



# Child Care Policy Symposium 2022 Workforce panel

Working conditions and retention: Jane Beach

# Key factors affecting retention



- Wages and benefits
- Working conditions and work environment
- Leadership and management
- Ongoing education and skill building
- Recognition

# PT approaches to workforce recruitment and retention

## Wage enhancements...

- Do not result in equitable wages
- Usually reflect education but not experience or job position
- Are not necessarily secure nor result in predictable wage
- Significant administrative burden
- Perpetuate a market approach

## Salary/wage scales ...

- Create greater equity within and across programs
- Have the potential to reduce turnover
- Have the potential to improve working conditions
- Must be part of core operational funding
- Should consider system-level principles and working conditions

## Assorted educational supports



# Findings from the TALIS Starting Strong survey on working conditions

- Hours of work
- Job content/multiple roles
- Work organization
- Group size and composition
- Regulatory environment

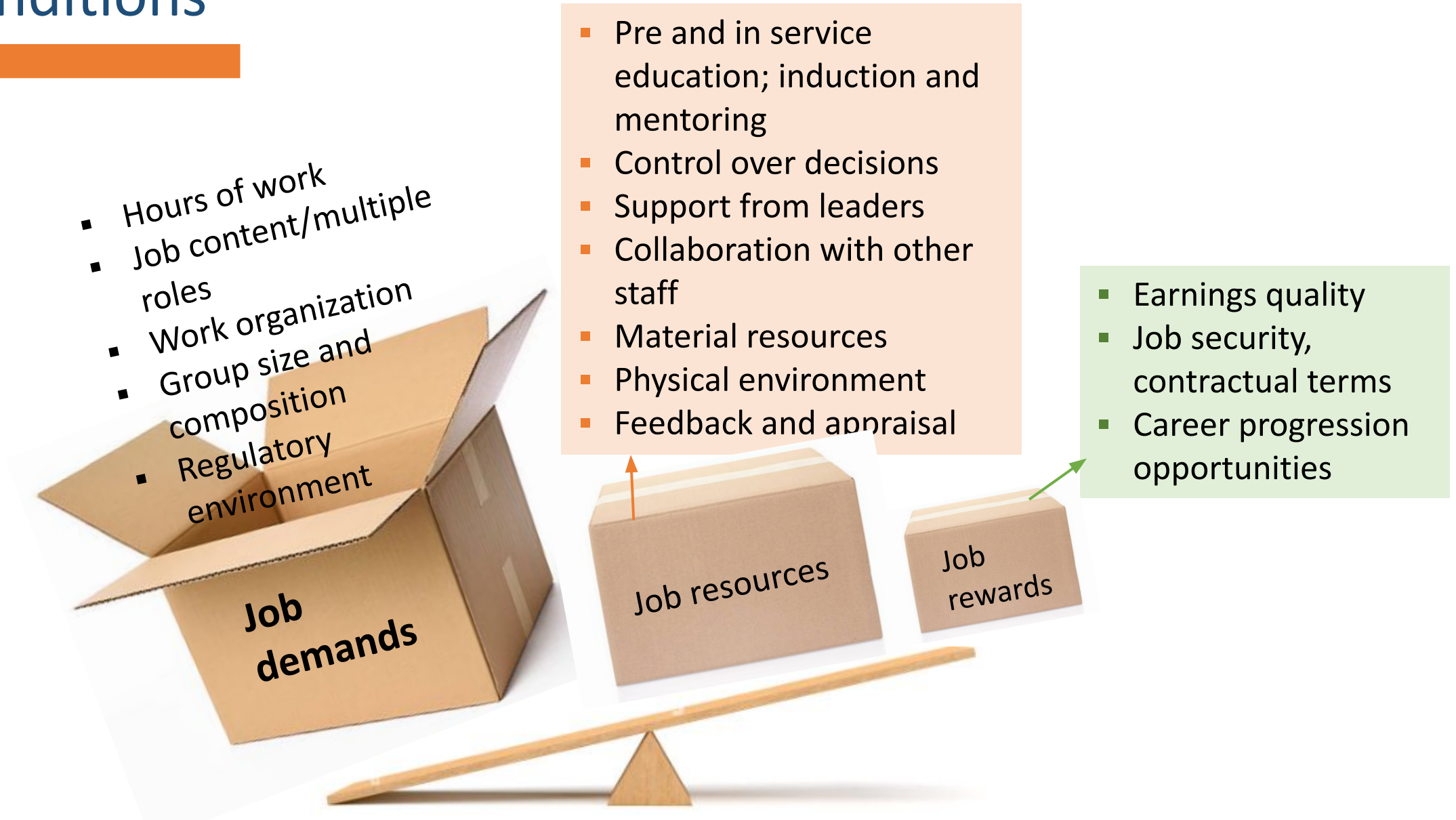
**Job demands**

- Pre and in service education; induction and mentoring
- Control over decisions
- Support from leaders
- Collaboration with other staff
- Material resources
- Physical environment
- Feedback and appraisal

