicate their annual operating budget. About one-third (38.9%) indicated that their budget was less than $250,000. About 9.7% of respondents did not wish to respond to this question.

Annual Operating Budget : Manitoba

N=72
Source: Employer Survey – B4

4.3 Human Resources Issues

Employers were asked to describe the greatest challenges they faced in fulfilling the HR management role at their organization. The table below lists the five most common responses. As shown, recruitment of qualified (45.8%) staff was the most frequently noted "top of mind" issue.

Top 5 Challenges Employers Face in Fulfilling Human Resources Management Role: Manitoba

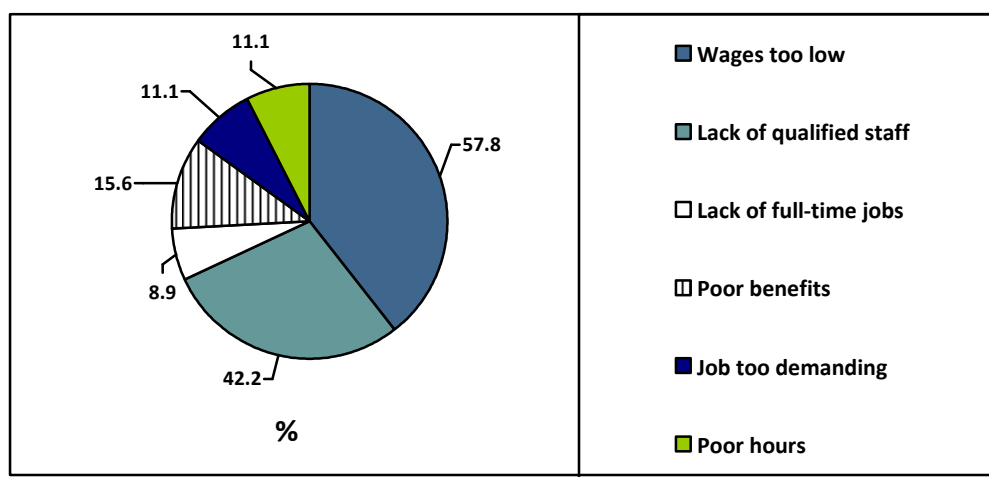| Challenges of HR Role	Total
Recruitment of qualified staff/lack of qualified staff	45.8 %
Lack of time	20.8 %
Provision of adequate wages	12.5 %
Funding issues	9.7 %
Retention of qualified staff/Finding supply staff/Lack of committed staff/ (same frequency)	6.9 %

N=72
Source : Employer Survey – H1

4.3.1 Recruitment

Respondents were asked if they had any difficulty recruiting staff in the past 12 months. Almost two-thirds of respondents (62.5%) said that they had faced recruiting challenges in the past year. Of the respondents who faced recruitment challenges (N=45), 88.9% indicated that ECEs were the most difficult to recruit, followed by ECE Assistants (57.8%) and Directors/Supervisors(15.6%).

These employers were asked to indicate the main reasons for the recruiting challenges they faced. As shown in the chart below, the most common causes were low wages in the sector (57.8%) and an overall lack of qualified staff (42.2%).

Reasons for Recruiting Challenges : Manitoba

Legend:
- Wages too low
- Lack of qualified staff
- Lack of full-time jobs
- Poor benefits
- Job too demanding
- Poor hours

Pie chart values: 57.8, 42.2, 8.9, 15.6, 11.1, 11.1

Note: Total may exceed 100% due to multiple responses.
N=45, Source: Employer Survey - D14

4.3.2 Retention

Employer survey respondents were also asked to what extent staff turnover (including maternity/paternal leave) was in issue during the last two years. Over two-thirds of respondents (68.1%) said that turnover/retention was an issue (38.9% a major issue, 29.2% a modest issue). Almost one-quarter of employers (23.6%) had at least one director or supervisor leave within the past year and 42.7% had at least one ECE leave. The chart below indicates the most common reasons staff left their positions.

Reasons Staff Left Organization: Manitoba

	Directors/Supervisors	ECEs
Changed occupation	35.3	44.2
Wanting better pay	41.2	55.8
Maternity/parental leave	35.3	48.1
Job did not meet expectations	17.6	15.4
Health issues	23.5	17.3
Wanting better benefits	11.8	30.8
Were of retirement age	17.6	7.7

Note: Total may exceed 100% due to multiple responses.
N(Directors/Supervisors)=17, N(ECEs/ECE Assistants)=31

4.3.3 HR Training and Professional Development

ECEC employers in Manitoba were asked if they had participated in any HR, management or leadership training/professional development related to their current position within the past year. The majority of employers (84.7%) indicated that they had. The most commonly noted topics/types of training/professional development were:

- Management/supervisory skills (82.0%)
- Leadership skills (24.6%)
- Non-specific HR training (9.8%)

When asked what barriers they faced to participating in training/professional development, employers in Manitoba noted the following as the most common barriers or challenges:

- Lack of time/ability to get away (50.0%)
- Funding/cost of training (31.9%)
- Cannot be out of centre for a full day (20.8%)

All respondents in Manitoba were asked if they thought they or their management team would benefit from any training/professional development related to HR management in the next two to three years. The majority of employers in (87.5%) indicated that they would.
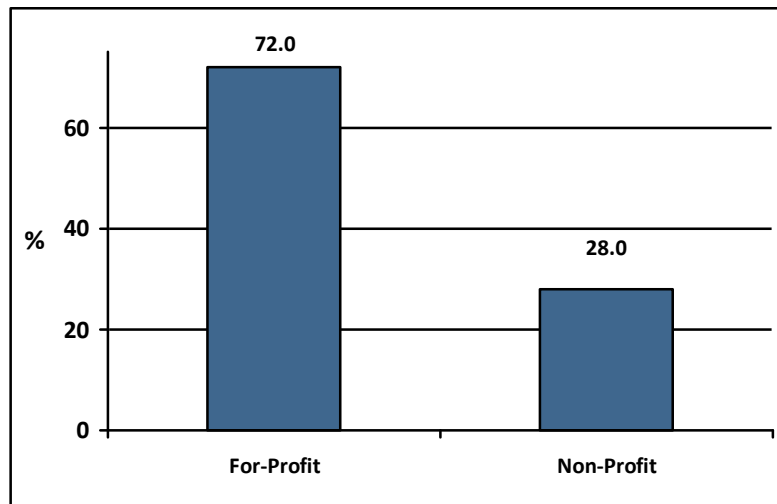
SECTION 5 : EMPLOYER SURVEY RESULTS : NEW BRUNSWICK

5.1 Governance Models

In New Brunswick, 25 ECEC employers completed the Employer Survey[5].

Almost three-quarters of respondents (72.0%) indicated that their organization was for-profit.

**Distribution of For-Profit and Non-Profit Organizations : New Brunswick**

N=25
Source: Employer Survey - B5

Of those employers who indicated that their organization was for-profit, the greatest proportion (77.8%) identified as a sole proprietorship. See the chart on page 35 for details.

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[5] 140 employers were included in the sample for surveying. See page 8 for further details.

For-Profit Governance Models: New Brunswick
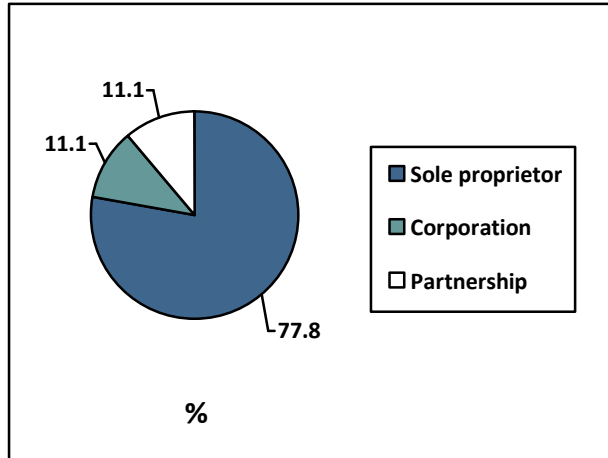
N=18
Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B6

The majority of employers who self-identified as non-profit indicated that their organization was at least partly governed by a parent board (71.4%) or community board (57.1%). Respondents had the option of choosing as many categories as necessary, thus the categories presented below are not mutually exclusive.

Non-Profit Governance Models : New Brunswick
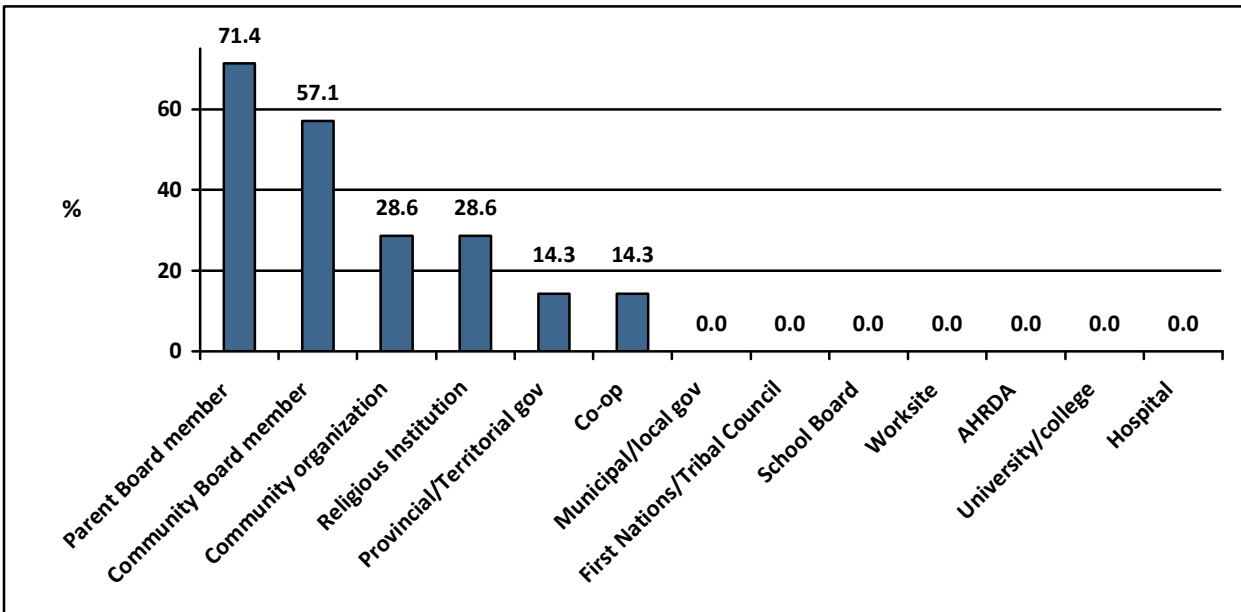
Note: *AHRDA – Aboriginal Human Resources Development Agreement*
N=7   Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B7

The chart below details the distribution of the governance model groups within New Brunswick, as indicated by Employer Survey respondents. See Section 1.3.1 for a description of each group.

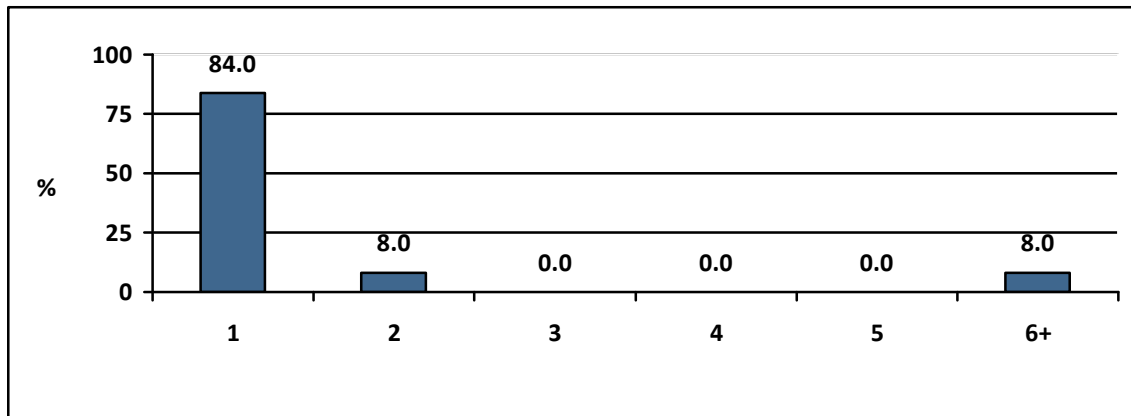**Distribution of Governance Models : New Brunswick**
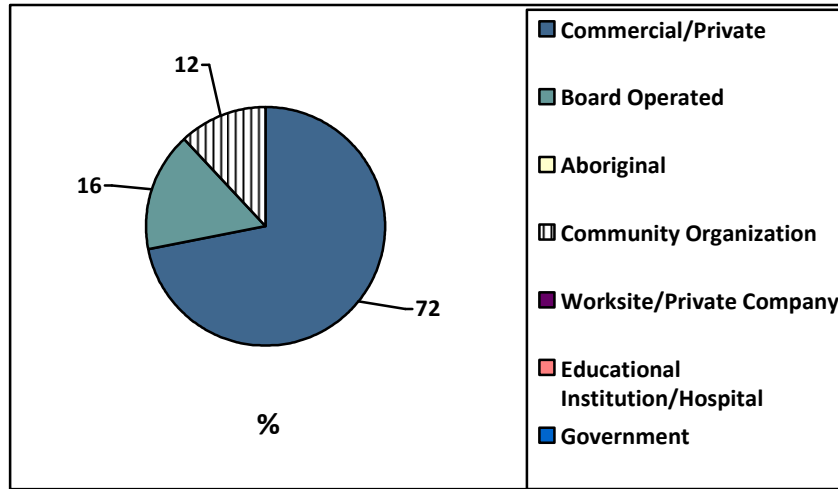
N=25

5.2 Employer Size

5.2.1 Number of Locations

The vast majority (84.0%) of employers surveyed in New Brunswick were responsible for one ECEC location.

Average Number of ECEC Locations Under Employers' Responsibility: New Brunswick

N=25
Source: Employer Survey - B1

5.2.2 Number of Licensed Spaces

Respondents were asked how many licensed spaces they maintained across all locations under their responsibility. This includes all full-time, part-time and extended care spaces.

Number of Licensed Spaces Under Employers' Responsibility Across All Locations: New Brunswick
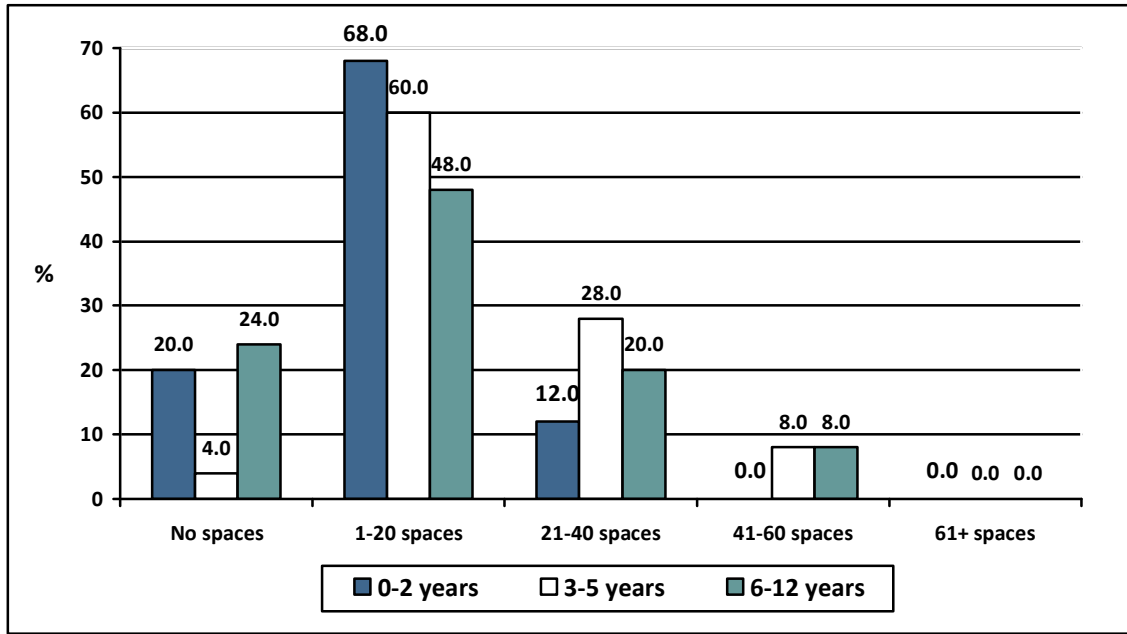

N=25
Source: Employer Survey - B2

5.2.3 Number of Employees

Respondents were asked to describe the size of their staff, by detailing:
• how many early childhood educators (ECEs) or ECE Assistants (ECE-As) they employed;
• how many supervisory staff they employed; and
• how many other staff related to the delivery of early childhood education and care (e.g. support staff) they employed.

See the chart on page 38 for details.
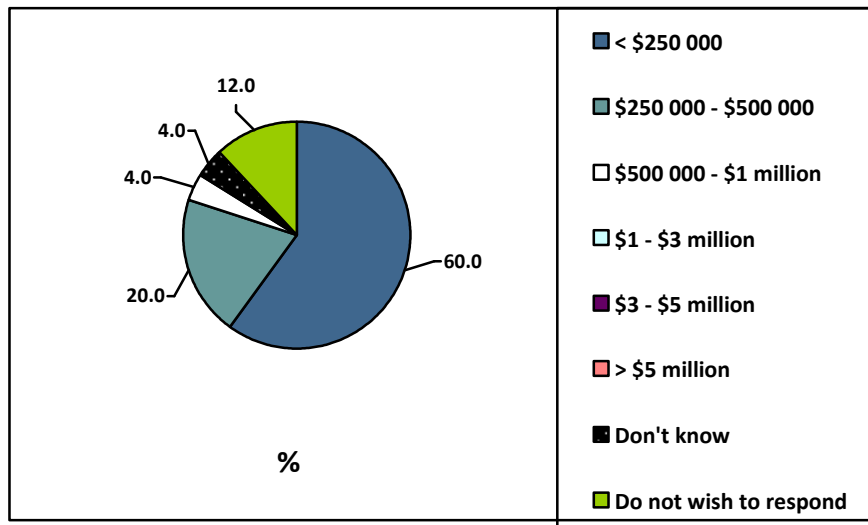
Number of Employees : New Brunswick
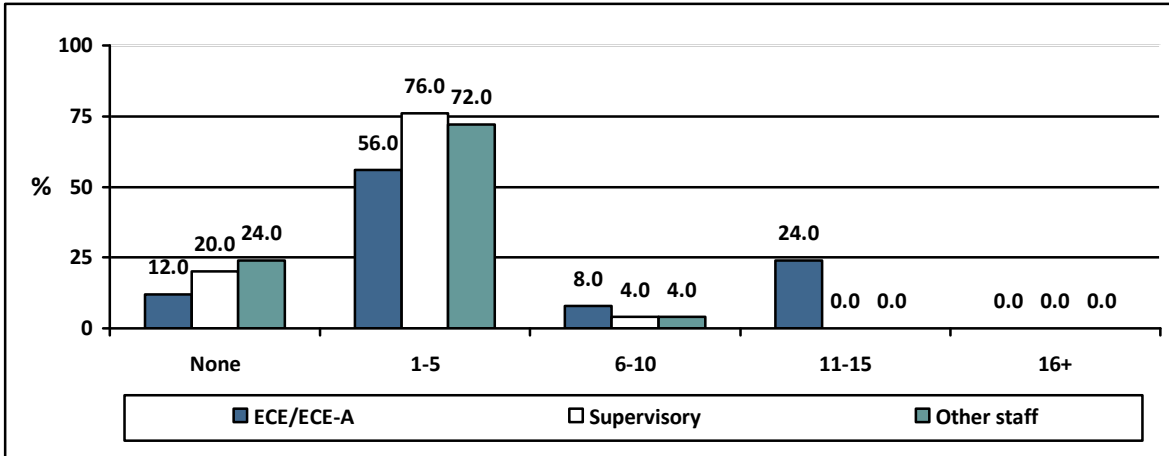
N=25
Source: Employer Survey - B3.

5.2.4 Operating Budget

Respondents were asked to indicate their annual operating budget. Most employers surveyed (60.0%) indicated that their annual operating budget was less than $250,000. 12% of respondents did not wish to respond to this question.

Annual Operating Budget : New Brunswick

N=25
Source: Employer Survey – B4

5.3 Human Resources Issues

Employers were asked to identify the greatest challenges they faced in fulfilling the HR management role at their organization. The table below lists the five most common responses. As shown, recruitment of qualified staff (32.0%) was the most frequently noted "top of mind" issue.

Top 5 Challenges Employers Face in Fulfilling Human Resources Management Role:
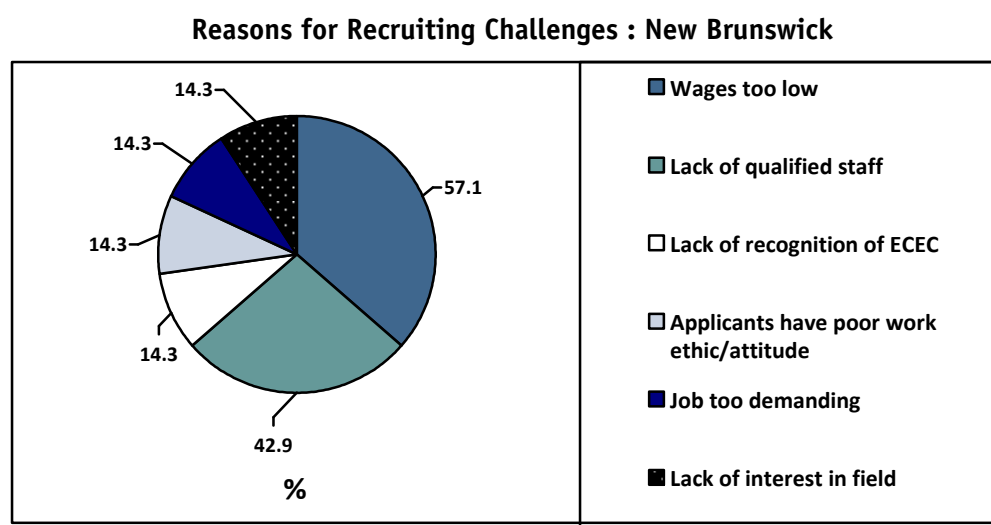**New Brunswick**

Challenges of HR Role	Total
Recruitment of qualified staff/lack of qualified staff	32.0 %
Retention of qualified staff	12.0 %
Provision of adequate wages	12.0 %
Lack of time	8.0 %
Funding issues	8.0 %

N=25
Source : Employer Survey – H1

5.3.1 Recruitment

Respondents were specifically asked if they had any difficulty recruiting staff in the past 12 months. About 28.0% said that they had faced some recruiting challenges over the past year. Of the respondents who faced recruitment challenges (N=7), 100% indicated that ECEs were the most difficult to recruit.

These employers were asked what they felt were the main reasons for the recruiting challenges they faced. As shown in the chart below, the most common causes were low wages in the sector (57.1%) and an overall lack of qualified staff (42.9%).

Reasons for Recruiting Challenges : New Brunswick

Note: Total may exceed 100% due to multiple responses.
N=7, Source: Employer Survey - D14

5.3.2 Retention

Employer survey respondents in New Brunswick were also asked to what extent staff turnover was in issue during the last two years. Less than half of the respondents (44.0%) said that turnover/retention was an issue (8.0% a major issue, 36.0% a modest issue). About one-third of employers surveyed (32.2)% had at least one ECE leave in the past 12 months, while 0.0% had a director or supervisor leave within the same period. The chart below details the most common reasons staff left their position.

Reasons Staff Left Organization: New Brunswick
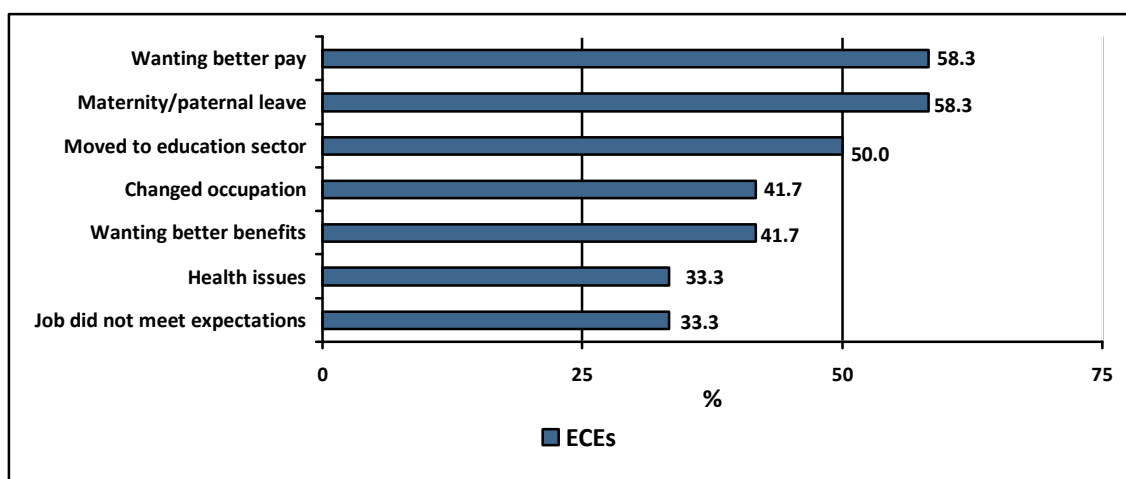
Note: Total may exceed 100% due to multiple responses.
N=8

5.3.3 HR Training and Professional Development

ECEC employers in New Brunswick were asked if they had participated in any HR, management or leadership training/professional development related to their current position within the past year. About three-quarters (76.0%) indicated that they had. The most commonly noted topics/types of training/professional development were:

- Management/supervisory skills (73.7%)
- Leadership skills (15.8%)
- Non-specified HR training (10.5%)
- ECE training (10.5%)

All employers (N=25) in New Brunswick were asked what barriers they faced to participating in training/professional development. The most common barriers or challenges included:

- Lack of time/ability to get away (52.0%)
- Funding/cost of training (20.0%)
- Location/training not offered locally (20.0%)

All respondents in New Brunswick were asked if they thought they or their management team would benefit from any training/professional related to HR management in the next two to three years. Three-quarters (76.0%) of employers indicated that they would.
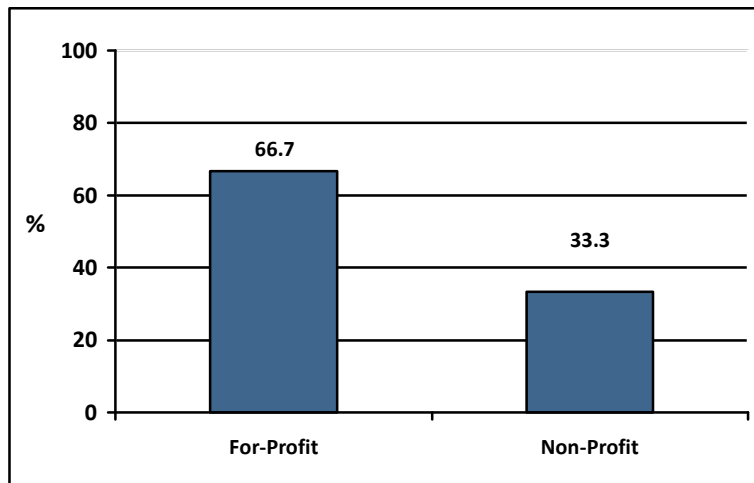
SECTION 6 : EMPLOYER SURVEY RESULTS : NEWFOUNDLAND AND LABRADOR

6.1 Governance Models

In Newfoundland & Labrador, 12 ECEC employers completed the Employer Survey[6].

Two-thirds of employers surveyed (66.7%) indicated their organization was for-profit.

**Distribution of For-Profit and Non-Profit Organizations : Newfoundland and Labrador**

N=12
Source: Employer Survey - B5

Of those employers who indicated that their organization was for-profit, an equivalent amount identified themselves as a sole proprietorship and corporation (37.5%), with the remaining 25.0% self-identifying as a partnership. See the chart on page 43 for details.

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[6] 43 employers were included in the sample for surveying. See page 8 for further details.
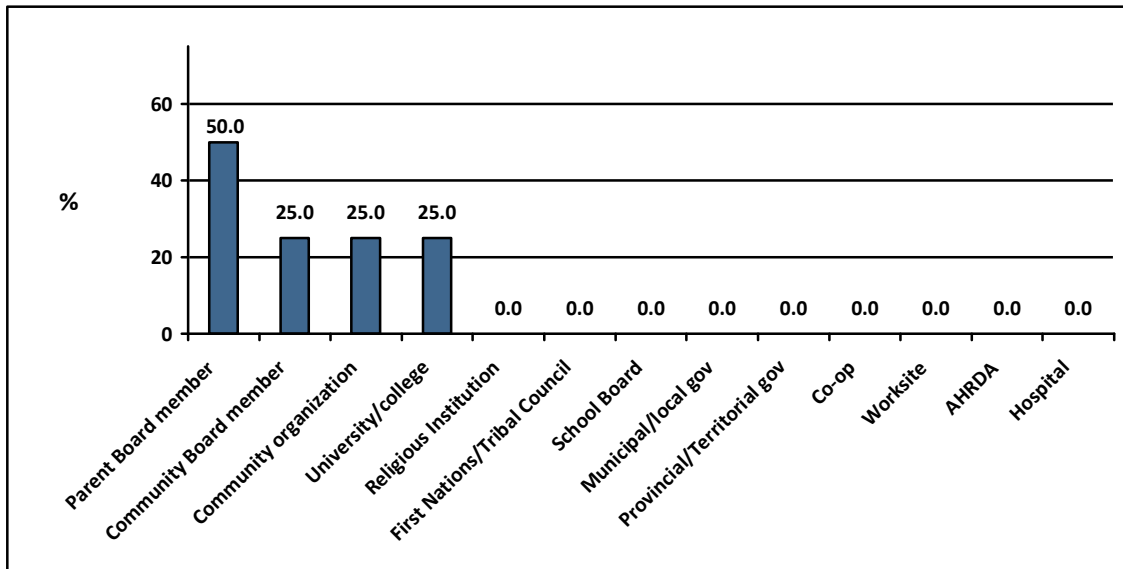
For-Profit Governance Models: Newfoundland and Labrador
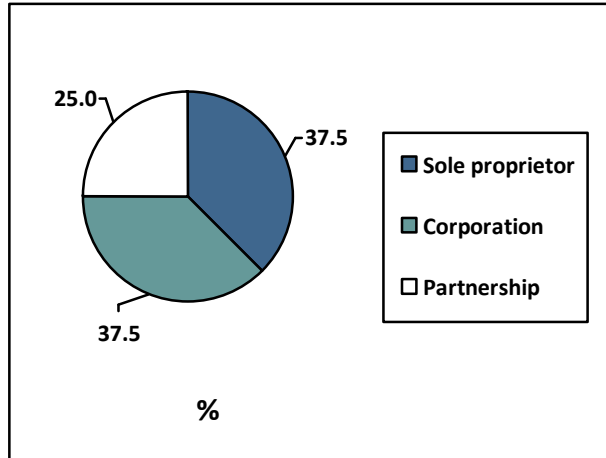
N=8
Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B6

Half of all of the employers who self-identified as non-profit indicated that their organization was at least partly governed by a parent board (50.0%). One quarter (25.0%) of all respondents also indicated they were governed by a community board. Respondents had the option of choosing as many categories as necessary, thus the categories presented below are not mutually exclusive.
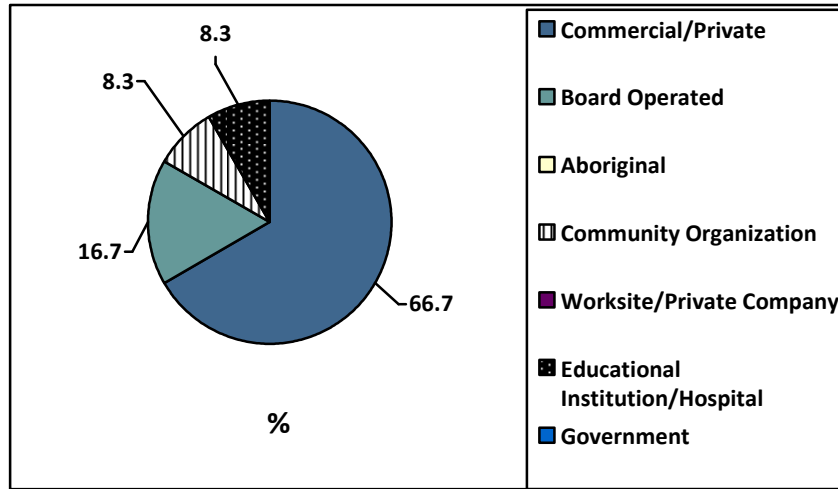
Non-Profit Governance Models : Newfoundland and Labrador

Note: *AHRDA – Aboriginal Human Resources Development Agreement*
N=4   Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B7

The chart below details the distribution of the governance model groups within Newfoundland and Labrador, as indicated by Employer Survey respondents. See Section 1.3.1 for a description of each group.

**Distribution of Governance Models : Newfoundland and Labrador**

Legend:
- Commercial/Private
- Board Operated
- Aboriginal
- Community Organization
- Worksite/Private Company
- Educational Institution/Hospital
- Government

N=12

6.2 Employer Size

6.2.1 Number of Locations

Half (50.0%) of employers surveyed in Newfoundland and Labrador were responsible for one ECEC location. Most of the remaining respondents (41.7%) were responsible for two locations.

**Average Number of ECEC Locations Under Employers' Responsibility: Newfoundland and Labrador**
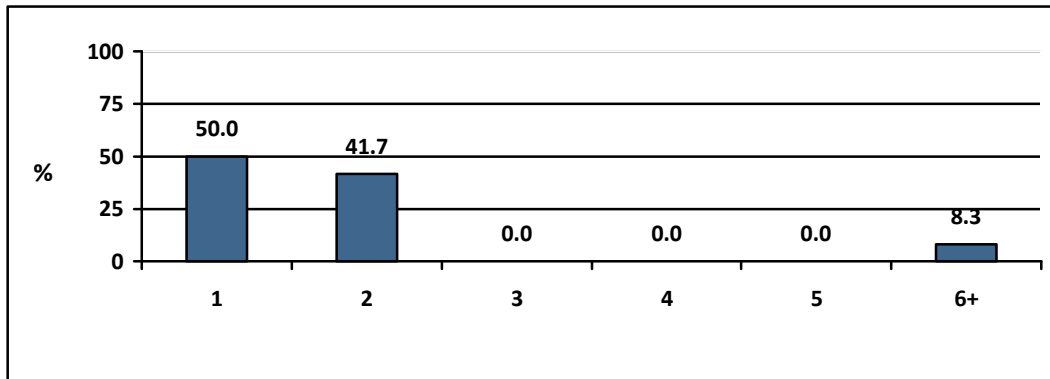
N=12
Source: Employer Survey - B1

6.2.2 Number of Licensed Spaces

Respondents were asked how many licensed spaces they maintained across all locations under their responsibility. This includes all full-time, part-time and extended care spaces.

Number of Licensed Spaces Under Employers' Responsibility Across All Locations: Newfoundland and Labrador
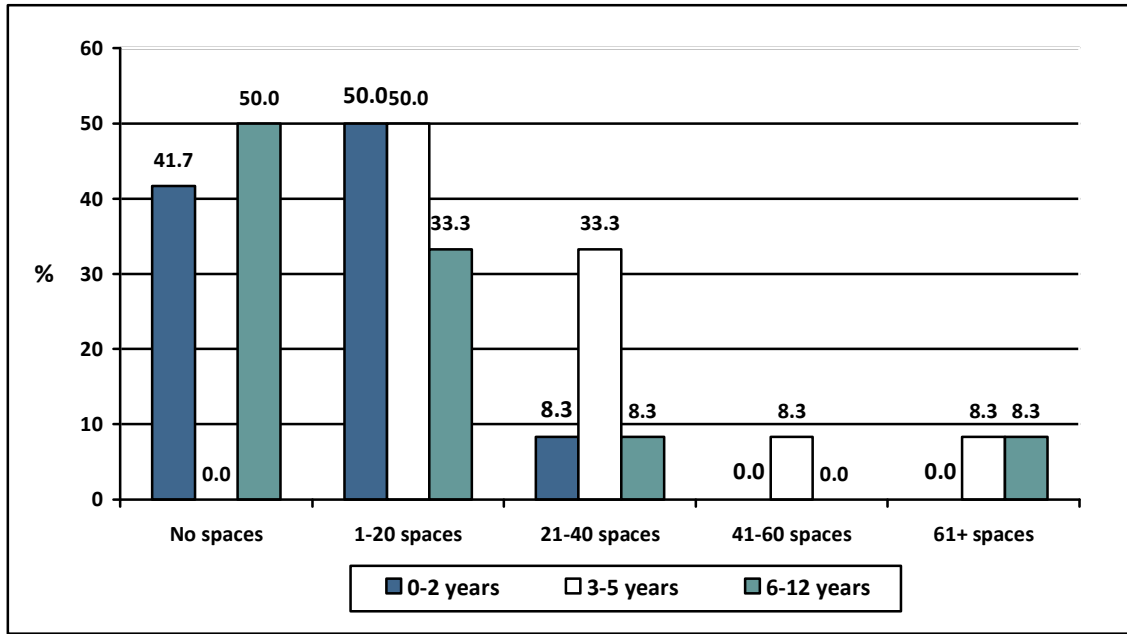

N=12
Source: Employer Survey - B2

6.2.3 Number of Employees

Respondents were asked to describe the size of their staff, by detailing:
- how many early childhood educators (ECEs) or ECE Assistants (ECE-As) they employed;
- how many supervisory staff they employed; and
- how many other staff related to the delivery of early childhood education and care (e.g. support staff) they employed.

See the chart on page 46 for details.

**Number of Employees : Newfoundland and Labrador**
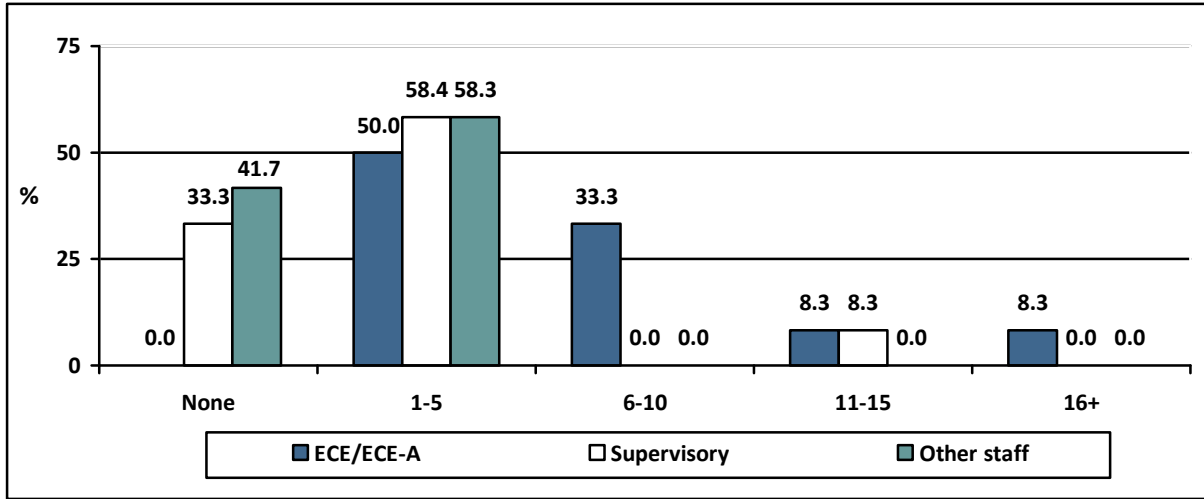
N=12
Source: Employer Survey - B3.

6.2.4 Operating Budget

Respondents were asked to indicate their annual operating budget. Half of the employers surveyed in Newfoundland and Labrador (50.0%) indicated that their annual operating budget was less than $250,000. A significant proportion (33.3%) of respondents did not want to respond to this question.

Annual Operating Budget : Newfoundland and Labrador
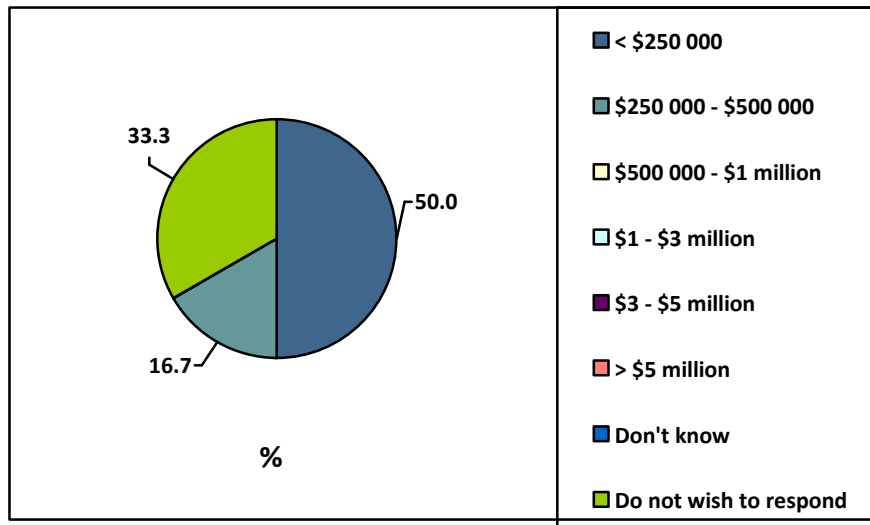
N=12
Source: Employer Survey – B4

6.3 Human Resources Issues

Employers were asked to indicate the greatest challenges they faced in fulfilling the HR management role at their organization. The table below lists the five most common responses. As shown, recruitment of qualified staff (50.0%) was the most frequently noted "top of mind" issue.

Top 5 Challenges Employers Face in Fulfilling Human Resources Management Role: Newfoundland and Labrador

| Challenges of HR Role	Total
Recruitment of qualified staff/lack of qualified staff	50.0 %
Finding on-call/substitution staff	16.7 %
Maintaining relationships/teamwork	8.3 %
Funding issues	8.3 %
Retention of qualified staff	8.3 %

N=12
Source : Employer Survey – H1

6.3.1 Recruitment

Respondents were asked if they had any difficulty recruiting staff in the past 12 months.   Almost 60% of respondents (58.3%) said that they had faced some recruiting challenges in the past year. Of the respondents who faced recruitment challenges, 85.7% indicated that ECEs were the most difficult to recruit, followed by Directors/Supervisors (57.1%) and ECE Assistants (28.6%).

These employers were asked what they felt were the main reasons for the recruiting challenges they faced. All employers (100.0%) felt low wages in the sector were the key cause. See the chart on page 48 for details.

**Reasons for Recruiting Challenges : Newfoundland and Labrador**
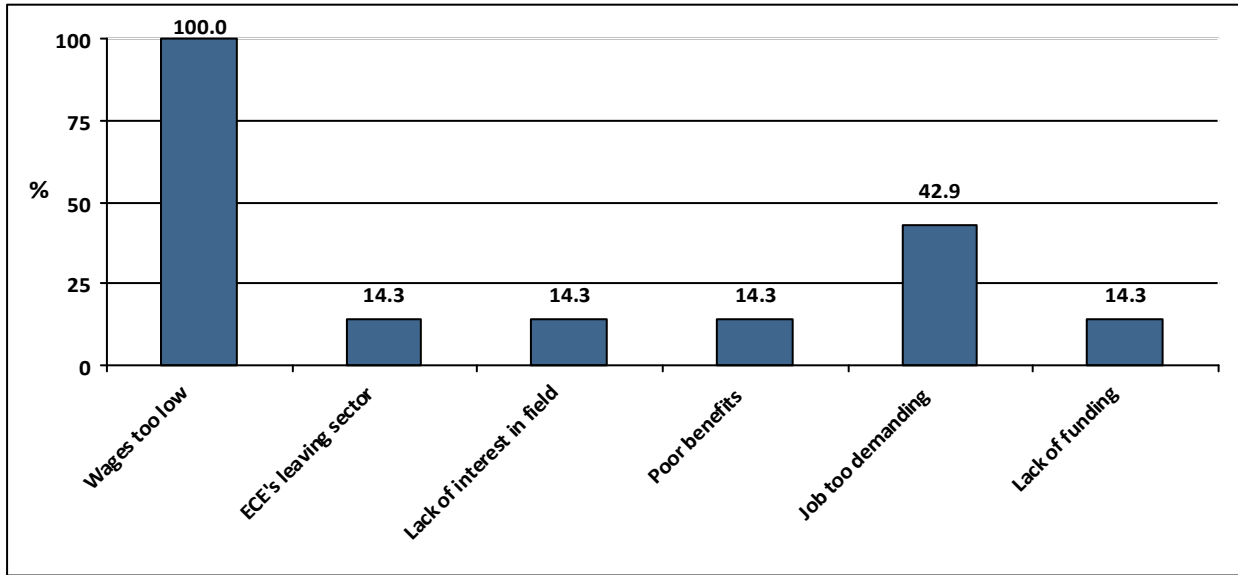
Note: Total may exceed 100% due to multiple responses.
N=7, Source: Employer Survey - D14

6.3.2 Retention

Employer survey respondents were also asked to what extent staff turnover was an issue during the last two years. Just under 60% of respondents (58.3%) said that turnover/retention was an issue (33.3% a major issue, 25.0% a modest issue). 58.3% of employers had had at least one ECE leave, while 41.7% had at least one director or supervisor leave during the same period. The chart below indicates the most common reasons staff left their position.

Reasons Staff Left Organization: Newfoundland and Labrador
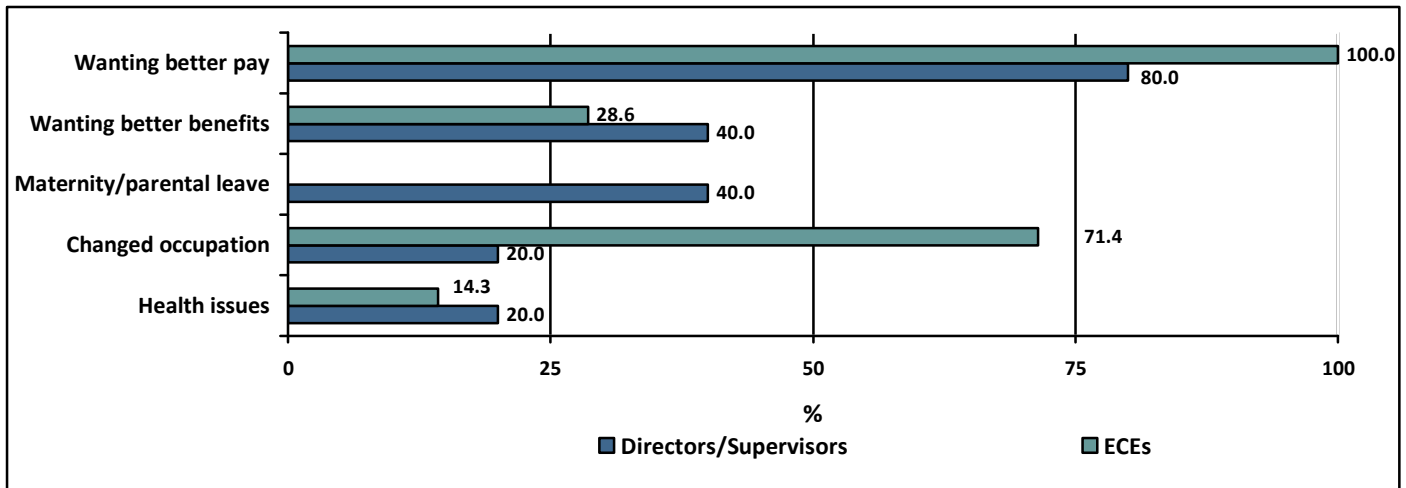
Note: Total may exceed 100% due to multiple responses.
N(Directors/Supervisors)=5 N(ECEs/ECE Assistants)=7

6.3.3 HR Training and Professional Development

ECEC employers in Newfoundland and Labrador were asked if they had participated in any HR, management or leadership training/professional development related to their current position within the past year. Three-quarters of employers (75.0%) indicated that they had. The most commonly noted types of training/PD were:

- Management/supervisory skills (33.3%)

All employer respondents (N=12) were asked what barriers they faced to participating in training/professional development. The most common barriers or challenges included:

- Lack of time/ability to get away (41.7%)
- Funding/cost of training (33.3%)
- Cannot be out of centre for a full day (25.0%)

All employers in Newfoundland and Labrador were asked if they thought they or their management team would benefit from any training/professional development related to HR management in the next two to three years. The majority of employers (75.0%) indicated that they would.
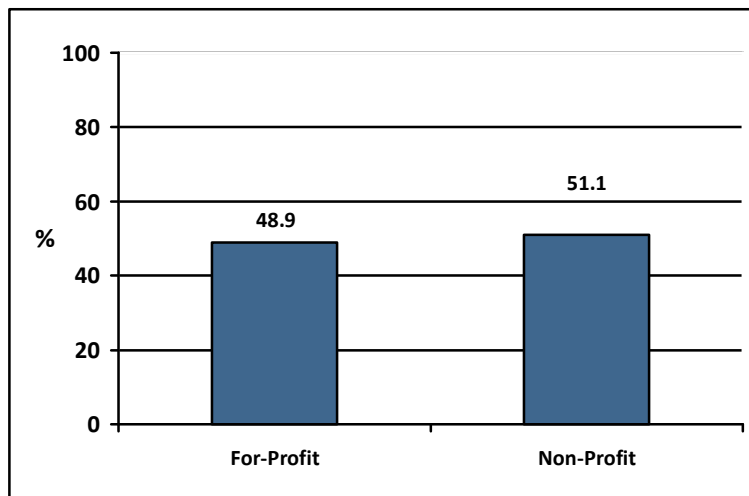
SECTION 7 : EMPLOYER SURVEY RESULTS : NOVA SCOTIA

7.1 Governance Models

In Nova Scotia, 47 ECEC Employers completed the Employer Survey[7].

About half of employers surveyed indicated their organization was non-profit (51.1%), while 48.9% indicated that their organization was for-profit.

**Distribution of For-Profit and Non-Profit Organizations : Nova Scotia**

N=47
Source: Employer Survey - B5

Of those employers who indicated that their organization was for-profit, almost all self-identified as a sole proprietorship (91.3%). See the chart on page 51 for details.