**Job resources**

- Earnings quality
- Job security, contractual terms
- Career progression opportunities

**Job rewards**



# TALIS survey: staff well-being depends on balance between job demands and job resources and rewards

## Emotional well-being...

- Staff satisfaction and enjoyment of the job

## Cognitive well being...

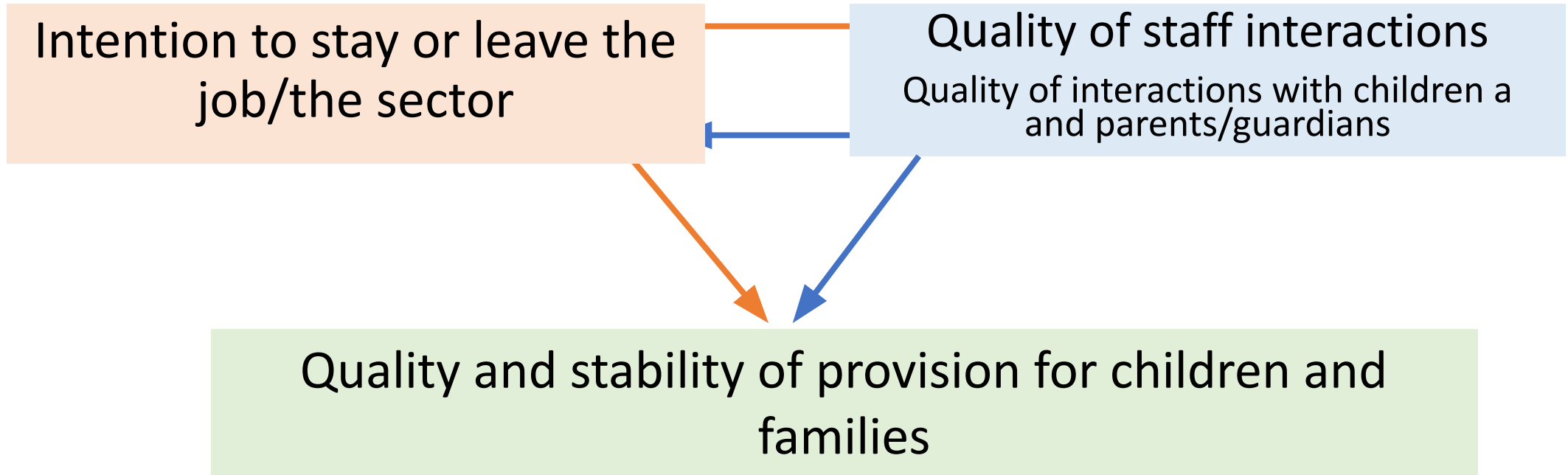
- The degree to which staff feeling comfortable and confident in their role

## Social well-being...

- Quality and depth of working relationships
- Feeling recognized for the job and valued by others



# TALIS survey: outcomes of staff well-being



# Supportive working conditions/work environment are essential to retention



- Induction and mentoring support by experienced directors and senior staff for all new early childhood educators and assistants
- Paid non-contact time during the workday to allow for program planning, staff meetings, documentation, and meeting with parents
- Paid release time during the work-day to participate in ongoing professional learning
- Well-designed and equipped physical space, with immediate access to outdoor play space
- Opportunities for certified early childhood educators to provide input into program decisions
- Professional profiles/job descriptions/role

# What now?



- Ensure funding for wages, benefits and supportive working conditions are not tied to parent fees or provided through grants but part of core operating funding
- Development of a national workforce strategy
- Build on the extensive body of research undertaken by the Child Care Human Resources Sector Council – e.g.
  - Child care sector study
  - Labour market update
  - Understanding and addressing labour market shortages
  - Occupational standards
  - You bet we still care! study of wages and working conditions
  - Training strategy