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[7] 137 employers were included in the sample for surveying. See page 8 for further details.
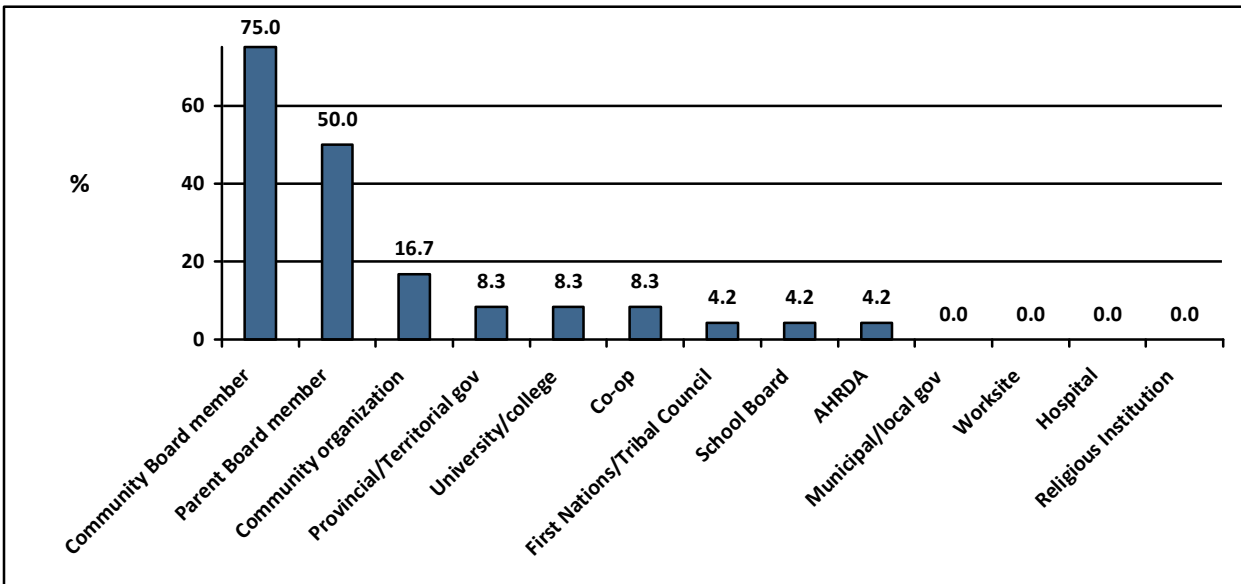
For-Profit Governance Models: Nova Scotia
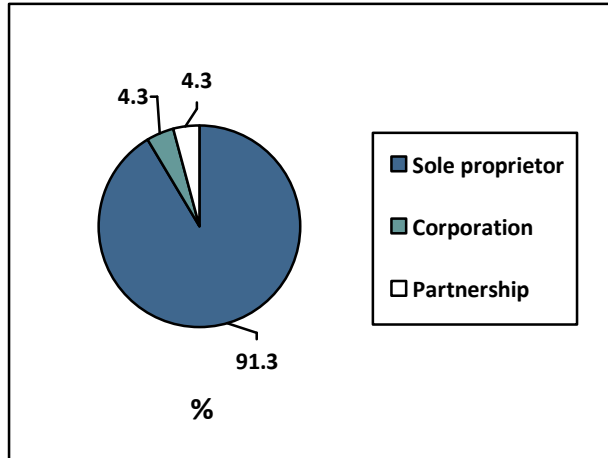
N=23
Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B6

The majority of employers who self-identified as non-profit indicated their organization was at least partly governed by a community board (75.0%) or parent board (50.0%). Respondents had the option of choosing as many categories as necessary, thus the categories presented below are not mutually exclusive.

Non-Profit Governance Models : Nova Scotia

Note: *AHRDA – Aboriginal Human Resources Development Agreement*
N=24   Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B7

The chart below details the distribution of the governance model groups within Nova Scotia. See Section 1.3.1 for a description of each group.

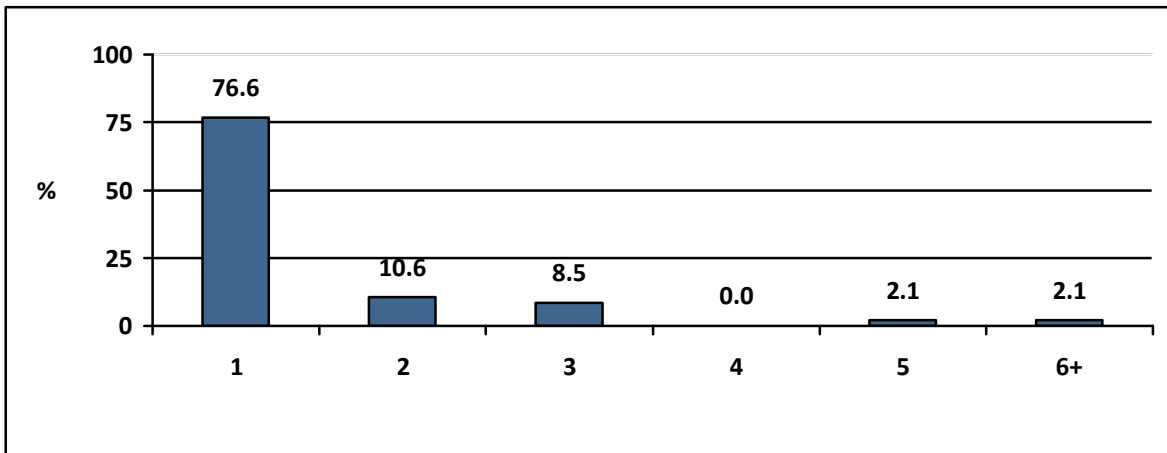**Distribution of Governance Models : Nova Scotia**
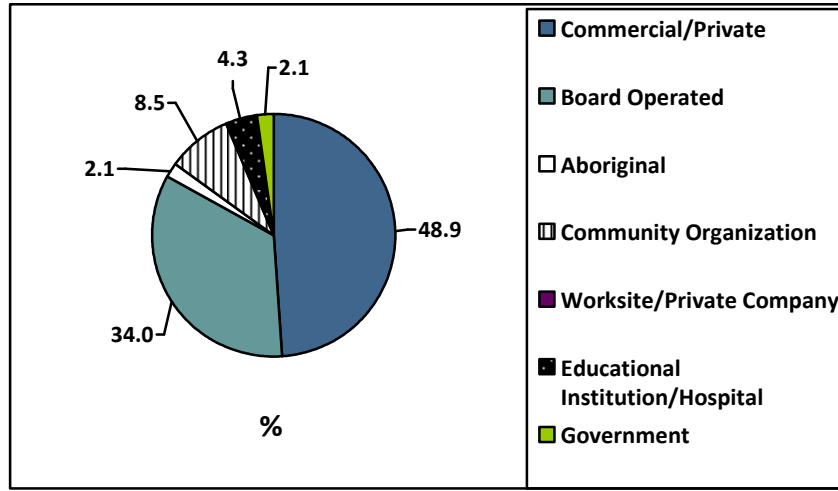
N=47

7.2 Employer Size

7.2.1 Number of Locations

Three-quarters (76.6%) of employers surveyed in Nova Scotia were responsible for one ECEC location.

**Average Number of ECEC Locations Under Employers' Responsibility: Nova Scotia**

N=47
Source: Employer Survey - B1

7.2.2 Number of Licensed Spaces

Respondents were asked how many licensed spaces they maintained across all locations under their responsibility. This includes all full-time, part-time and extended care spaces.

Number of Licensed Spaces Under Employers' Responsibility Across All Locations: Nova Scotia
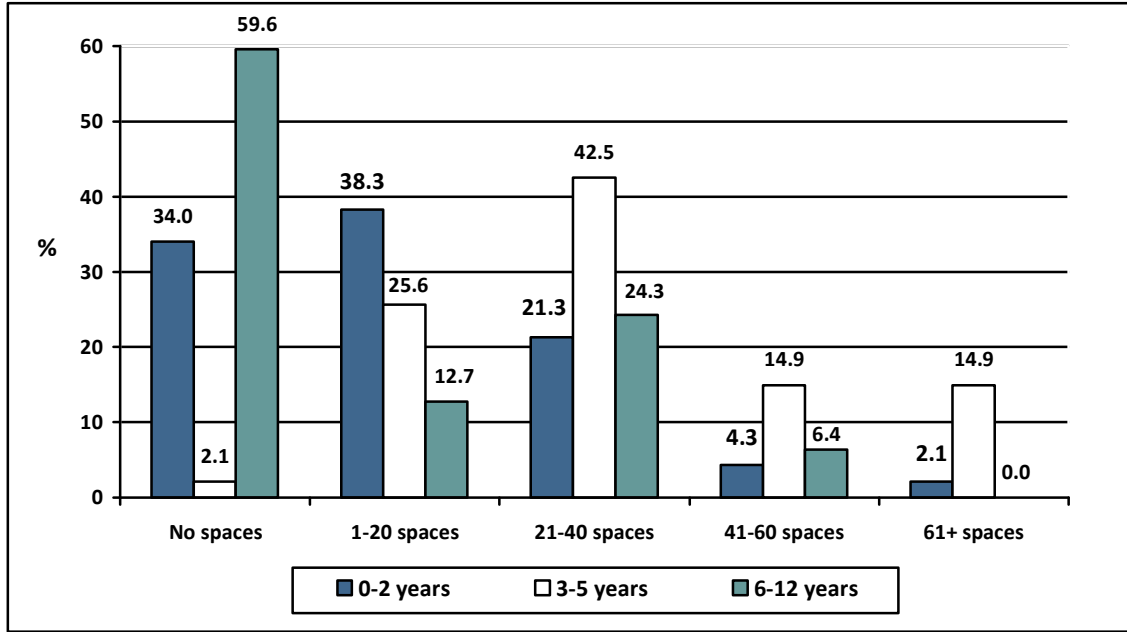
N=47
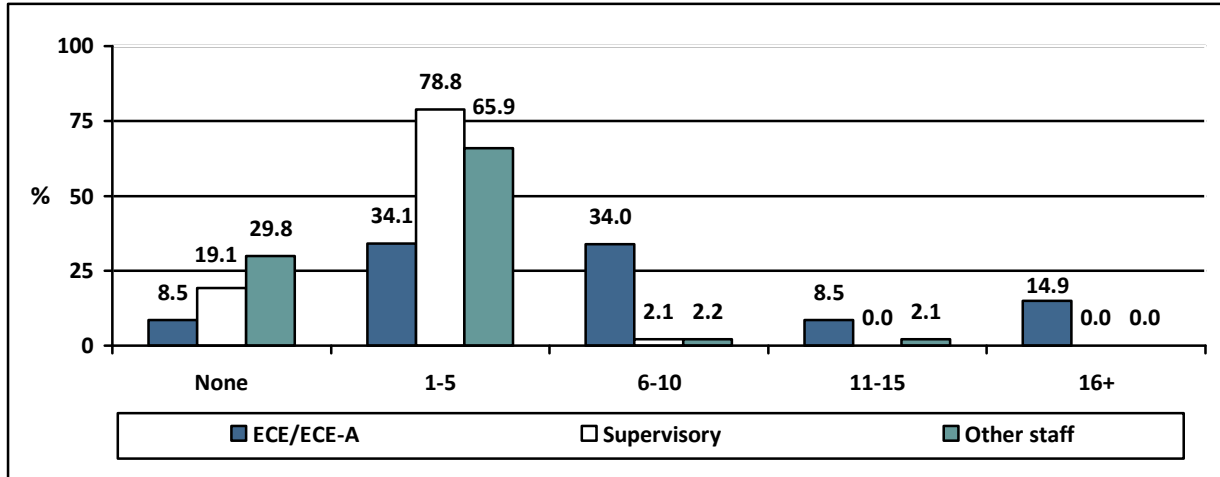Source: Employer Survey - B2

7.2.3 Number of Employees

Respondents were asked to describe the size of their staff, by detailing:

- how many early childhood educators (ECEs) or ECE Assistants (ECE-As) they employed;
- how many supervisory staff they employed; and
- how many other staff related to the delivery of early childhood education and care (e.g. support staff) they employed.

See the chart on page 54 for details.

Number of Employees : Nova Scotia

N=47
Source: Employer Survey - B3.

7.2.4 Operating Budget

Respondents were asked to indicate their annual operating budget. Over half of the employers surveyed (57.4%) indicated that their annual operating budget was less than $250,000. A small proportion (6.4%) of respondents did not wish to respond to this question.

Annual Operating Budget : Nova Scotia
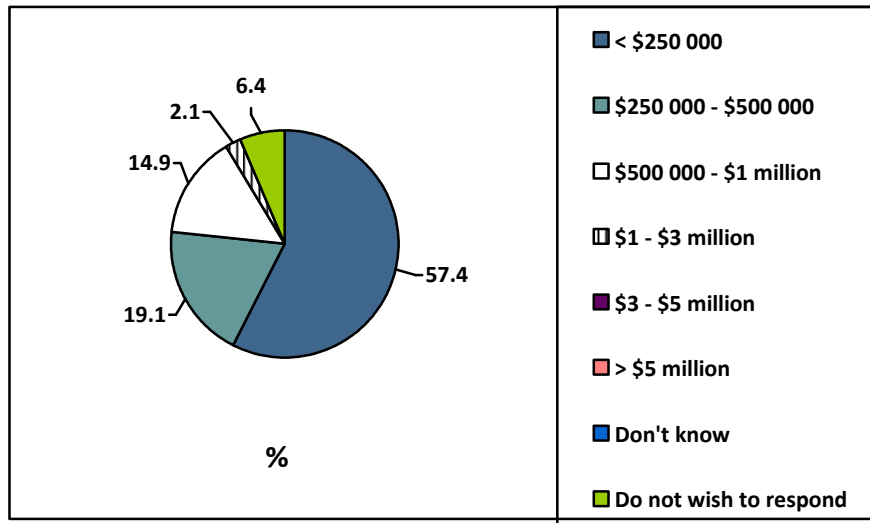
N=47
Source: Employer Survey – B4

7.3 Human Resources Issues

Employers were asked to describe the greatest challenges they face in fulfilling the HR management role at their organization. The table below lists the five most common responses. As shown, recruitment of qualified staff (40.4%) was the most frequently noted "top of mind" issue.

Top 5 Challenges Employers Face in Fulfilling Human Resources Management Role:
Nova Scotia

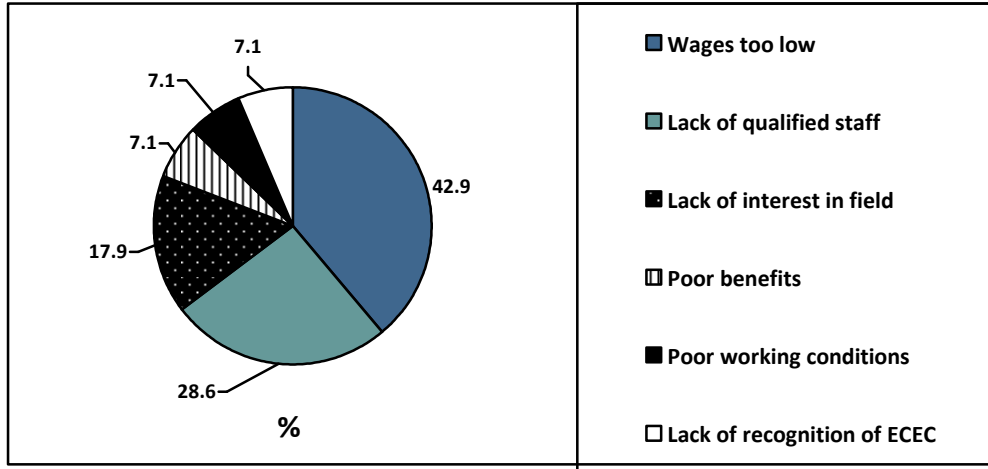| Challenges of HR Role	Total
Recruitment of qualified staff/lack of qualified staff	40.4 %
Lack of time	19.1 %
Provision of adequate wages	12.8 %
Funding issues	6.4 %
Retention of qualified staff/Provision of adequate benefits/lack of respect for sector (same frequency)	4.3 %

N=47
Source : Employer Survey – H1

7.3.1 Recruitment

Respondents were asked if they had any difficulty recruiting staff in the past 12 months. Almost 60% of respondents (59.6%) said that they did face some recruiting challenges over the past year. Of the respondents who faced recruitment challenges (N=28), 89.3% indicated that ECEs were the most difficult to recruit, followed by ECE Assistants (21.4%) and supply/substitute staff (10.7%).

These employers were asked what they felt were the main reasons for the recruiting challenges they faced. The most common reason (42.9%) employers gave was the low wages in the sector. Employers also mentioned an overall lack of qualified staff (28.6%). See the chart on page 56 for details.

Reasons for Recruiting Challenges : Nova Scotia

- Wages too low
- Lack of qualified staff
- Lack of interest in field
- Poor benefits
- Poor working conditions
- Lack of recognition of ECEC

Note: Total may exceed 100% due to multiple responses.
N=28, Source: Employer Survey - D14

7.3.2 Retention

Employer survey respondents were also asked to what extent staff turnover was an issue during the last two years. Seventy-percent (70.2%) of respondents said that turnover/retention was an issue (23.4% a major issue, 46.8% a modest issue). 57.4% had of respondents had at least one ECE leave within the last year, while 8.5% had at least one director or supervisor leave during the same period. The chart below indicates the most common reasons staff left the organization.

Reasons Staff Left Organization: Nova Scotia
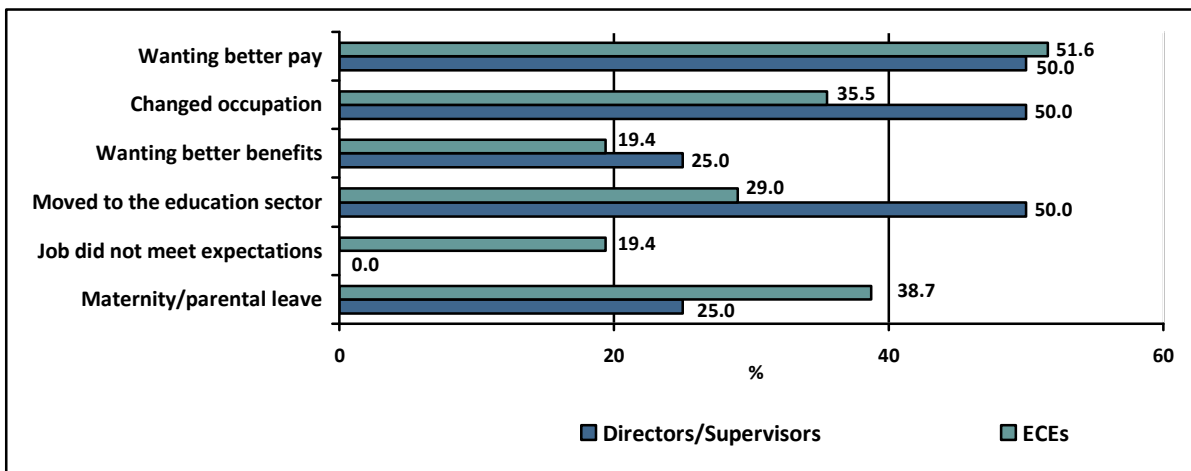
Note: Total may exceed 100% due to multiple responses.
N(Directors/Supervisors)=4 N(ECEs/ECE Assistants)=27

7.3.3 HR Training and Professional Development

ECEC employers in Nova Scotia were asked if they had participated in any HR, management or leadership training/professional development related to their current position within the past year. Two-thirds (68.1%) indicated that they had. The most commonly noted topics/types of training/professional development were:

- Management/supervisory skills (68.8%)
- Leadership skills (18.8%)
- Administrative training (15.6%)
- Non-specific HR training (12.5%)

All employer respondents in Nova Scotia (N=47) were asked what barriers they faced to participating in training/professional development. The most common barriers or challenges included:

- Lack of time/ability to get away (78.7%)
- Funding/cost of training (25.5%)
- Cannot be away from centre for full day (17.0%)
- Location/training not offered locally (14.9%)

Respondents from Nova Scotia were asked if they thought they or their management team would benefit from any training/professional development related to HR management in the next two to three years. The majority of employers (76.6%) indicated that they would.

SECTION 8 : EMPLOYER SURVEY RESULTS : NORTHWEST TERRITORIES

8.1 Governance Models

In the Northwest Territories, 3 employers completed the Employer Survey[8]. As a result caution should be used when interpreting results.

All employers surveyed (100.0%) indicated their organization was non-profit.

Distribution of For-Profit and Non-Profit Organizations : Northwest Territories
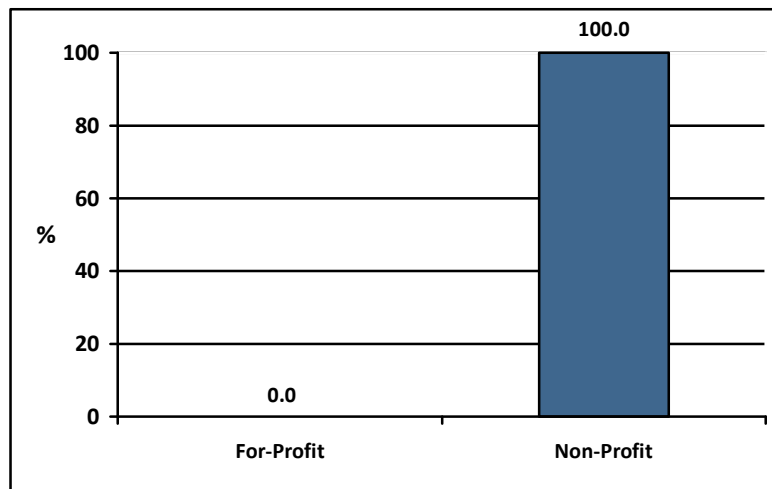

N=3
Source: Employer Survey - B5

Within the non-profit category, employers indicated their organization was at least partly governed by a parent board (66.7%), a First Nations Band/Tribal Council (33.3%), a community organization (33.3%) or a co-op (33.3%).   See the chart on page 59 for details.

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[8] 20 employers were included in the sample for surveying. See page 8 for further details.

CHILD CARE HUMAN RESOURCES SECTOR COUNCIL

Non-Profit Governance Models : Northwest Territories
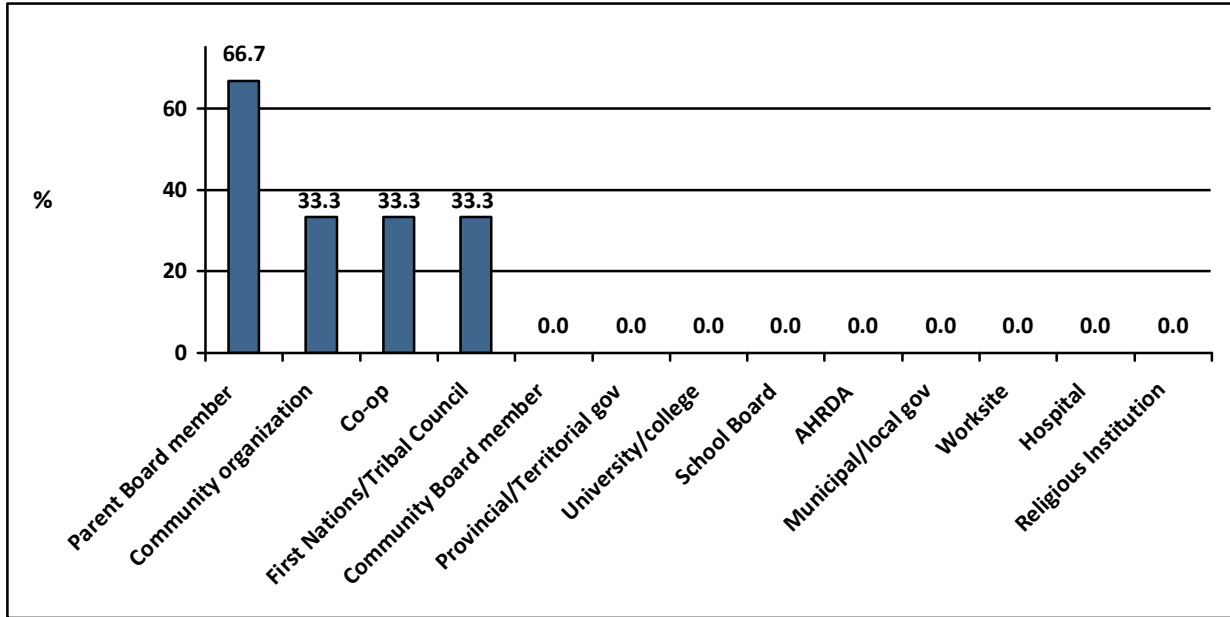
Note: *AHRDA – Aboriginal Human Resources Development Agreement*
N=3   Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B7

The chart below details the distribution of the governance model groups within the Northwest Territories. See Section 1.3.1 for a description of each group.

Distribution of Governance Models : Northwest Territories
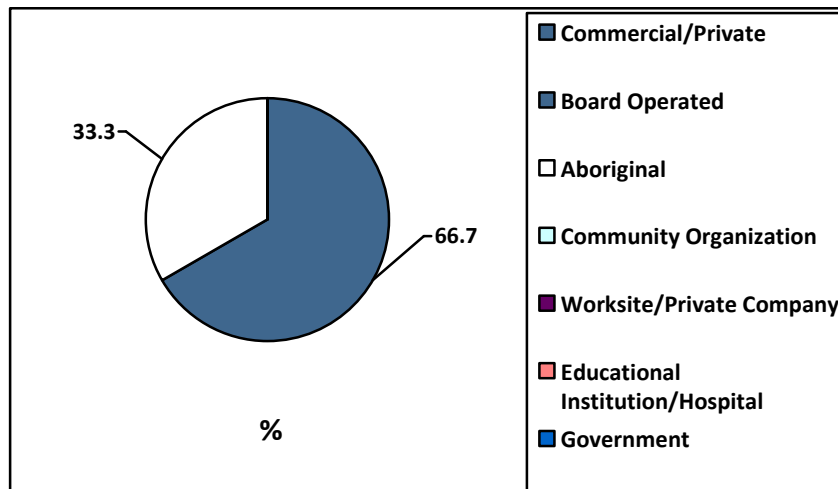
N=47

8.2 Employer Size

8.2.1 Number of Locations

All (100.0%) of employers surveyed in the Northwest Territories were responsible for one ECEC location.

8.2.2 Number of Licensed Spaces

Respondents were asked how many licensed spaces they maintained across all locations under their responsibility. This includes all full-time, part-time and extended care spaces.

Number of Licensed Spaces Under Employers' Responsibility Across All Locations: Northwest Territories
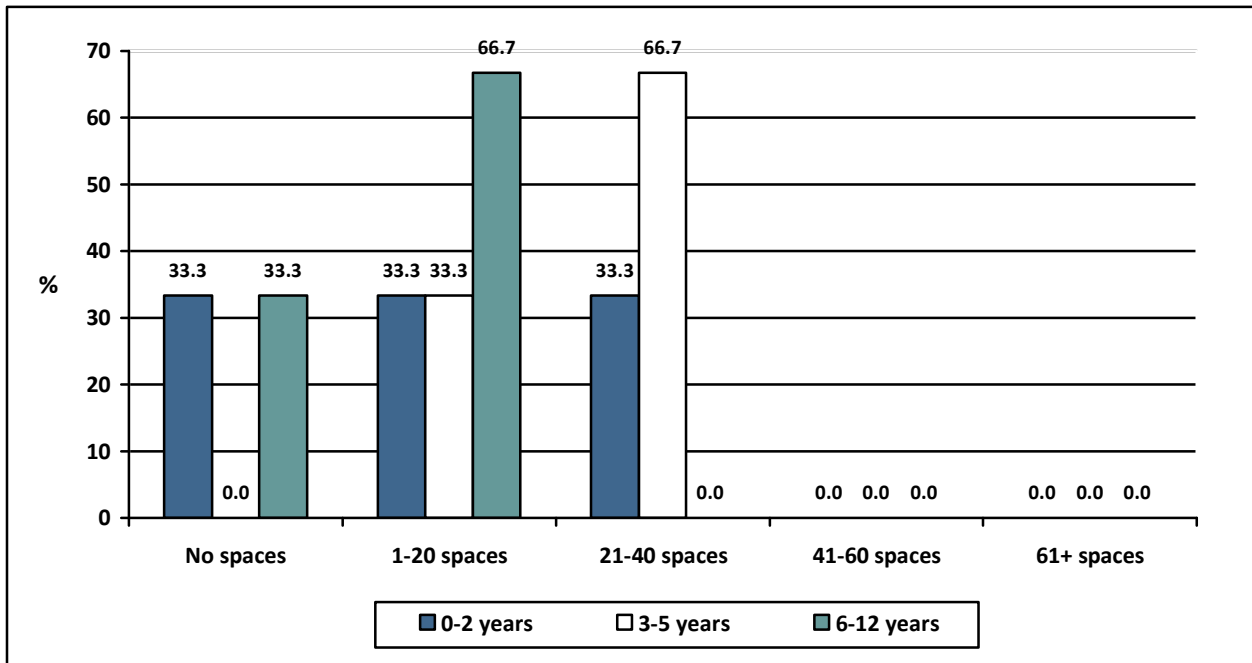

N=3
Source: Employer Survey - B2

8.2.3 Number of Employees

Respondents were asked to describe the size of their staff, by detailing:
- how many early childhood educators (ECEs) or ECE Assistants (ECE-As) they employed;
- how many supervisory staff they employed; and
- how many other staff related to the delivery of early childhood education and care (e.g. support staff) they employed.

See the chart on page 61 for details.

**Number of Employees : Northwest Territories**
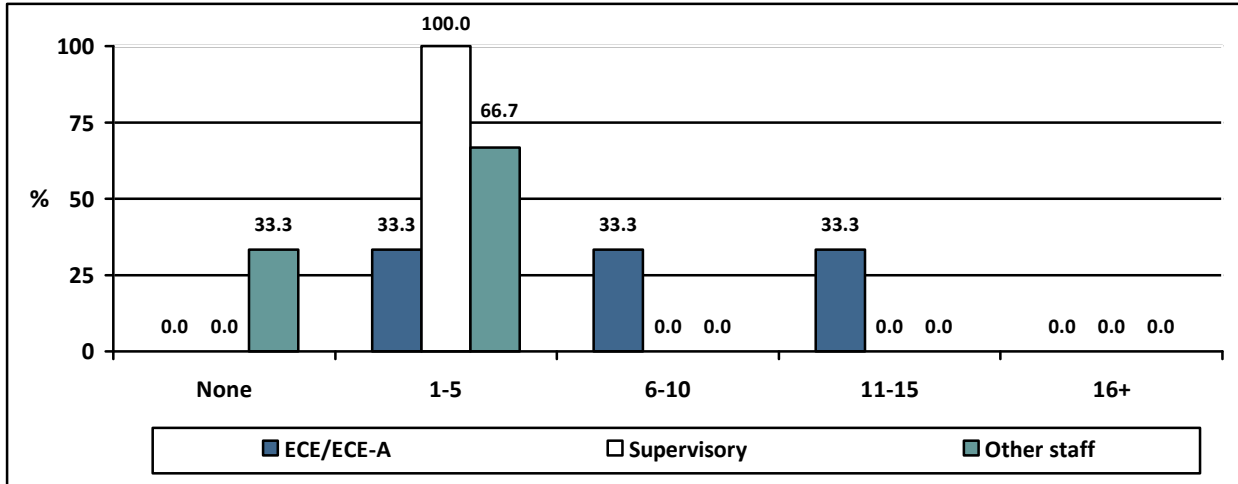
N=3
Source: Employer Survey - B3.

8.2.4 Operating Budget

Respondents were asked to indicate their annual operating budget. One-third (33.3%) of respondents had an operating budget that was less than $250,000, and the remaining two-thirds (66.7%) indicated that their annual operating budget was between $500,000 and $1 million.

Annual Operating Budget : Northwest Territories
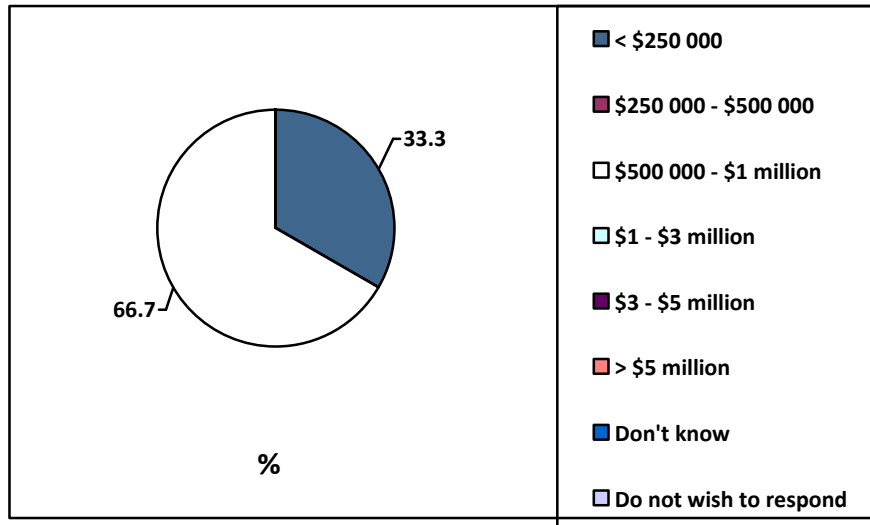
N=3
Source: Employer Survey – B4

8.3 Human Resources Issues

Employers were asked to describe the greatest challenge(s) they faced in fulfilling the HR management role at their organization. The table below lists the five most common responses.

Top 5 Challenges Employers Face in Fulfilling Human Resources Management Role: Northwest Territories

| Challenges of HR Role	Total
Provision of adequate wages	33.3 %
Recruitment of qualified staff	33.3 %
Retention of qualified staff	33.3 %
Lack of interest in the field	33.3 %
Funding issues	33.3 %

N=3
Source : Employer Survey – H1

8.3.1 Recruitment

Respondents were specifically asked if they had any difficulty recruiting staff in the past 12 months. Two-thirds of respondents (66.7%) said that they did face some recruiting challenges over the past year. Of the respondents who faced recruitment challenges (N=2), 50% indicated that ECEs were most difficult to recruit, while 50% identified ECE Assistants as the most difficult to recruit.

Employers were asked what they felt were the main reasons for the recruiting challenges they faced. As shown, the availability of ECEC positions, the lack of qualified staff, the lack of recognition for ECEC and an inconvenient location were equally cited as causes.

**Reasons for Recruiting Challenges : Northwest Territories**
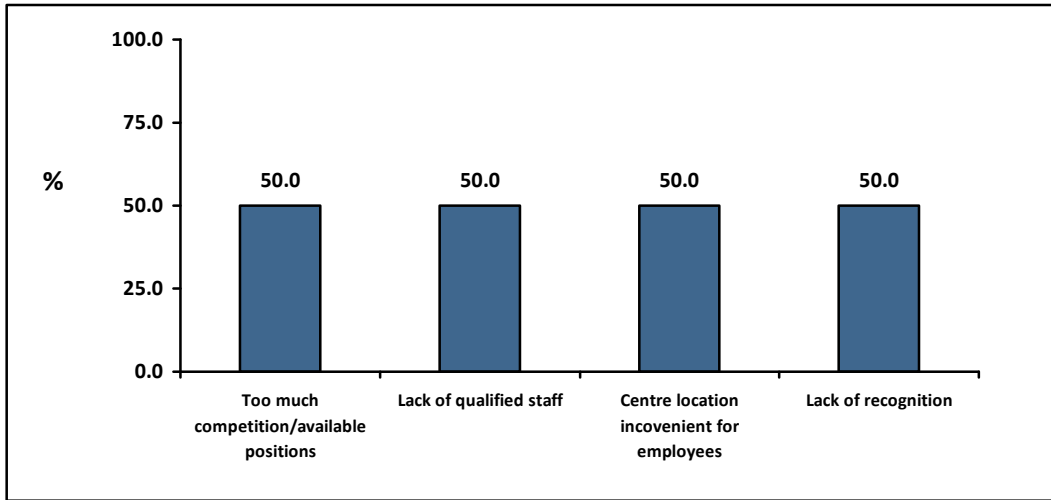
Note: Total may exceed 100% due to multiple responses.
N=3, Source: Employer Survey - D14

8.3.2 Retention

Employer survey respondents were also asked to what extent staff turnover was an issue during the last two years. Two-thirds (66.7%) of respondents said that turnover/retention was an issue (66.7% a major issue). The majority (66.7%) of employers had at least one ECE leave within the past year, while no employers (0.0%) had a director or supervisor leave within the same period. As shown in the chart below, the most common reasons staff left an organization were wanting better pay or benefits or maternity/parental leave.

Reasons Staff Left Organization: Northwest Territories
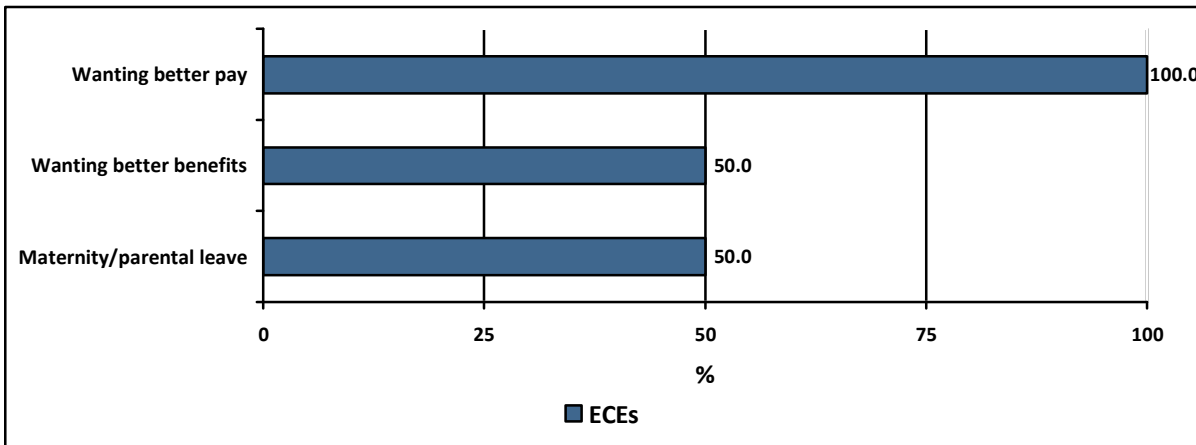
Note: Total may exceed 100% due to multiple responses.
N(ECEs/ECE Assistants)=3

8.3.3 HR Training and Professional Development

ECEC Employers in the Northwest Territories were asked if they had participated in any HR, management or leadership training/professional development related to their current position within the past year. Two-thirds of employers (66.7%) had participated in some form of training/professional development. The most commonly noted types of training/PD were:

- Management/supervisory skills (100.0%)
- Legal training (50.0%)
- Employment standards (50.0%)

All employer respondents (N=3) were asked what barriers they faced to participating in training/professional development. The most common barriers or challenges included:

- Location/training not offered locally (100.0%)
- Funding/cost of training (66.7%)

All respondents were asked if they thought they or their management team would benefit from any training/professional development related to HR management in the next two to three years. All employers (100.0%) were of the opinion that they would.
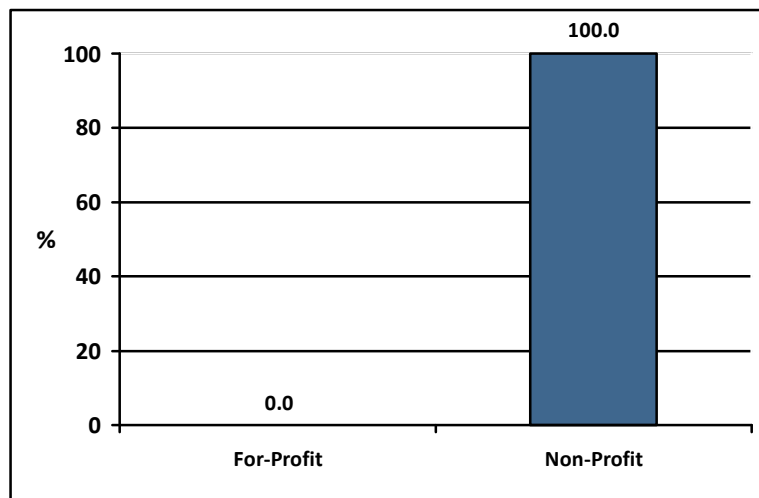
SECTION 9 : EMPLOYER SURVEY RESULTS : NUNAVUT

9.1 Governance Models

In Nunavut 4 ECEC Employers completed the Employer Survey[9]. Thus, caution should be used when interpreting results.

All employers surveyed (100.0%) indicated their organization was non-profit.

**Distribution of For-Profit and Non-Profit Organizations : Nunavut**

N=4
Source: Employer Survey - B5

Employers indicated their organization was at least partly governed by a parent board (100.0%), a community board (50.0%) or they were a co-op (25.0%) or hospital (25.0%).   See the chart on page 67 for details.

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[9] 16 employers were included in the sample for surveying. See page 8 for further details.

Non-Profit Governance Models : Nunavut
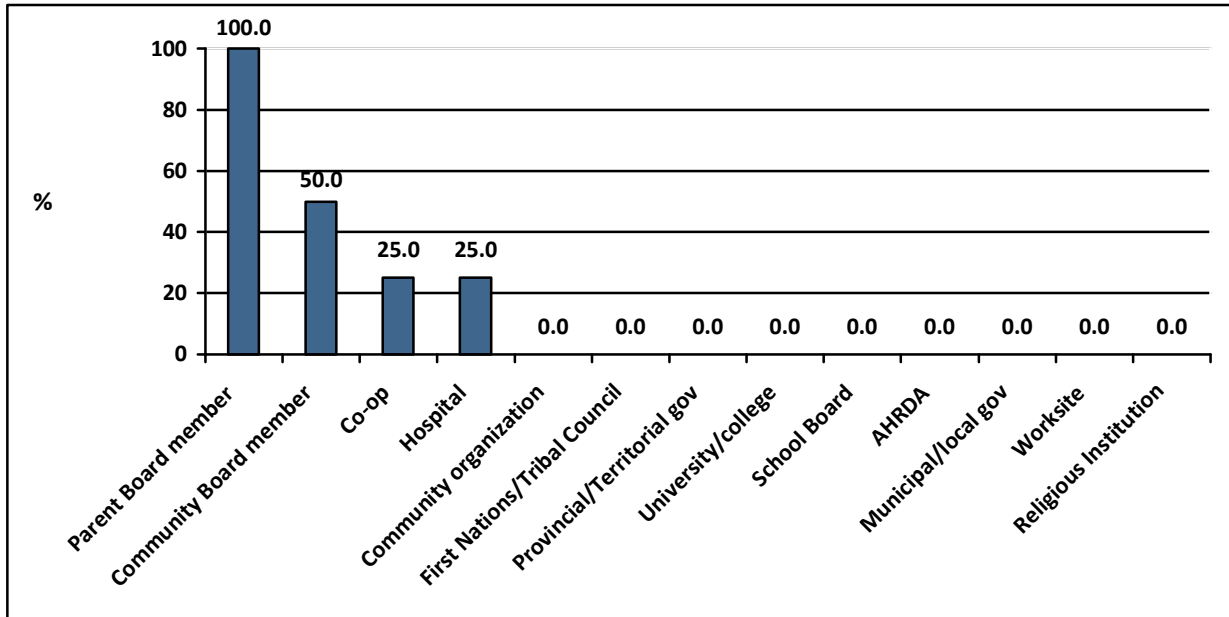
Note: *AHRDA – Aboriginal Human Resources Development Agreement*
N=4   Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B7

The chart below details the distribution of the governance model groups within Nunavut. See Section 1.3.1 for a description of each group.

Distribution of Governance Models : Nunavut
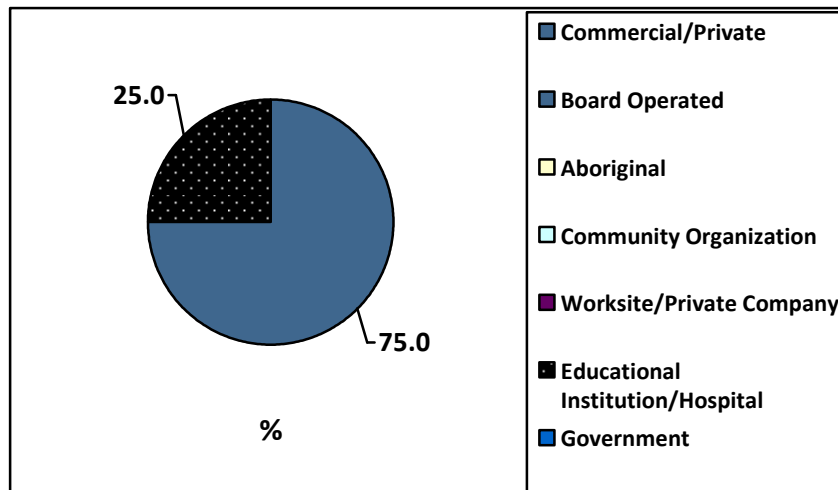

N=4

9.2 Employer Size

9.2.1 Number of Locations

Three-quarters (75.0%) of employers surveyed in Nunavut were responsible for one ECEC location with the final 25% responsible for 3 sites.

9.2.2 Number of Licensed Spaces

Respondents were asked how many licensed spaces they maintained across all locations under their responsibility. This includes all full-time, part-time and extended care spaces.

Number of Licensed Spaces Under Employers' Responsibility Across All Locations : Nunavut
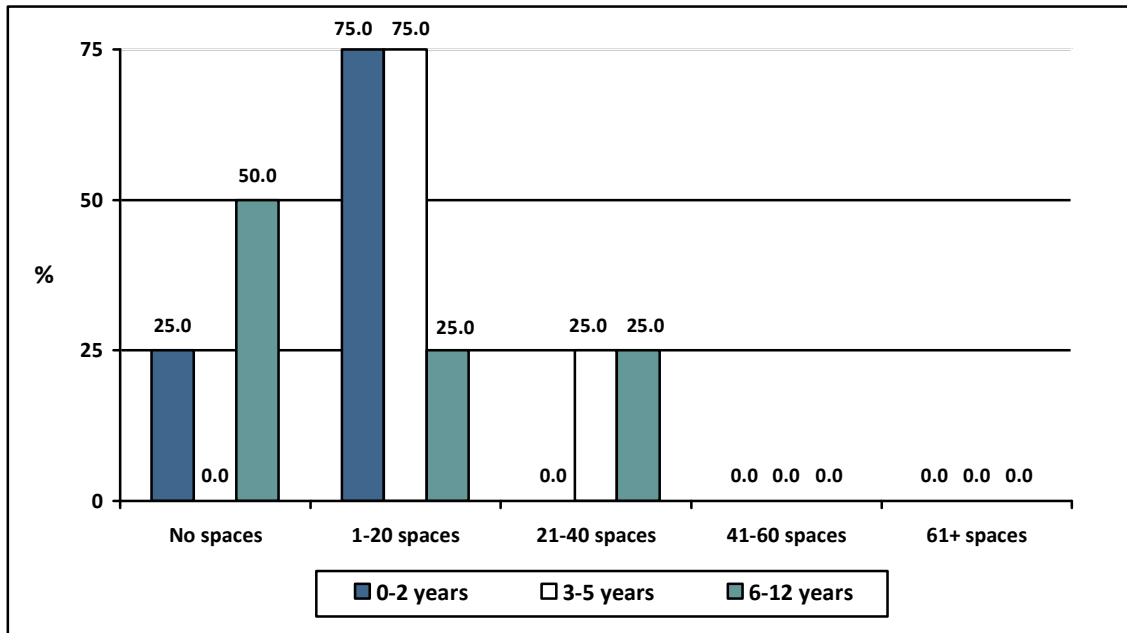

N=4
Source: Employer Survey - B2

9.2.3 Number of Employees

Respondents were asked to describe the size of their staff, by detailing:

- how many early childhood educators (ECEs) or ECE Assistants (ECE-As) they employed;
- how many supervisory staff they employed; and
- how many other staff related to the delivery of early childhood education and care (e.g. support staff) they employed.

See the chart on page 69 for details.
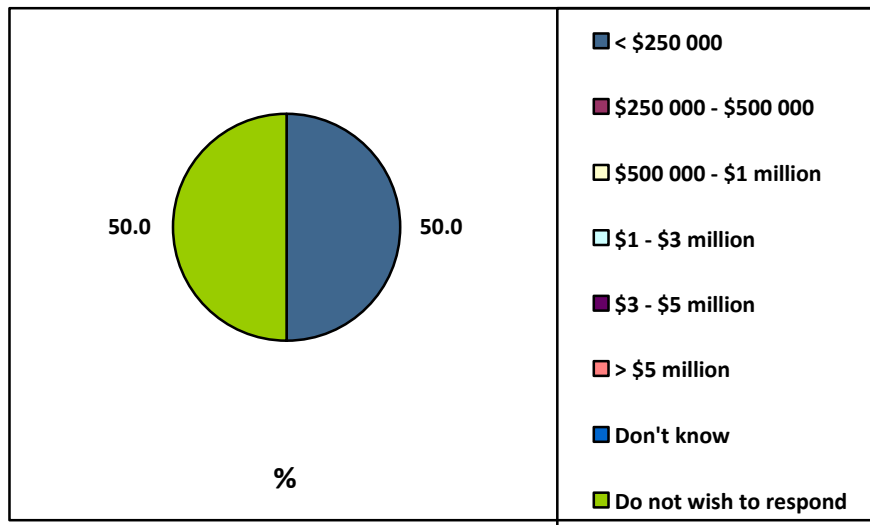
Number of Employees : Nunavut
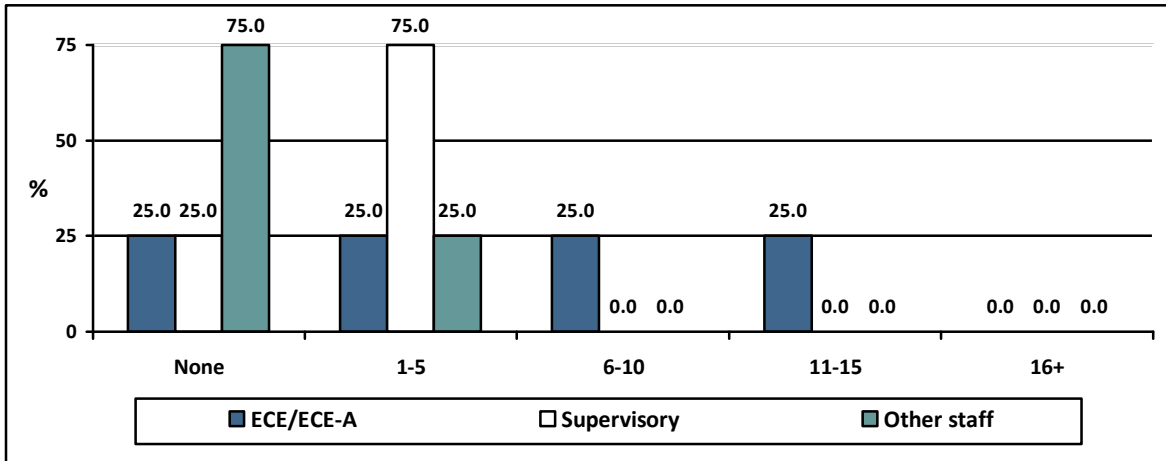
N=4
Source: Employer Survey - B3.

9.2.4 Operating Budget

Respondents were asked to indicate their annual operating budget. Half of the employers surveyed (50.0%) had an operating budget that was less than $250,000. The remaining 50% did not wish to respond to this question.

Annual Operating Budget : Nunavut

N=4
Source: Employer Survey – B4

9.3 Human Resources Issues

Employers were asked to describe the greatest challenges they faced in fulfilling the HR management role at their organization. The table below lists the most common responses. As shown, a general lack of HR knowledge or training and recruitment of qualified staff (25.0%) were the most frequently noted "top of mind" issue.

Top Challenges Employers Face in Fulfilling Human Resources Management Role: Nunavut

| Challenges of HR Role	Total
Lack of HR knowledge/training	25.0 %
Recruitment of qualified staff	25.0 %

N=4
Source : Employer Survey – H1

9.3.1 Recruitment

Respondents were asked if they had any difficulty recruiting staff in the past 12 months. Half of the respondents (50.0%) said that they had faced some recruiting challenges over the past year. Of the respondents who faced recruitment challenges (N=2), 100% indicated that ECEs were the most difficult to recruit. 100% also noted ECE assistants as most difficult to recruit, followed by Directors/supervisors (50.0%).

These employers were asked what they felt were the main reasons for the recruiting challenges they faced. As shown below, low wages, an overall lack of qualified staff, and a lack of interest in ECEC were seen a key causes.
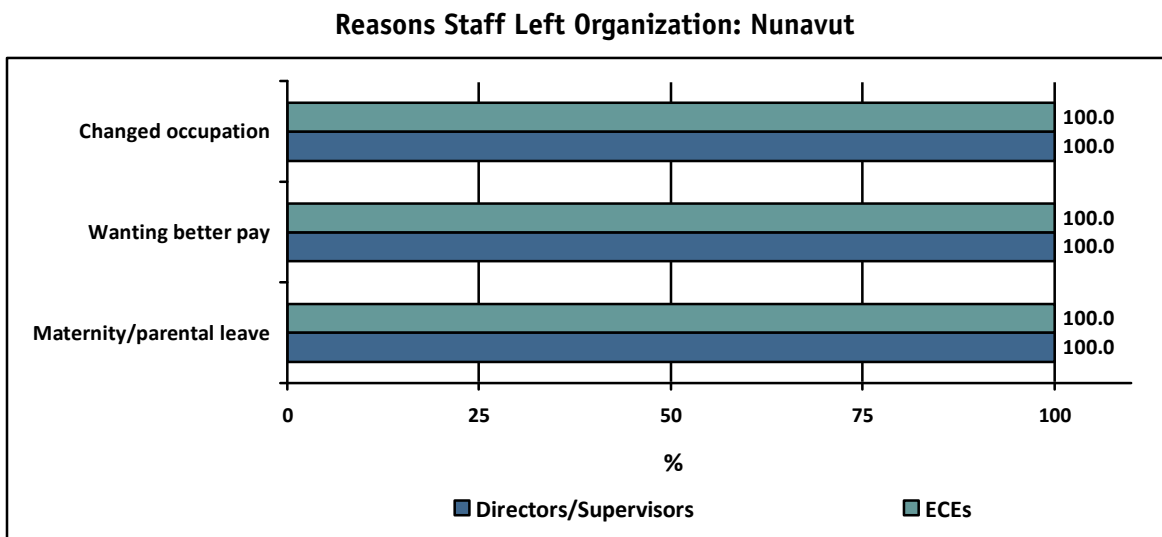
Reasons for Recruiting Challenges : Nunavut
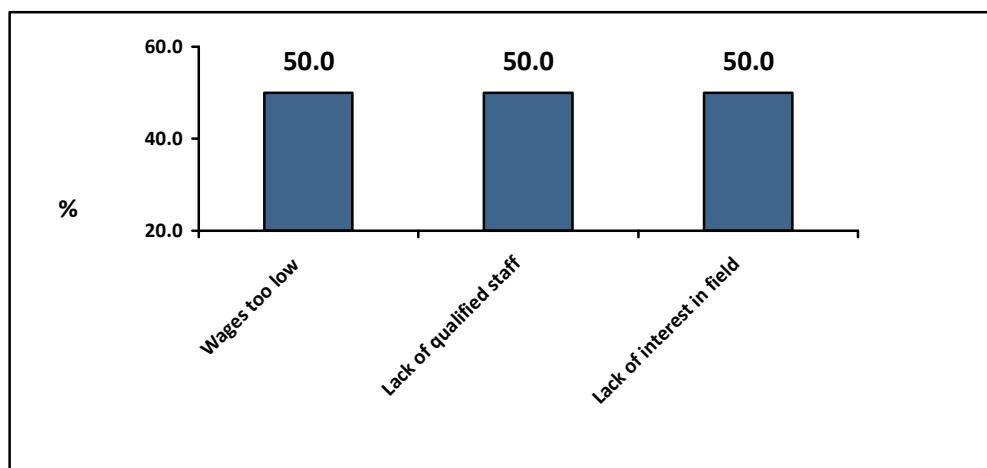
Note: Total may exceed 100% due to multiple responses.
N=4, Source: Employer Survey - D14

9.3.2 Retention

Employer survey respondents were also asked to what extent staff turnover was in issue during the last two years. Fifty percent (50.0%) of respondents said that turnover/retention was an issue (25.0% a major issue, 25.0% a modest issue). One employer (25.0%) had a director/supervisor and one (25.0%) had an ECE leave within the past year. The chart below details the reasons staff left the organization.

Reasons Staff Left Organization: Nunavut

Reason	Directors/Supervisors	ECEs
Changed occupation	100.0	100.0
Wanting better pay	100.0	100.0
Maternity/parental leave	100.0	100.0

Note: Total may exceed 100% due to multiple responses.
N(Directors/Supervisors)=1 N(ECEs/ECE Assistants)=1

9.3.3 HR Training and Professional Development

ECEC employers in Nunavut were asked if they had participated in any HR, management or leadership training/professional development related to their current position within the past year. One half (50.0%) indicated that they had. The most commonly noted types of training/professional development were:

· Management/supervisory skills (50.0%)
· Health and Safety (50.0%)
· Other various workshops (50.0%)

All employers (N=4) were asked what barriers they faced to participating in training/professional development. The most common barriers or challenges included:

· Location/training not offered locally (25.0%)
· Funding/cost of training (25.0%)
· Cannot be out of the centre for a full day (25.0)

All respondents in Nunavut were asked if they thought they or their management team would benefit from any training/professional development related to HR management in the next two to three years. Three quarters of employers (75.0%) indicated that they would.
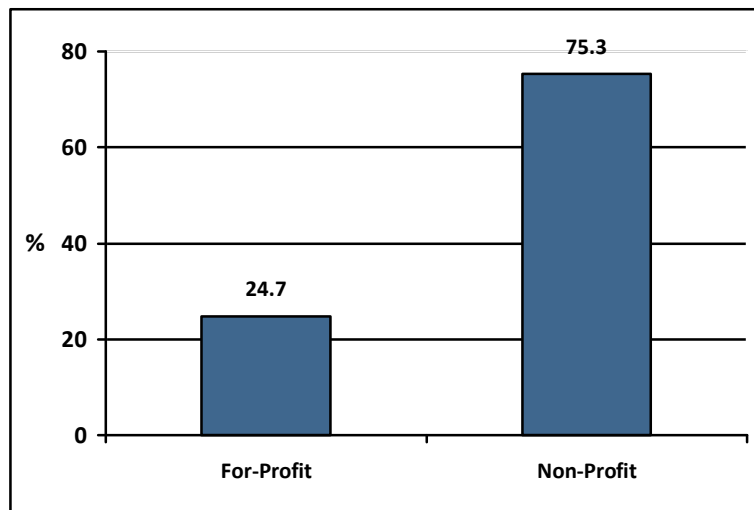
SECTION 10 : EMPLOYER SURVEY RESULTS : ONTARIO

10.1 Governance Models

In Ontario, 316 ECEC employers completed the Employer Survey[10].

Three-quarters of respondents (75.3%) indicated that their organization was non-profit, while 24.7% indicated their organization was for-profit.

**Distribution of For-Profit and Non-Profit Organizations : Ontario**

N=316
Source: Employer Survey - B5

Of those employers who indicated that their organization was for-profit, 44.9% identified as a sole proprietor, while an additional 46.2% identified as a corporation. See the chart on page 73 for details.

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[10] 1512 employers were included in the sample for surveying. See page 8 for further details.
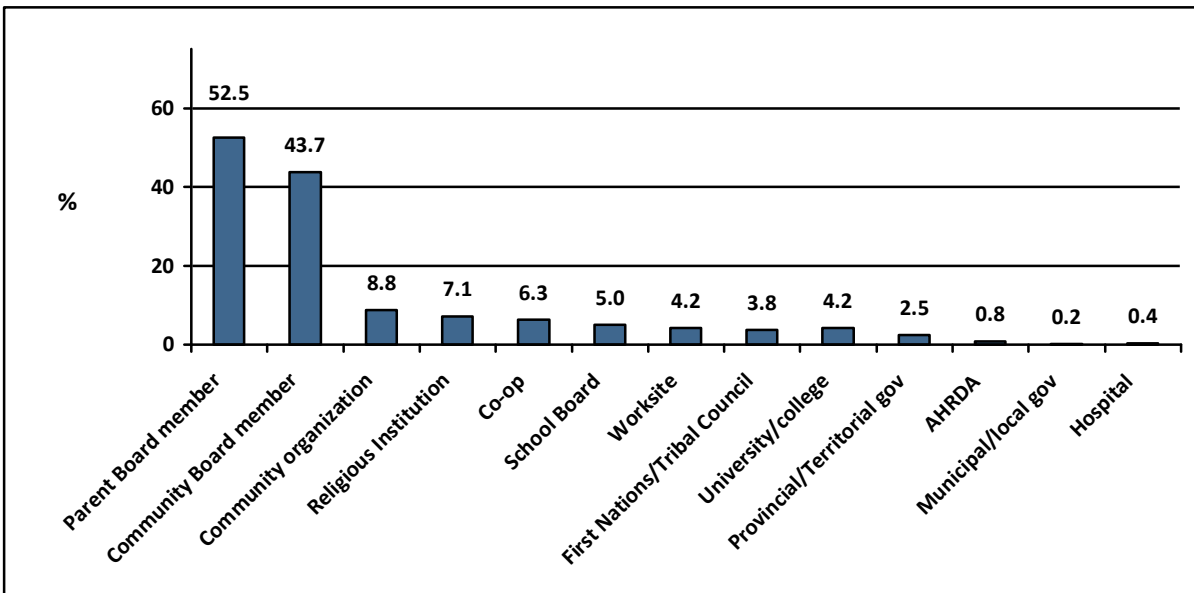
For-Profit Governance Models: Ontario
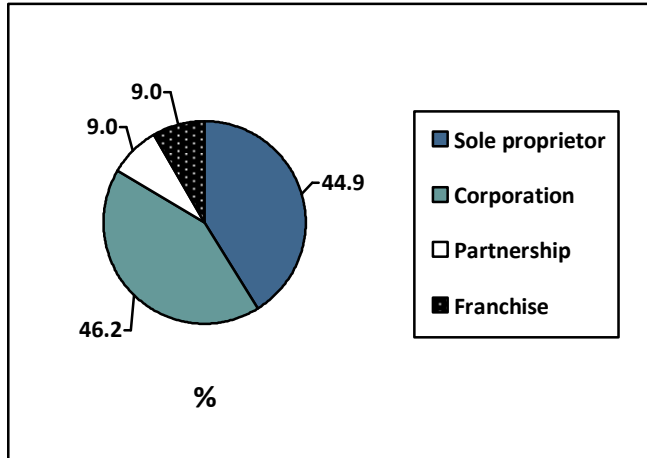
N=78
Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B6

The majority of employers who self-identified as non-profit indicated that their organization was at least partly governed by a parent board (52.5%) or community board (43.7%). Respondents had the option of choosing as many categories as necessary, thus the categories presented below are not mutually exclusive.

Non-Profit Governance Models : Ontario

Note: *AHRDA – Aboriginal Human Resources Development Agreement*
N=238   Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B7

The chart below details the distribution of the governance model groups within Ontario. See Section 1.3.1 for a description of each group.

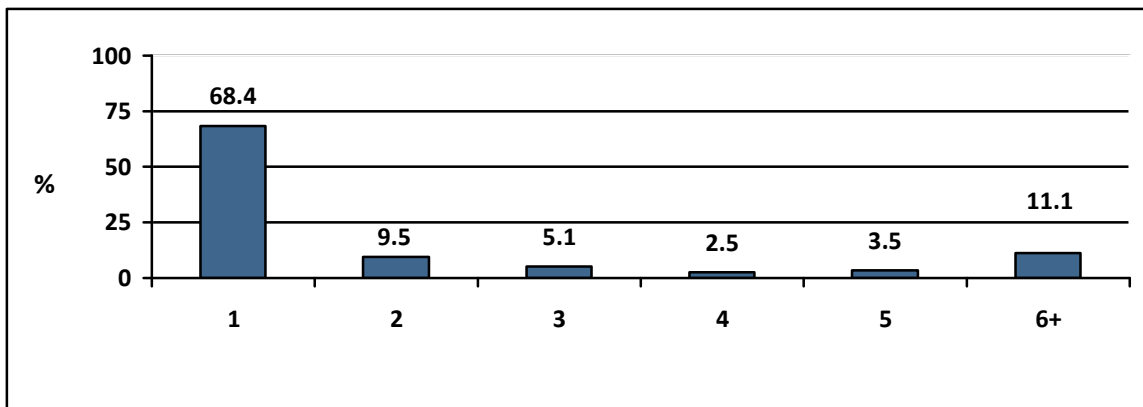**Distribution of Governance Models : Ontario**
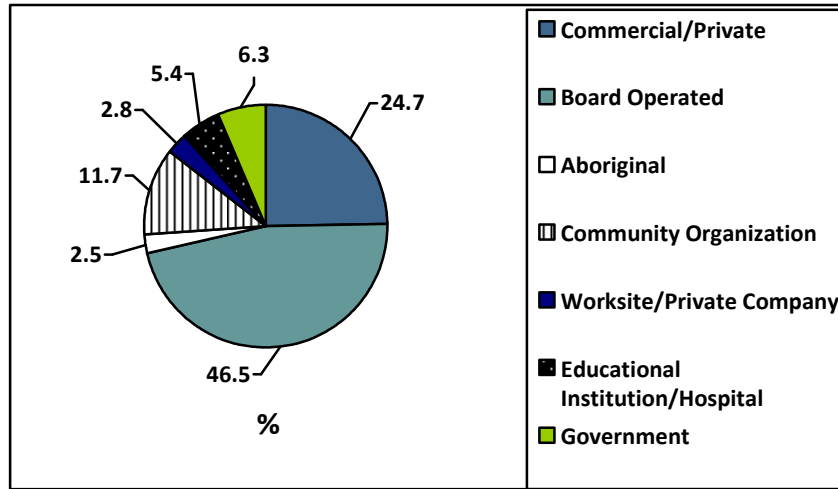
N=316

10.2 Employer Size

10.2.1 Number of Locations

Over two-thirds (68.4%) of employers surveyed in Ontario were responsible for one ECEC location.

**Average Number of ECEC Locations Under Employers' Responsibility: Ontario**

N=194
Source: Employer Survey - B1

10.2.2 Number of Licensed Spaces

Respondents were asked how many licensed spaces they maintained across all locations under their responsibility. This includes all full-time, part-time and extended care spaces.

Number of Licensed Spaces Under Employers' Responsibility Across All Locations : Ontario
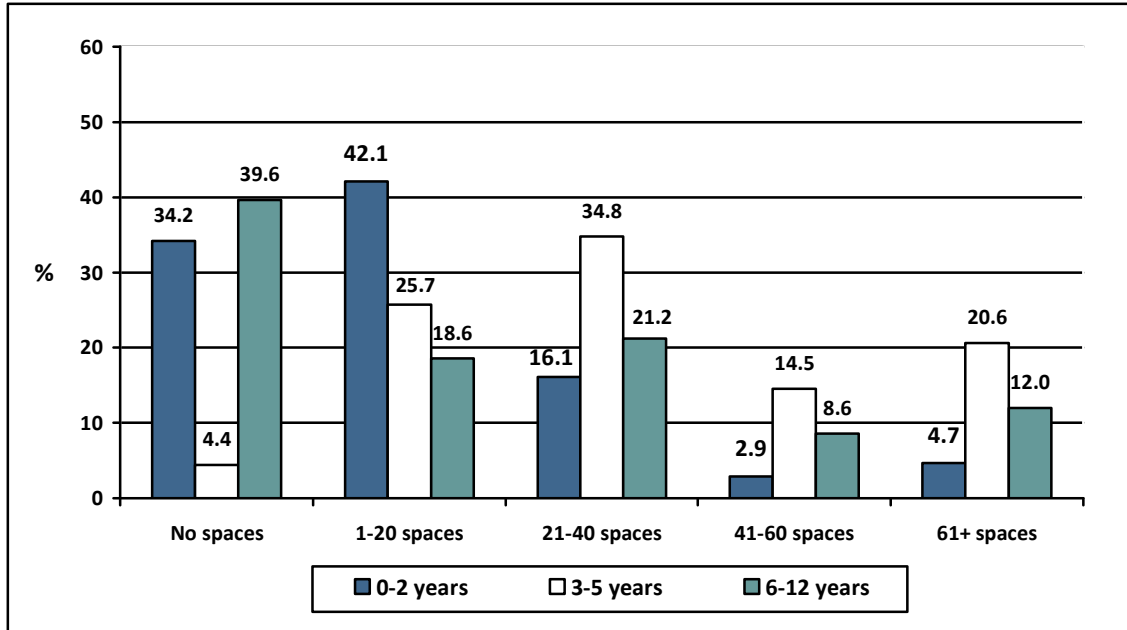
N=316
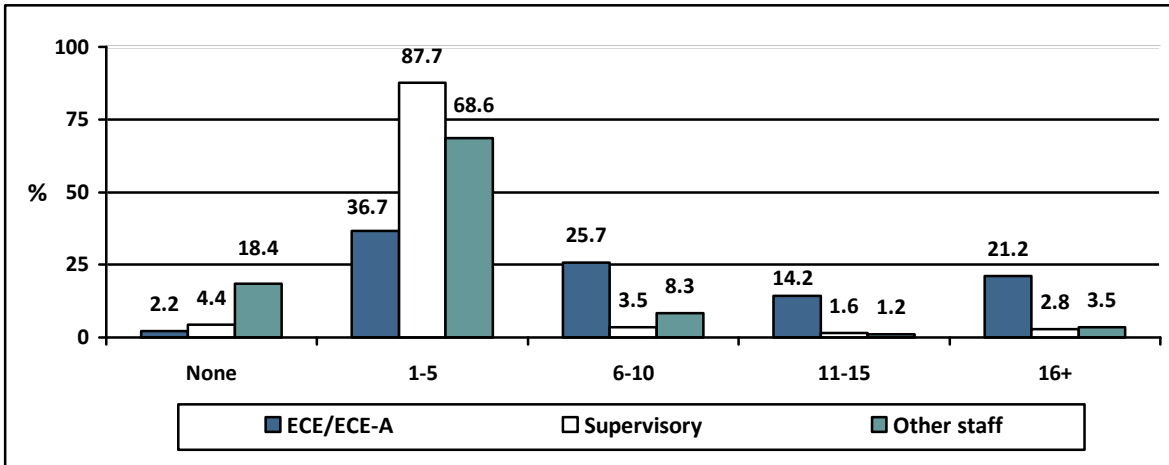Source: Employer Survey - B2

10.2.3 Number of Employees

Respondents were asked to describe the size of their staff, by detailing:

- how many early childhood educators (ECEs) or ECE Assistants (ECE-As) they employed;
- how many supervisory staff they employed; and
- how many other staff related to the delivery of early childhood education and care (e.g. support staff) they employed.

See the chart on page 76 for details.

Number of Employees : Ontario

N=316
Source: Employer Survey - B3.

10.2.4 Operating Budget

Respondents were asked to indicate their annual operating budget. One-quarter (25.9%) of employers surveyed indicated that their annual operating budget was less than $250,000. More than one-quarter (27.5%) of respondents chose not to answer this question.

Annual Operating Budget : Ontario
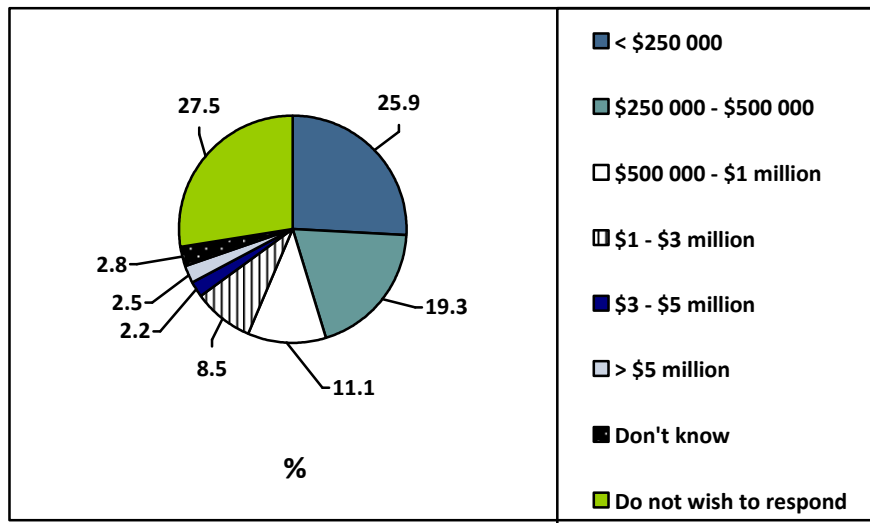
N=316
Source: Employer Survey – B4

10.3 Human Resources Issues

Employers were asked to describe the greatest challenges they faced in fulfilling the HR management role at their organization. The table below lists the five most common responses. As shown, recruitment of qualified staff (24.4%) was the most frequently noted "top of mind" issue.

Top 5 Challenges Employers Face in Fulfilling Human Resources Management Role: Ontario

| Challenges of HR Role	Total
Recruitment of qualified staff/lack of qualified staff	24.4 %
Lack of time	12.0 %
Provision of adequate wages	10.1 %
Finding on-call/substitution staff	7.9 %
Lack of HR knowledge/training	5.1 %

N=316
Source : Employer Survey – H1

10.3.1 Recruitment

Respondents were asked if they had any difficulty recruiting staff in the past 12 months. Over 40% of respondents (46.8%) said that they had faced some recruiting challenges in the past year. Of the respondents who faced recruitment challenges (N=148), 76.4% indicated the ECEs were the most difficult to recruit, followed by ECE Assistants (20.3%) and supply/substitute staff (15.5%)

These employers were asked what they felt were the main reasons for the recruiting challenges they faced. As shown in the chart below, the most common causes were low wages in the sector (42.6%) and an overall lack of qualified staff (32.4%).
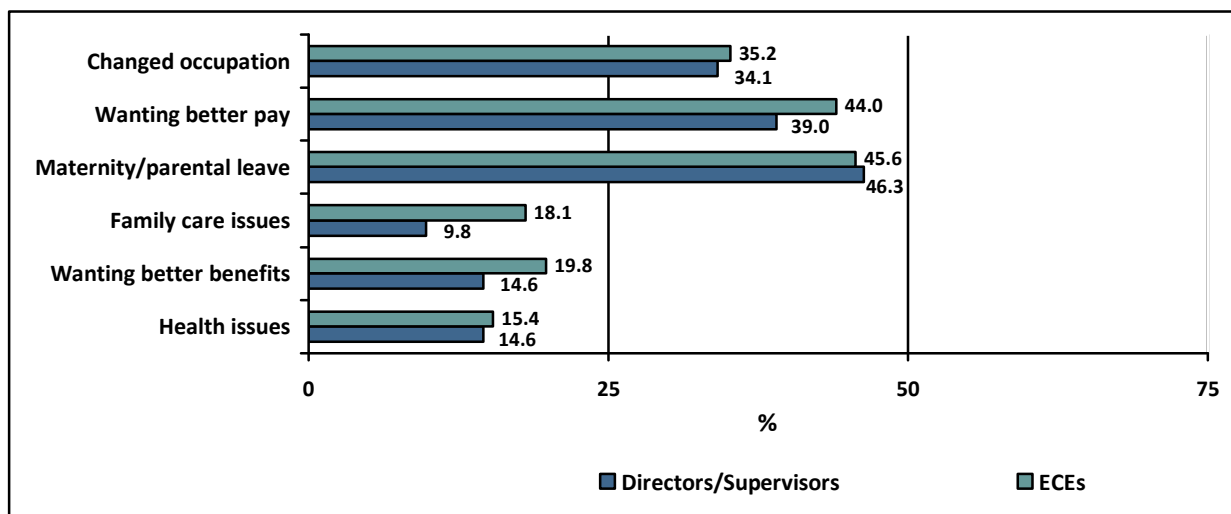
Reasons for Recruiting Challenges : Ontario
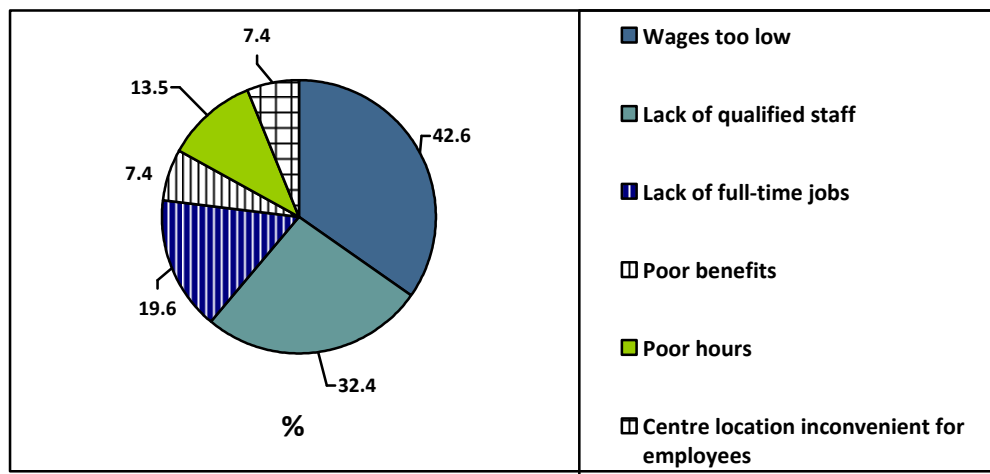
Note: Total may exceed 100% due to multiple responses.
N=148, Source: Employer Survey - D14

10.3.2 Retention

Employer survey respondents were also asked to what extent staff turnover was an issue during the last two years. Just over half of respondents (54.7%) said that turnover/retention was an issue (12.3% a major issue, 42.4% a modest issue). 48.7% had at least one ECE leave in the past 12 months, while 13.0% had at least one director or supervisor leave within the past year. The chart below details the most common reasons staff left the organization.

Reasons Staff Left Organization: Ontario

Reason	Directors/Supervisors	ECEs
Changed occupation	34.1	35.2
Wanting better pay	39.0	44.0
Maternity/parental leave	46.3	45.6
Family care issues	9.8	18.1
Wanting better benefits	14.6	19.8
Health issues	14.6	15.4

Note: Total may exceed 100% due to multiple responses.
N(Directors/Supervisors)=41 N(ECEs/ECE Assistants)=154

10.3.3 HR Training and Professional Development

ECEC employers in Ontario were asked if they had participated in any HR, management or leadership training/professional development related to their current position in the past year. Over eighty percent of employers (81.0%) indicated that they had. The most commonly noted types of training/professional development were:

- Management/supervisory skills (70.3%)
- Leadership skills (18.0%)

All employers in Ontario (N=194) were asked what barriers they faced to participating in training/professional development. The most common barriers or challenges included:

- Lack of time/ability to get away (62.9%)
- Funding/cost of training (18.0%)
- Location/training not offered locally (11.3%)

All respondents in Ontario were asked if they thought they or their management team would benefit from any training/professional development related to HR management in the next two to three years. Three-quarters (74.4%) of employers indicated that they would.

SECTION 11 : EMPLOYER SURVEY RESULTS : PRINCE EDWARD ISLAND

11.1 Governance Models

In Prince Edward Island (PEI), 13 ECEC Employers completed the Employer Survey[11].

Over half (53.8%) of employers surveyed indicated that their organization was non-profit, while 46.2% indicated that their organization was for-profit.

Distribution of For-Profit and Non-Profit Organizations : Prince Edward Island
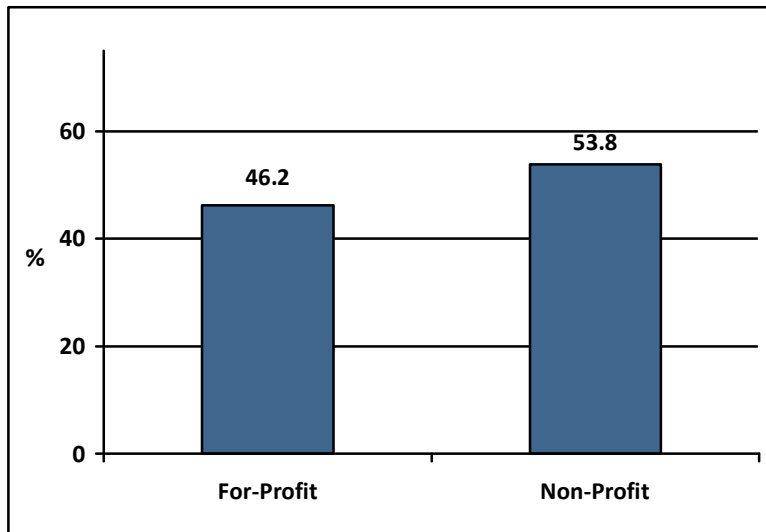

N=13
Source: Employer Survey - B5

Of those employers who indicated that their organization was for-profit, 50.0% identified their organization as a sole proprietor, 33.3% identified as a corporation and 16.7% identified as a partnership. See the chart on page 81 for details.

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[11] 44 employers were included in the sample for surveying. See page 8 for further details.

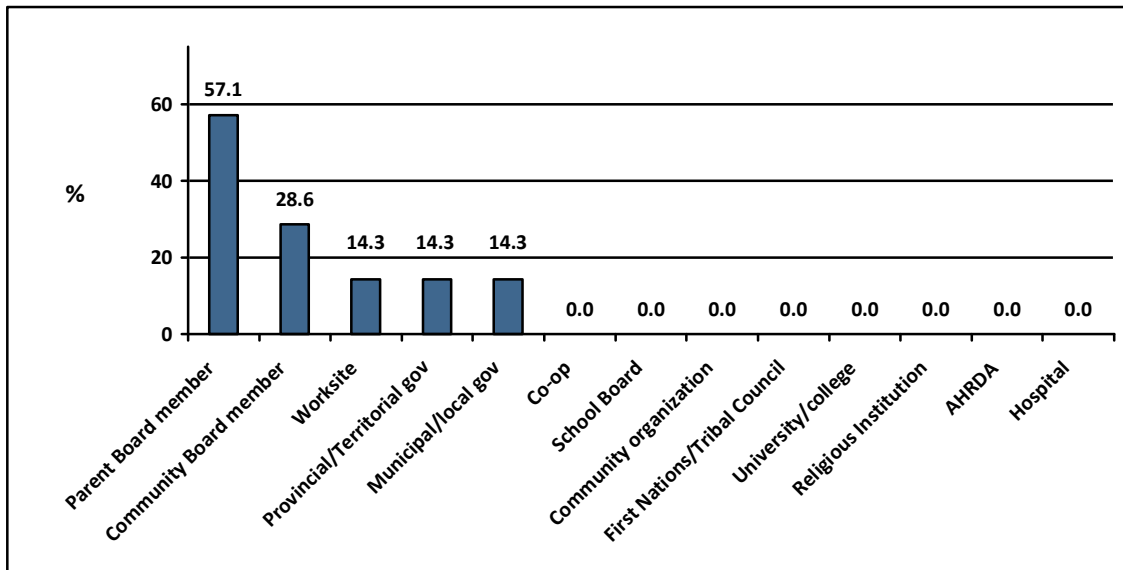**For-Profit Governance Models: Prince Edward Island**
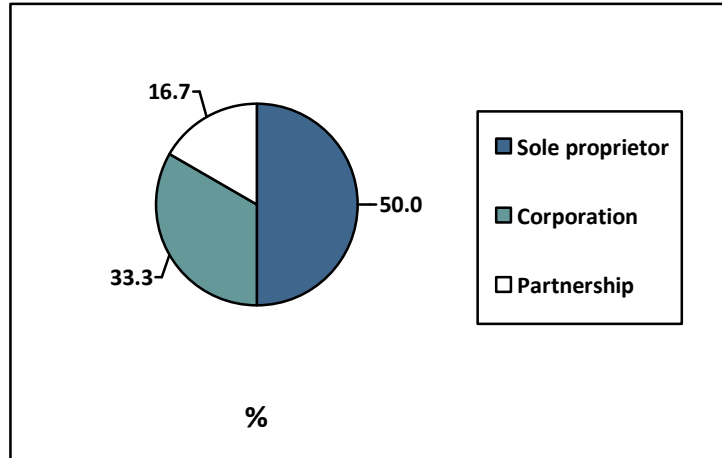
N=6
Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B6

The majority of employers who self-identified as non-profit indicated their organization was at least partly governed by a parent board (57.1%) or community board (28.6%). Respondents had the option of choosing as many categories as necessary, thus the categories presented below are not mutually exclusive.

**Non-Profit Governance Models : Prince Edward Island**

Note: *AHRDA – Aboriginal Human Resources Development Agreement*
N=7   Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B7

The chart below details the distribution of the governance model groups within PEI. See Section 1.3.1 for a description of each group.

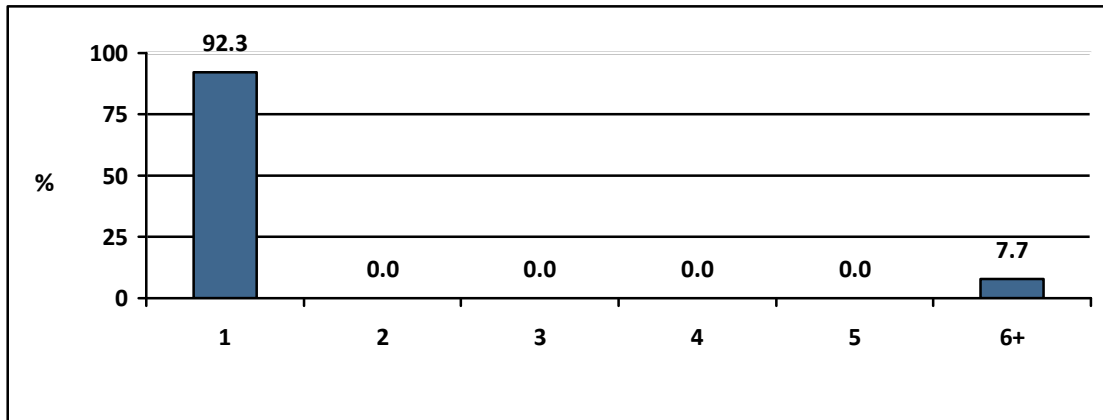### Distribution of Governance Models : Prince Edward Island
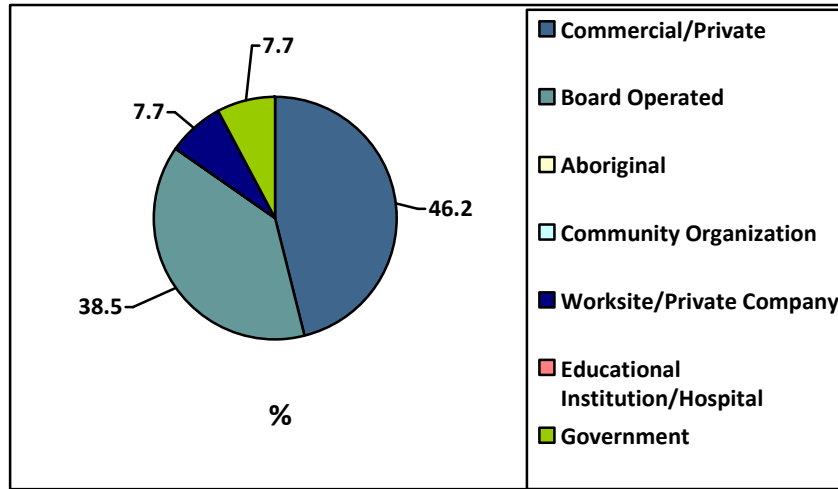
N=13

11.2 Employer Size

11.2.1 Number of Locations

The vast majority (92.3%) of employers surveyed in PEI were responsible for one ECEC location.

Average Number of ECEC Locations Under Employers' Responsibility: Prince Edward Island
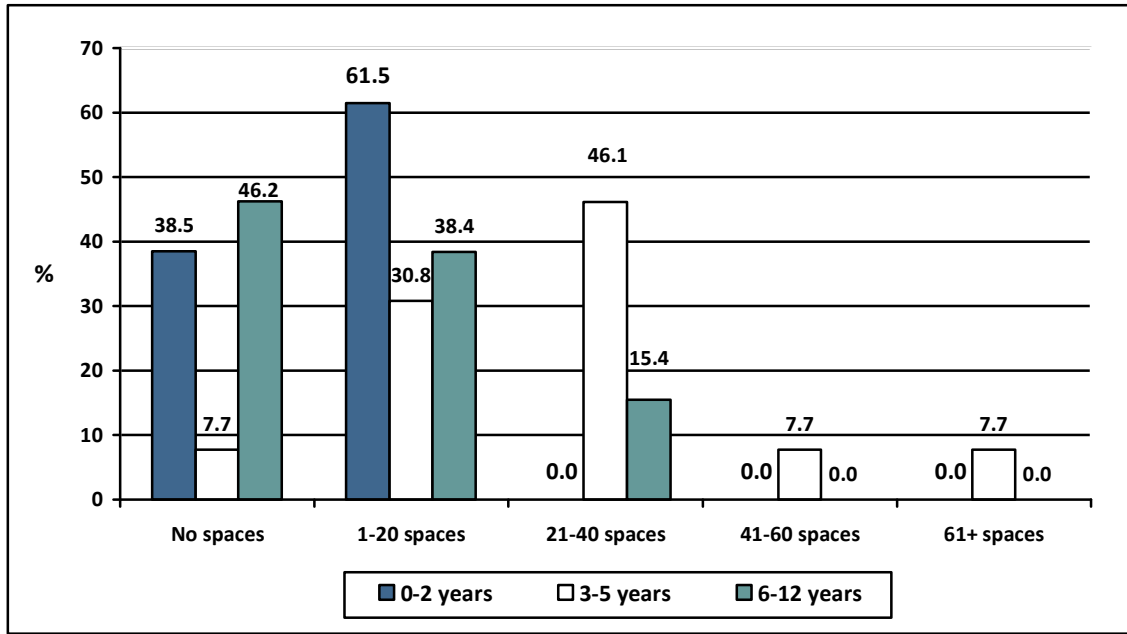

N=13
Source: Employer Survey - B1

11.2.2 Number of Licensed Spaces

Respondents were asked how many licensed spaces they maintained across all locations under their responsibility. This includes all full-time, part-time and extended care spaces.

Number of Licensed Spaces Under Employers' Responsibility Across All Locations: Prince Edward Island


N=13
Source: Employer Survey - B2

11.2.3 Number of Employees

Respondents were asked to describe the size of their staff, by detailing:
- how many early childhood educators (ECEs) or ECE Assistants (ECE-As) they employed;
- how many supervisory staff they employed; and
- how many other staff related to the delivery of early childhood education and care (e.g. support staff) they employed.

See the chart on page 84 for details.

Number of Employees : Prince Edward Island
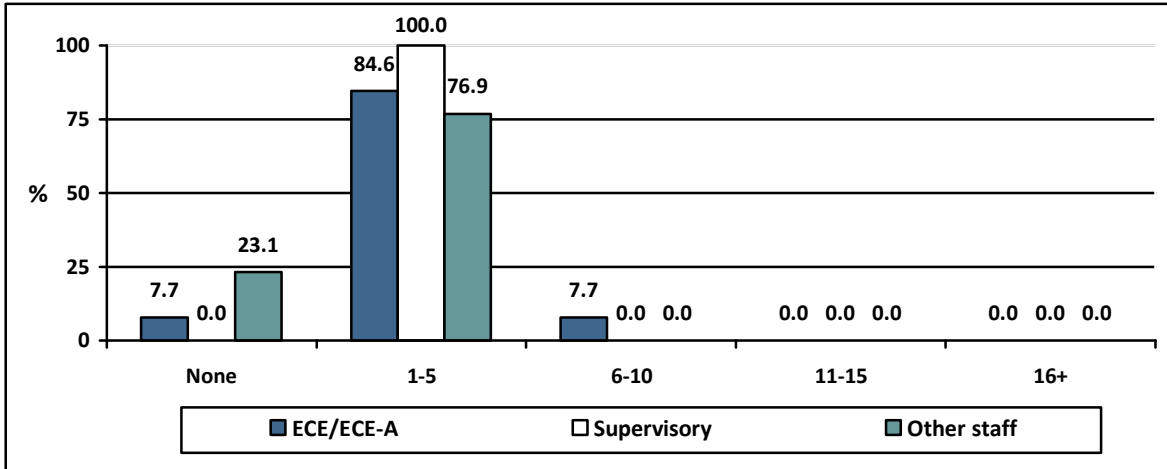
N=13
Source: Employer Survey - B3.

11.2.4 Operating Budget

Respondents were asked to indicate their annual operating budget. Over two-thirds (69.2%) of employers surveyed indicated that their annual operating budget was less than $250,000. Almost one-quarter (23.1%) of respondents chose not to answer this question.

Annual Operating Budget : Prince Edward Island
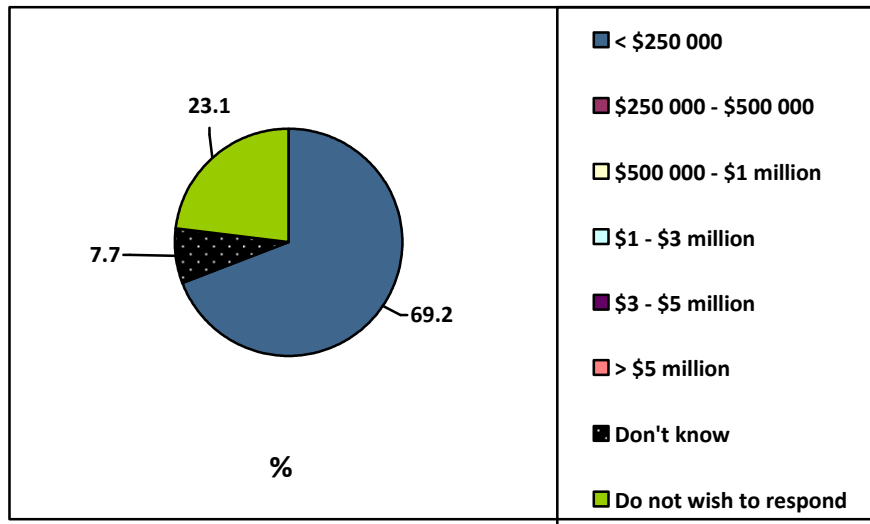
N=13
Source: Employer Survey – B4

11.3 Human Resources Issues

Employers were asked to describe the greatest challenges they faced in fulfilling the HR management role at their organization. The table below lists all of the responses. As shown, recruitment of qualified staff (38.5%) was the most frequently noted "top of mind" issue.

Top 5 Challenges Employers Face in Fulfilling Human Resources Management Role:
Prince Edward Island

| Challenges of HR Role	Total
Recruitment of qualified staff/lack of qualified staff	38.5 %
Lack of time	30.8 %
Provision of adequate wages	23.1 %
Funding issues	23.1 %

N=13
Source : Employer Survey – H1

11.3.1 Recruitment

Respondents were specifically asked if they had any difficulty recruiting staff in the past 12 months. About three-quarters of respondents (76.9%) said that they did face some recruiting challenges over the past year. Of the respondents who faced recruitment challenges (N=10), 60% indicated that ECEs were the most difficult to recruit, followed by

ECE Assistants (20.0%); supply/substitute staff (20.0%); and special needs caregivers (10.0%)

These employers were asked what they felt were the main reasons for the recruiting challenges they faced. As shown in the chart below, the most common causes were low wages in the sector (90.0%), a lack of recognition for the sector (20.0%) and poor benefits (20.0%).

Reasons for Recruiting Challenges : Prince Edward Island
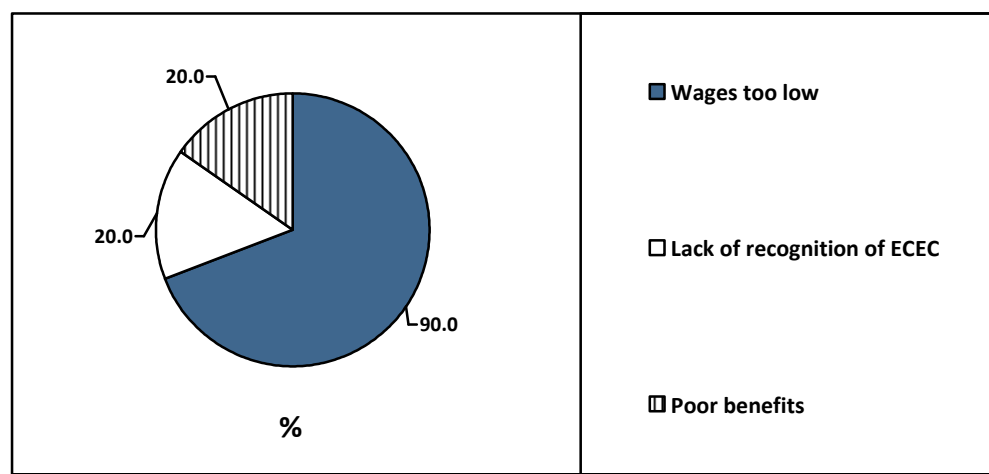
Note: Total may exceed 100% due to multiple responses.
N=10, Source: Employer Survey - D14

11.3.2 Retention

Employer survey respondents were also asked to what extent staff turnover was in issue during the last two years. Just over half of respondents (53.8%) said that turnover/retention was an issue (30.8% a major issue, 23.1% a modest issue). 38.5% had at least one ECE leave in the past 12 months, while 13.1% had at least one director or supervisor leave within the same period. The chart below details the most common reasons staff left an organization.

Reasons Staff Left Organization: Prince Edward Island
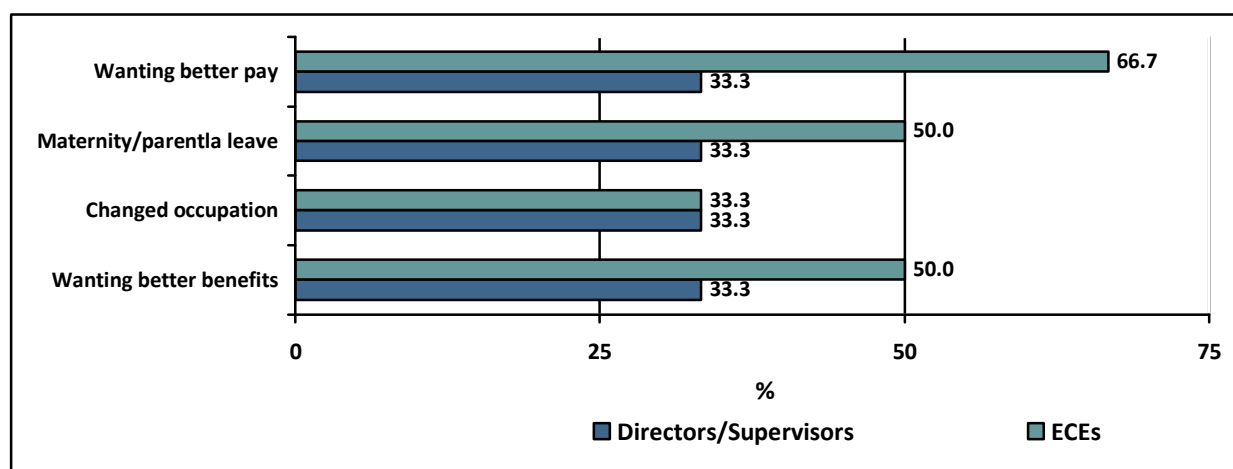
Note: Total may exceed 100% due to multiple responses.
N(Directors/Supervisors)=2 N(ECEs/ECE Assistants)=5

11.3.3 HR Training and Professional Development

ECEC employers in Prince Edward Island were asked if they had participated in any HR, management or leadership training/professional development related to their current position within the past year. Over eighty percent of employers (84.6%) indicated that they had. The most commonly noted types of training/professional development were:

- Management/supervisory skills (45.5%)
- Leadership skills (36.4%)
- Non-specific HR training (18.2%)

All employers in Prince Edward Island were asked what barriers they faced to participating in training/professional development. The most common barriers or challenges included:

- Lack of time/ability to get away (76.9%)
- Funding/cost of training (61.5%)
- Cannot be out of centre for a full day (15.4%)

All respondents from Prince Edward Island were asked if they thought they or their management team would benefit from any training/professional development related to HR management in the next two to three years. Over eighty percent (84.6%) of employers indicated that they would.
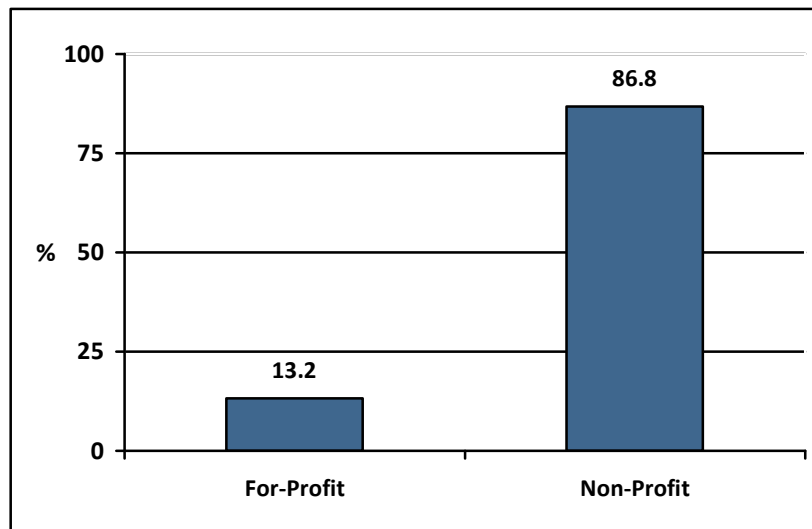
SECTION 12 : EMPLOYER SURVEY RESULTS : QUÉBEC

12.1 Governance Models

In Québec, 121 ECEC employers completed the Employer Survey[12].

The majority of employer respondents (86.8%) indicated their organization was non-profit.

**Distribution of For-Profit and Non-Profit Organizations : Québec**

N=121
Source: Employer Survey - B5

Of those employers who indicated that their organization was for-profit, 56.3% identified as a sole proprietorship and 31.3% identified as a corporation. See the chart on page 89 for details.

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[12] 708 employers were included in the sample for surveying. See page 8 for further details.
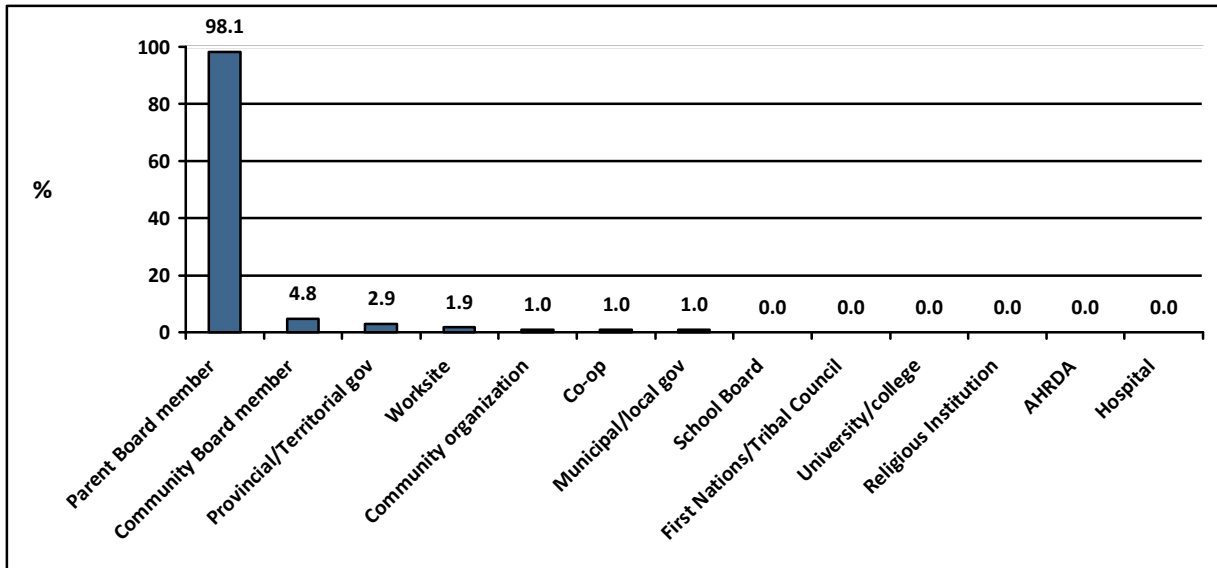
For-Profit Governance Models: Québec
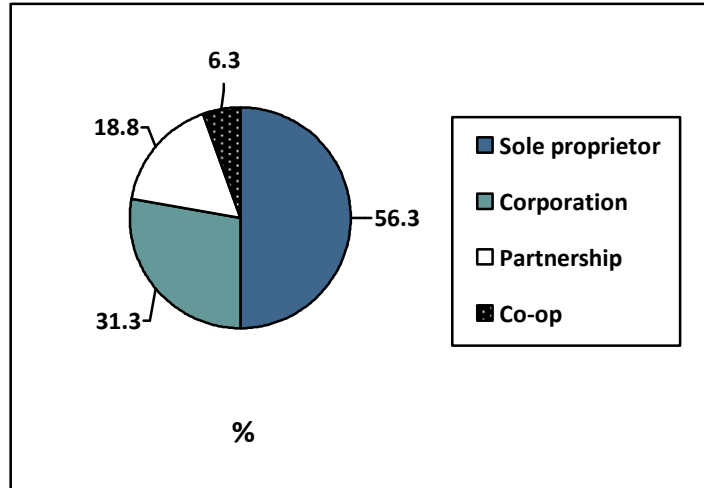
N=16
Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B6

The vast majority of employers who self-identified as non-profit indicated their organization was at least partly governed by a parent board (98.1%). Respondents had the option of choosing as many categories as necessary, thus the categories presented below are not mutually exclusive.

Non-Profit Governance Models : Québec

Note: *AHRDA – Aboriginal Human Resources Development Agreement*
N=105   Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B7

The chart below details the distribution of the governance model groups within Québec. See Section 1.3.1 for a description of each group.

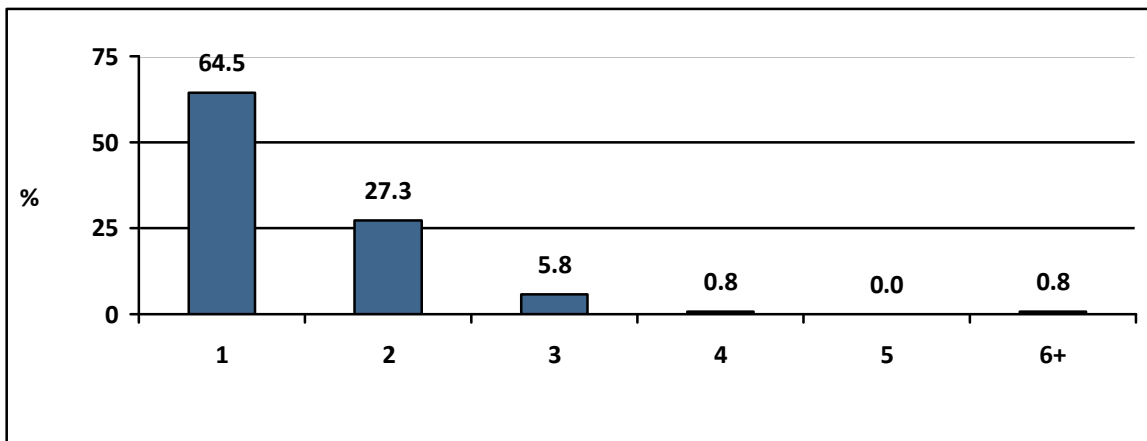**Distribution of Governance Models : Québec**
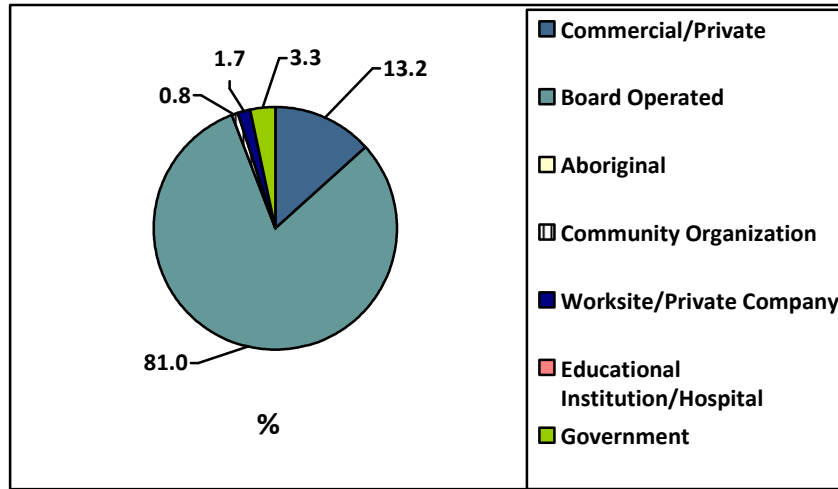
N=121

12.2 Employer Size

12.2.1 Number of Locations

Approximately two-thirds (64.5%) of employers surveyed in Québec were responsible for one ECEC location.

**Average Number of ECEC Locations Under Employers' Responsibility: Québec**

N=121
Source: Employer Survey - B1

12.2.2 Number of Licensed Spaces

Respondents were asked how many licensed spaces they maintained across all locations under their responsibility. This includes all full-time, part-time and extended care spaces. *It is important to note that school-age child care in Quebec is delivered by school boards. As a result school-age care is rarely within the scope of child care employers.*

Number of Licensed Spaces Under Employers' Responsibility Across All Locations: Québec
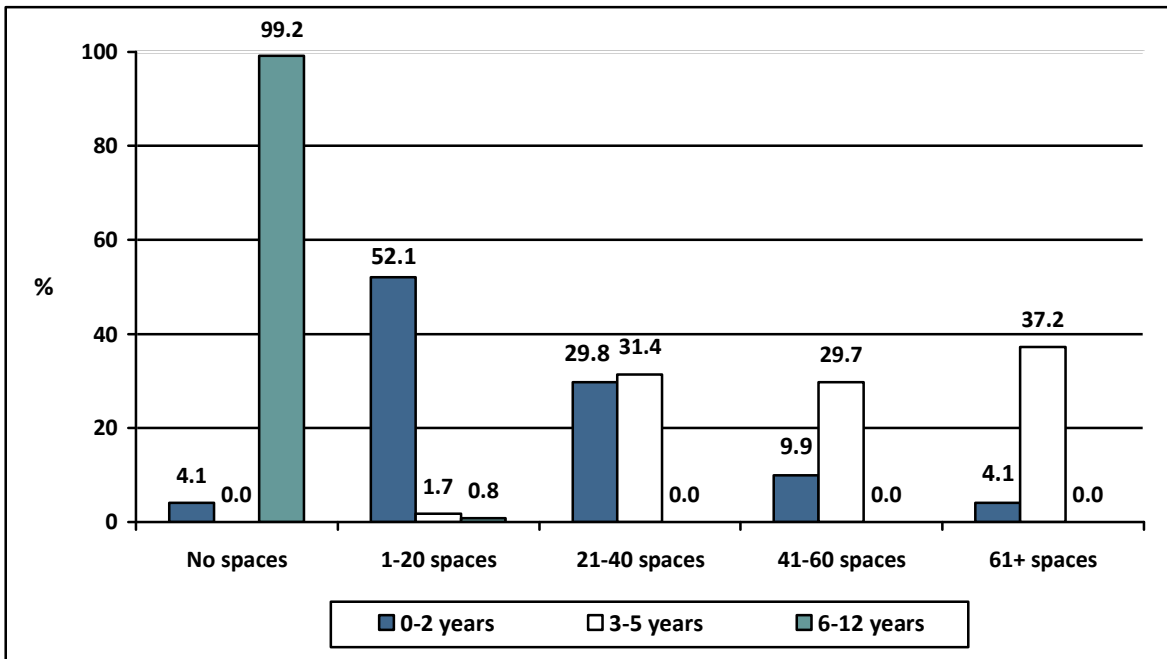
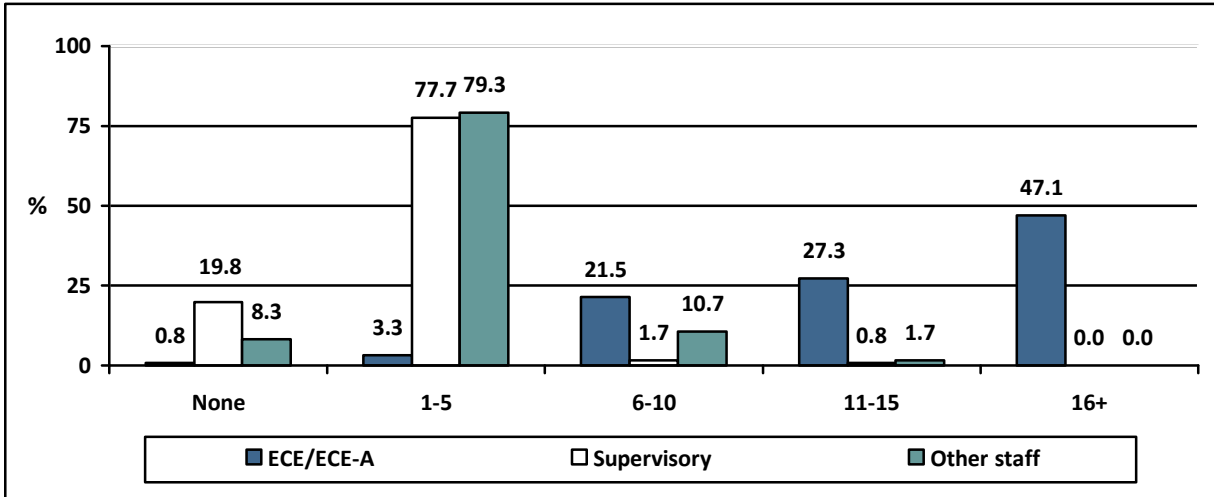
N=121
Source: Employer Survey - B2

12.2.3 Number of Employees

Respondents were asked to describe the size of their staff, by detailing:
- how many early childhood educators (ECEs) or ECE Assistants (ECE-As) they employed;
- how many supervisory staff they employed; and
- how many other staff related to the delivery of early childhood education and care (e.g. support staff) they employed.

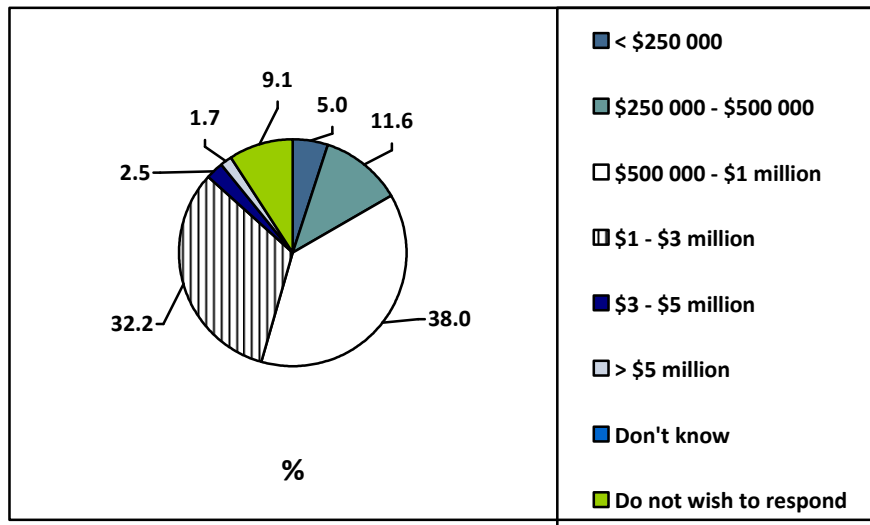**Number of Employees : Québec**

N=121
Source: Employer Survey - B3.

12.2.4 Operating Budget

Respondents were asked to indicate their annual operating budget. Almost 40% of employers (38.0%) had operating budgets between $500,000 and $1 million. A small percentage of employers (9.1%) chose not to answer this question.

Annual Operating Budget : Québec

N=121
Source: Employer Survey – B4

12.3 Human Resources Issues

Employers were asked to describe the greatest challenges they faced in fulfilling the HR management role at their organization. The table below lists the five most common responses. As shown, recruitment of qualified staff (22.3%) was the most frequently noted "top of mind" issue.

Top 5 Challenges Employers Face in Fulfilling Human Resources Management Role: Québec

| Challenges of HR Role	Total
Recruitment of qualified staff/lack of qualified staff	22.3 %
Finding on-call/substitution staff	10.7 %
Maintaining a positive work environment	9.1 %
Maintaining relationships/teamwork	8.3 %
Retention of qualified staff	6.6 %

N=121
Source : Employer Survey – H1

12.3.1 Recruitment

Respondents were asked if they had any difficulty recruiting staff in the past 12 months. Half of the employers surveyed (50.4%) said that they had faced some recruiting challenges over the past year. Of the respondents who faced recruitment challenges (N=61), 83.6% indicated that ECEs were the most difficult to recruit, followed by Directors/Supervisors (11.5%), ECE Assistants (9.8%), and Cooks (8.2%).

These employers were asked what they felt were the main reasons for the recruiting challenges they faced. As shown in the chart below, the most common causes were the lack of qualified staff (57.4%) and the lack of full-time employment opportunities (26.2%).

Reasons for Recruiting Challenges : Québec
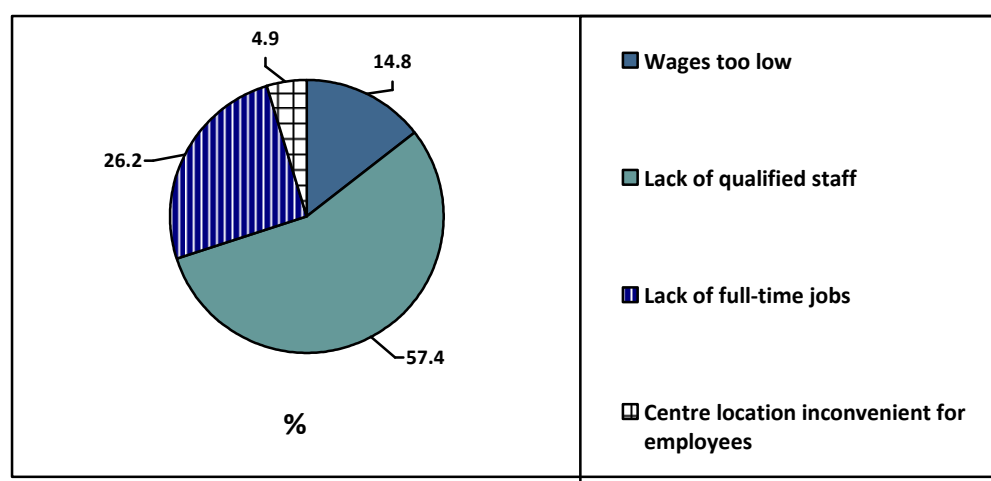
Note: Total may exceed 100% due to multiple responses.
N=61, Source: Employer Survey - D14

12.3.2 Retention

Employer survey respondents were also asked to what extent staff turnover was in issue during the last two years. Over 80% of respondents (83.5%) said that turnover/retention was an issue (22.3% a major issue, 83.5% a modest issue). 56.2% of employer respondents had at least one ECE leave in the past 12 months, while 14.9% had at least one director or supervisor leave within the same period. The chart below details why staff left an organization.
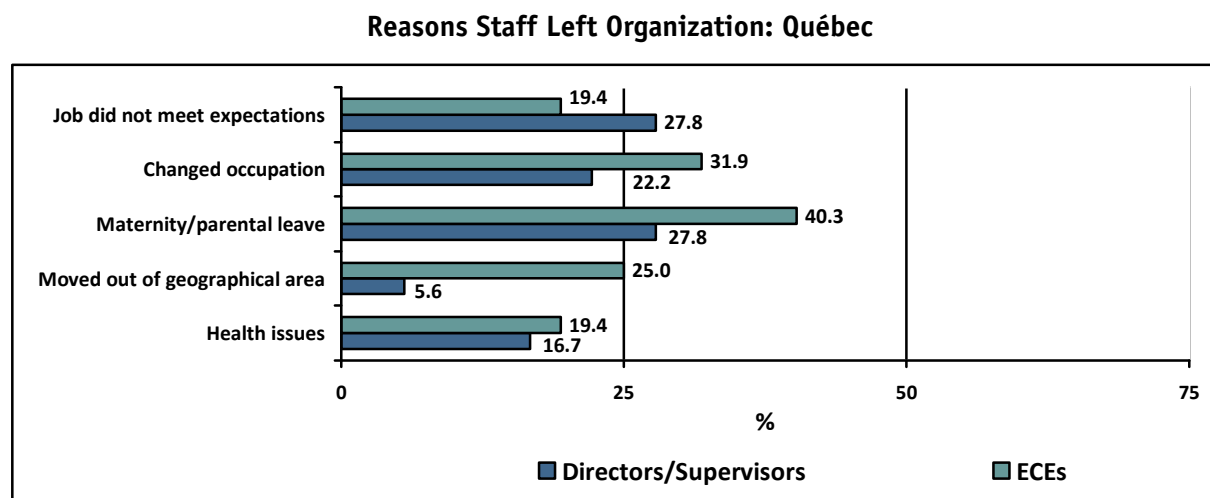
Reasons Staff Left Organization: Québec

Note: Total may exceed 100% due to multiple responses.
N(Directors/Supervisors)=18 N(ECEs/ECE Assistants)=68

12.3.3 HR Training and Professional Development

ECEC employers in Québec were asked if they had participated in any HR, management or leadership training/professional development related to their current position within the past year. Over eighty percent of employers (83.5%) indicated that they had. The most commonly noted topics/types of training/professional development were:

- Management/supervisory skills (62.4%)
- Leadership skills (15.8%)
- HR finance (13.9%)

All employers in Québec (N=121) were asked what barriers they faced to participating in training/professional development. The most common barriers or challenges included:

- Lack of time/ability to get away (46.3%)
- Funding/cost of training (21.5%)
- Location/training not offered locally (12.4%)

All respondents in Québec were asked if they thought they or their management team would benefit from any training/PD related to HR management in the next two to three years. Three-quarters (76.9%) of employers indicated that they would.
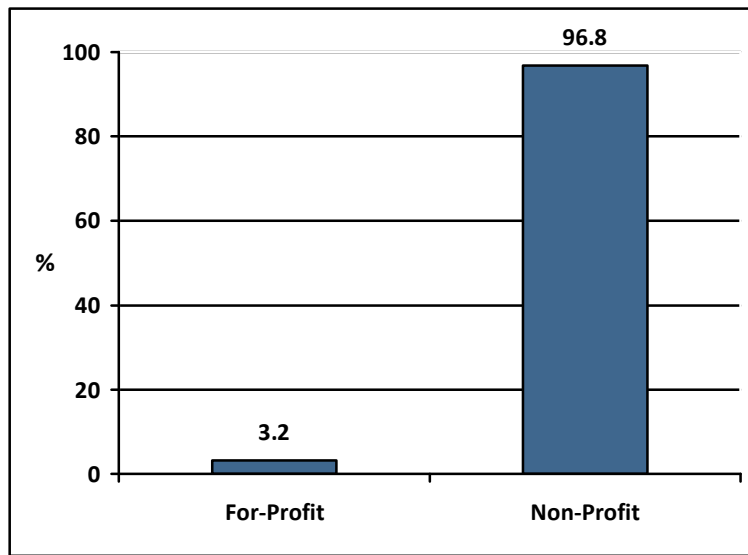
SECTION 13 : EMPLOYER SURVEY RESULTS : SASKATCHEWAN

13.1 Governance Models

In Saskatchewan, 31 ECEC Employers completed the Employer Survey[13].

The majority of employer respondents (96.8%) indicated their organization was non-profit.

Distribution of For-Profit and Non-Profit Organizations : Saskatchewan


N=31
Source: Employer Survey - B5

The only employer who indicated that their organization was for-profit also identified their organization as a sole proprietorship.

The majority of employers who self-identified as non-Profit indicated that their organization was at least partly governed by a parent board (73.3%). Approximately one-third (36.7%) of respondents identified their organization as a co-op and an additional third indicated they were at least partly governed by a community board (33.3%). Respondents had the option of choosing as many categories as necessary, thus the categories presented below are not mutually exclusive. See the chart on page 97 for details.

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[13] 70 employers were included in the sample for surveying. See page 8 for further details.

**Non-Profit Governance Models : Saskatchewan**
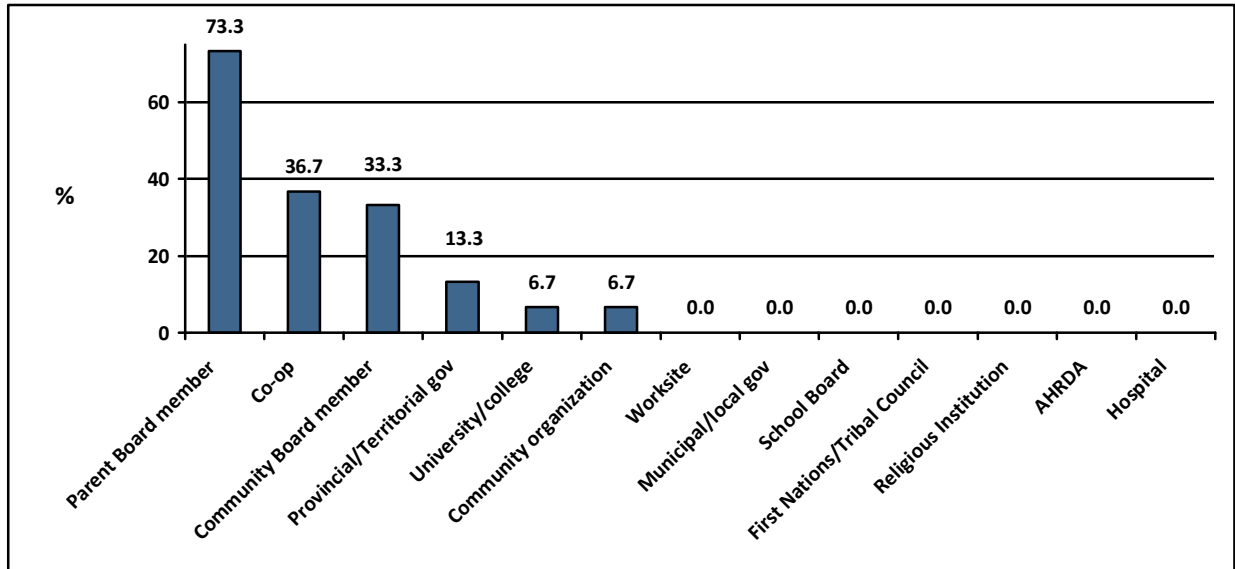
Note: *AHRDA – Aboriginal Human Resources Development Agreement*
N=30   Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B7

The chart below details the distribution of the governance model groups within Saskatchewan. See Section 1.3.1 for a description of each group.
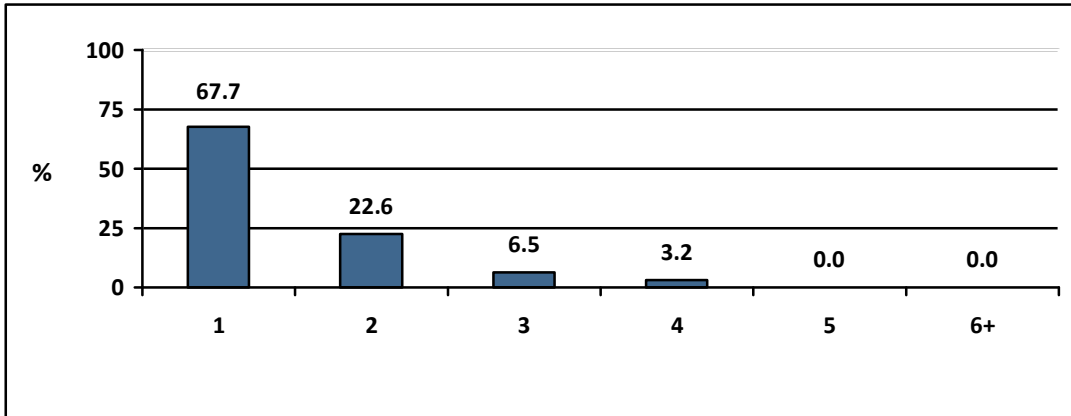
Distribution of Governance Models : Saskatchewan
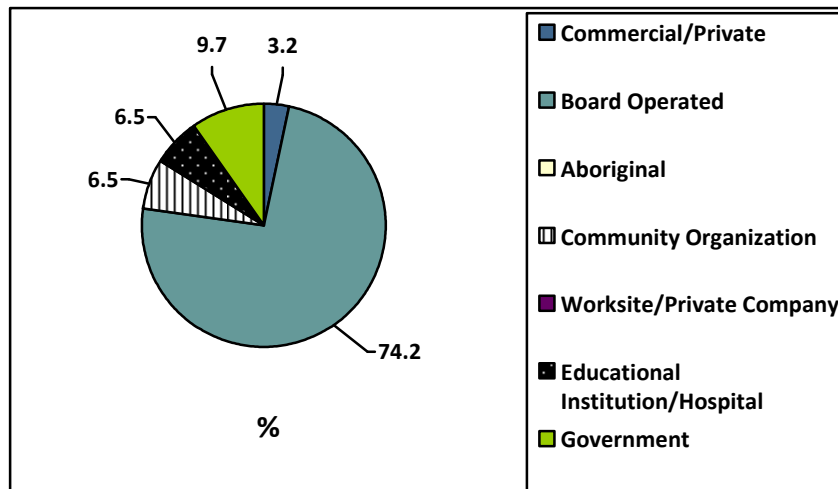
N=31

13.2 Employer Size

13.2.1 Number of Locations

Approximately two-thirds (67.7%) of employers surveyed in Saskatchewan were responsible for one ECEC location.

Average Number of ECEC Locations Under Employers' Responsibility: Saskatchewan
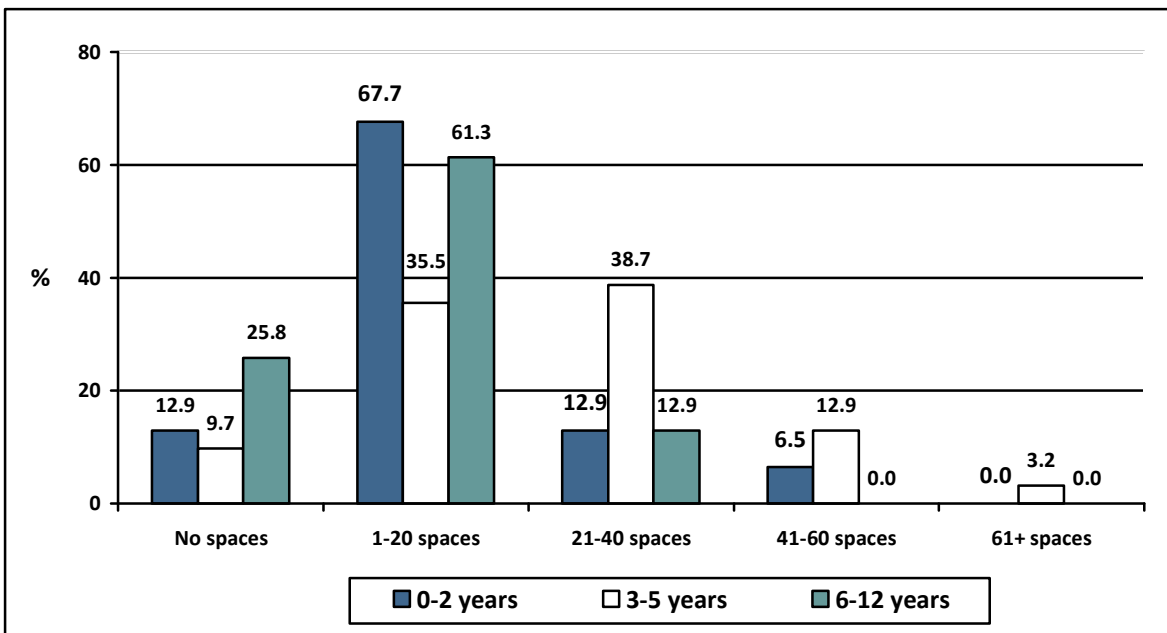

N=31
Source: Employer Survey - B1

13.2.2 Number of Licensed Spaces

Respondents were asked how many licensed spaces they maintained across all locations under their responsibility. This includes all full-time, part-time and extended care spaces.

**Number of Licensed Spaces Under Employers' Responsibility Across All Locations: Saskatchewan**

N=31
Source: Employer Survey - B2

13.2.3 Number of Employees

Respondents were asked to describe the size of their staff, by detailing:

- how many early childhood educators (ECEs) or ECE Assistants (ECE-As) they employed;
- how many supervisory staff they employed; and
- how many other staff related to the delivery of early childhood education and care (e.g. support staff) they employed.

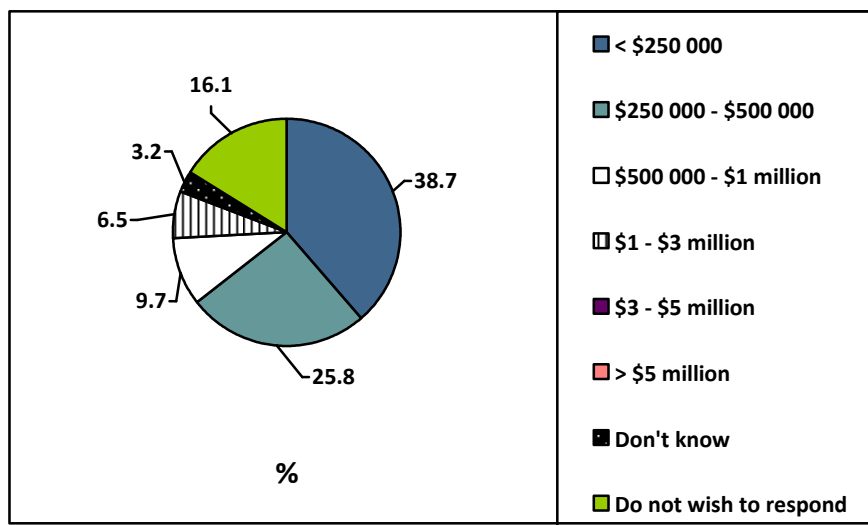**Number of Employees : Saskatchewan**
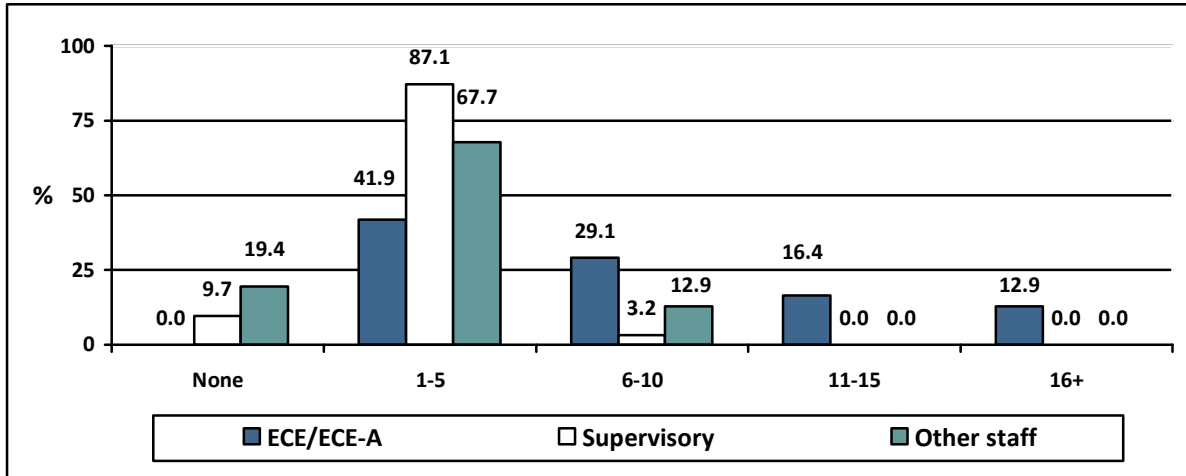
N=31
Source: Employer Survey - B3.

13.2.4 Operating Budget

Over one-third of employers surveyed (38.7%) indicated that their annual operating budget was less than $250,000. A total of 16.1% of employers chose not to answer this question.

Annual Operating Budget : Saskatchewan

N=31
Source: Employer Survey – B4

13.3 Human Resources Issues

Employers were asked to describe the greatest challenge(s) they faced in fulfilling the HR management role at their organization. The table below lists the five most common responses. As shown, recruitment of qualified staff (38.7%) was the most frequently noted "top of mind" issue.

Top 5 Challenges Employers Face in Fulfilling Human Resources Management Role: Saskatchewan

| Challenges of HR Role	Total
Recruitment of qualified staff/lack of qualified staff	38.7 %
Lack of time	25.8 %
Provision of adequate wages	12.9 %
Staff motivation/Lack of HR knowledge or training/Lack of interest of individuals to pursue ECEC (same frequency)	9.7 %

N=31
Source : Employer Survey – H1

13.3.1 Recruitment

Respondents were specifically asked if they had any difficulty recruiting staff in the past 12 months. More than half of the employers surveyed (58.1%) said that they had faced some recruiting challenges over the past year. Of the respondents who faced recruitment challenges (N=18),77.8% indicated that ECEs were the most difficult to recruit, followed by ECE Assistants (38.9%), and supply/substitute staff (22.2%)

These employers were asked what they felt were the main reasons for the recruiting challenges they faced. As shown in the chart below, the most common causes were low wages in the sector (61.1%), an overall lack of qualified staff (22.2%) and a perception that the job is too demanding.
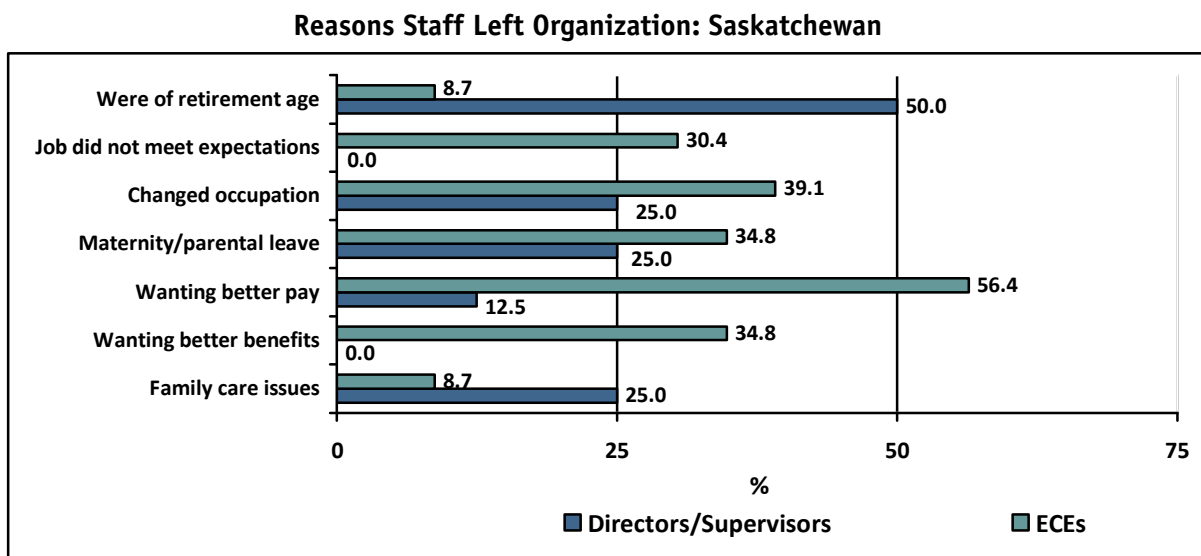
Reasons for Recruiting Challenges : Saskatchewan
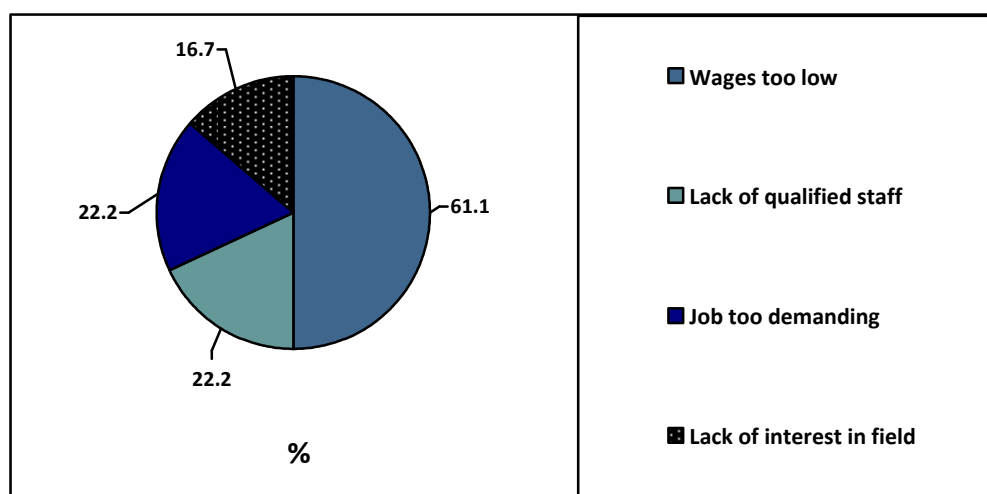
Note: Total may exceed 100% due to multiple responses.
N=18, Source: Employer Survey - D14

13.3.2 Retention

Employer survey respondents were also asked to what extent staff turnover was in issue during the last two years. Eighty percent of respondents (80.6%) said that turnover/retention was an issue (32.3% a major issue, 48.4% a modest issue). The majority (67.7%) of employers had at least one ECE leave, while 25.8% had at least one director or supervisor leave.

Reasons Staff Left Organization: Saskatchewan

Reason	Directors/Supervisors	ECEs
Were of retirement age	50.0	8.7
Job did not meet expectations	0.0	30.4
Changed occupation	25.0	39.1
Maternity/parental leave	25.0	34.8
Wanting better pay	12.5	56.4
Wanting better benefits	0.0	34.8
Family care issues	25.0	8.7

Note: Total may exceed 100% due to multiple responses.
N(Directors/Supervisors)=18 N(ECEs/ECE Assistants)=68

13.3.3 HR Training and Professional Development

ECEC employers were asked if they had participated in any HR, management or leadership training/professional development related to their current position. Over ninety percent of employers (93.5%) had participated in some form of training/professional development within the past year. The most commonly noted types of training/professional development were:

- Management/supervisory skills (82.8%)
- Leadership skills (10.3%)

All employer respondents (N=31) were asked what barriers they faced to participating in training/professional development. The most common barriers or challenges included:

- Lack of time/ability to get away (48.4%)
- Funding/cost of training (48.4%)
- Location/training not offered locally (22.6%)
- Cannot be out of centre for a full day (22.6%)

All respondents in Saskatchewan were asked if they thought they or their management team would benefit from any training/professional development related to HR management in the next two to three years. All employers (100.0%) were of the opinion that they would.
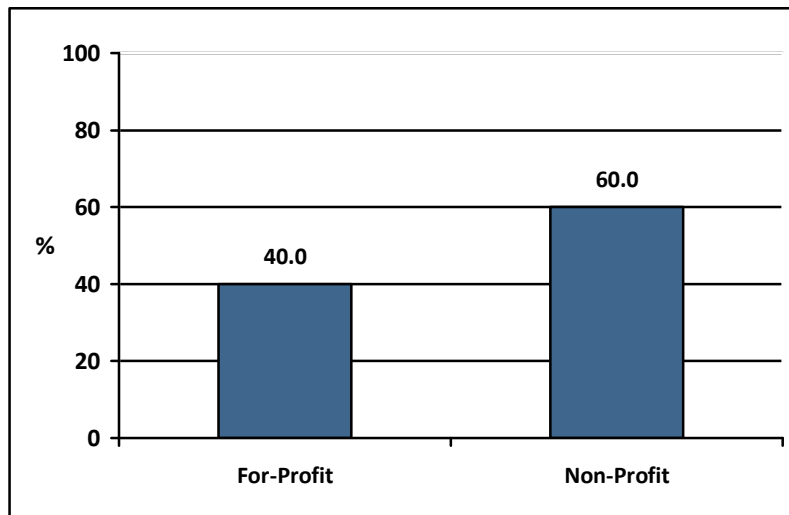
SECTION 14 : EMPLOYER SURVEY RESULTS : YUKON TERRITORY

14.1 Governance Models

In Yukon Territory, 5 ECEC Employers completed the Employer Survey[14].

40% of employers surveyed indicated their organization was for-profit and 60% identified their organization as non-profit.

**Distribution of For-Profit and Non-Profit Organizations : Yukon Territory**

N=5
Source: Employer Survey - B5

Both employers who indicated their organization was for-profit identified their governance structure as a sole proprietorship (100.0%). The remaining three non-profit employers indicated they were at least party governed by a community board (33.3%), a First Nations Band/Tribal Council (33.3%) or another non-specified governance structure (33.3%).   See the chart on page 103 for details.

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[14] 23 employers were included in the sample for surveying. See page 8 for further details.

Non-Profit Governance Models : Yukon Territory
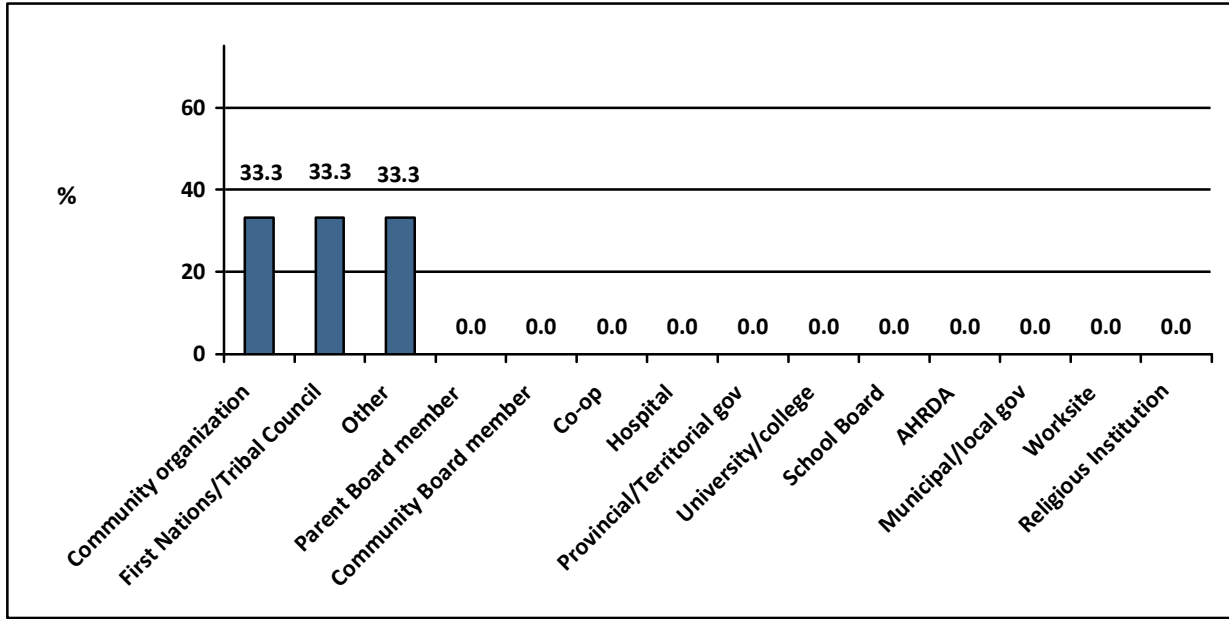
Note: *AHRDA – Aboriginal Human Resources Development Agreement*
N=3   Note: Total may exceed 100% due to multiple responses.
Source: Employer Survey – B7

The chart below details the distribution of the governance model groups. See Section 1.3.1 for a description of each group.

Distribution of Governance Models : Yukon Territory
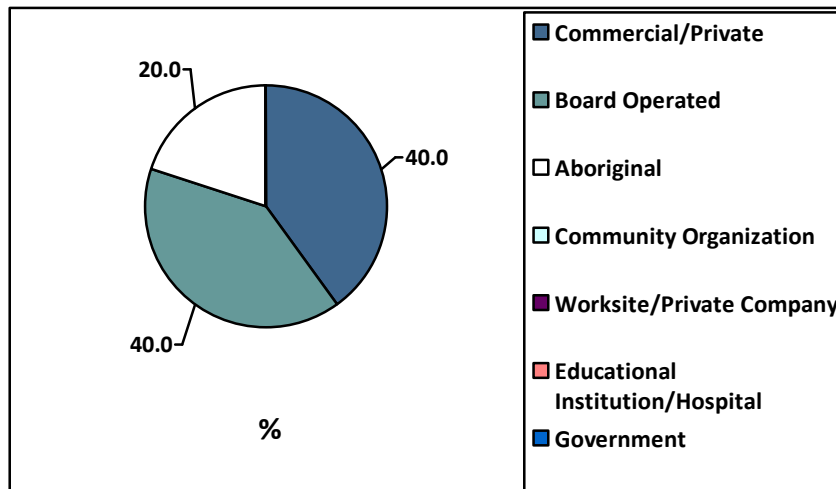

N=5

14.2 Employer Size

14.2.1 Number of Locations

All of the employers surveyed in Yukon Territory (100.0%) were responsible for one ECEC location.

14.2.2 Number of Licensed Spaces

Respondents were asked how many licensed spaces they maintained across all locations under their responsibility. This includes all full-time, part-time and extended care spaces.

Number of Licensed Spaces Under Employers' Responsibility Across All Locations: Yukon Territory
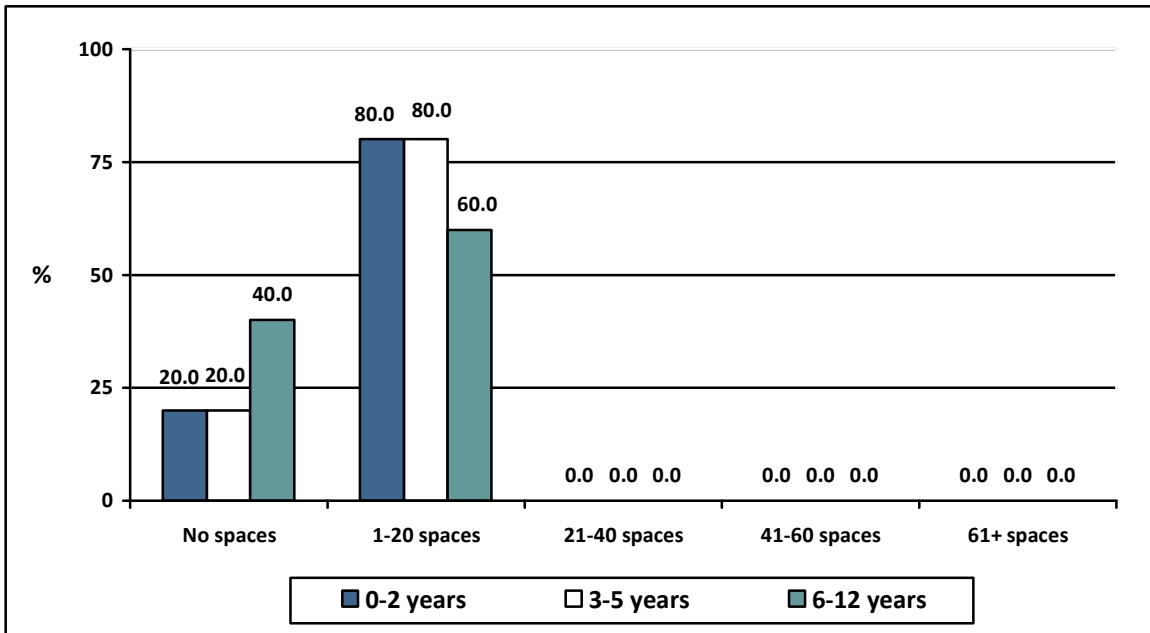
N=5
Source: Employer Survey - B2

### 14.2.3 Number of Employees

Respondents were asked to describe the size of their staff, by detailing:

- how many early childhood educators (ECEs) or ECE Assistants (ECE-As) they employed;
- how many supervisory staff they employed; and
- how many other staff related to the delivery of early childhood education and care (e.g. support staff) they employed.

See the chart on page 105 for details.

Number of Employees : Yukon Territory
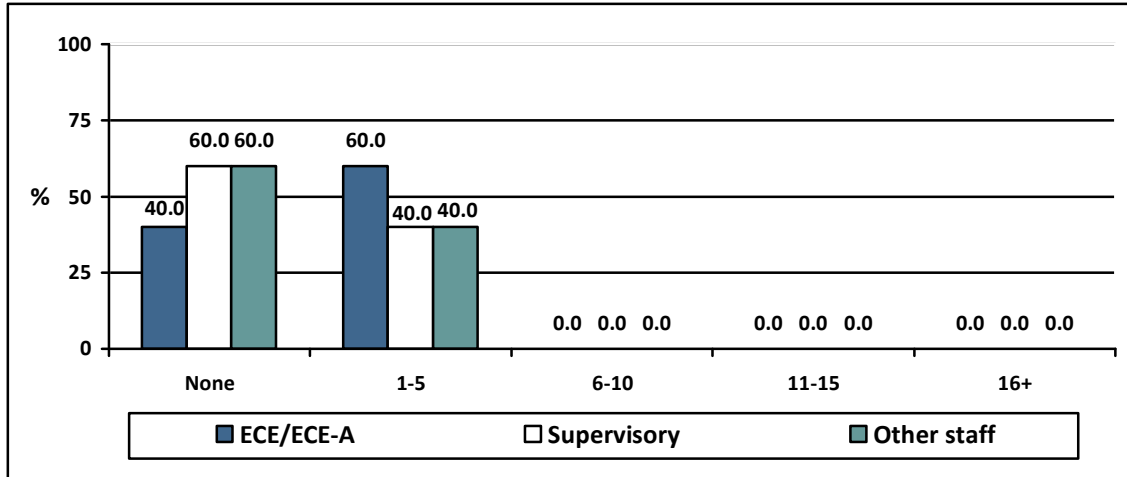
N=5
Source: Employer Survey - B3.

14.2.4 Operating Budget

All of the employers surveyed (100.0%) had an operating budget that was less than $250,000.

14.3 Human Resources Issues

Employers were asked to describe the greatest challenge(s) they faced in fulfilling the HR management role at their organization. The table below lists all of the responses.

Top 5 Challenges Employers Face in Fulfilling Human Resources Management Role: Yukon Territory

Challenges of HR Role	Total
Provision of adequate wages	20.0 %
Finding on-call/substitution staff	20.0 %
Lack of time	20.0 %
Keeping up-to-date on legislation	20.0 %

N=5
Source : Employer Survey – H1

14.3.1 Recruitment

Respondents were specifically asked if they had any difficulty recruiting staff in the past 12 months.   Forty percent of the respondents (40.0%) said that they had faced some recruiting challenges over the past year. Of the respondents who faced recruitment challenges (N=2), the most common difficulties were recruiting ECEs (50.0%) snd Day home providers (50.0%).

These employers were asked what they felt were the main reasons for the recruiting challenges they faced. Both employers (100.0%) felt that low wages was the cause of the recruitment challenges.

14.3.2 Retention

Employer survey respondents were also asked to what extent staff turnover was an issue during the last two years. Forty percent (40.0%) of respondents said that turnover/retention was an issue (40.0% a modest issue). One employer (20.0%) had a director/supervisor and one (20.0%) had an ECE leave within the past year. When asked what was the cause of the director and ECE turnover, the respondent commented that the staff members were of retirement age.

14.3.3 HR Training and Professional Development

ECEC employers in the Yukon Territory were asked if they had participated in any HR, management or leadership training/professional development related to their current position. Sixty percent of employers (60.0%) had participated in some form of training/PD within the past year. The most commonly noted types of training/PD were:

- Management/supervisory skills (33.3%)
- Administrative training (33.3%)
- Formal ECE training (33.3%)

All employers (N=5) were asked what barriers they faced to participating in training/professional development. The most common barriers or challenges included:

- Time/ability to get away (60.0%)
- Funding/cost of training (60.0%)
- Location/training not offered locally (20.0%)

All respondents were asked if they thought they or their management team would benefit from any training/professional development related to HR management in the next two to three years. Eighty percent of employers (80.0%) were of the opinion that they would.