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# **Nunavut Government Licensed Day Care Review**

## **Interim Report**

**May 2, 2000**

**Prepared for the Department of Education  
Government of Nunavut**

by:

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## **A. Introduction**

On January 31st, 2000, a group of concerned Day Care Centre directors from the capital of Nunavut, Iqaluit, met with the Minister of Education, Mr. James Arvaluk. The purpose of this meeting was to inform the Minister of the pressing issues confronting the Iqaluit day care community. These included:

- low staff wages,
- lack of staff benefits,
- high staff turnover,
- housing shortages,
- limited funding to develop and support programs
- and a lack of trained staff.

### **Minister's Action Plan**

The Minister's response was to call for a Nunavut wide *Licensed Day Care Review*. This document is an interim report. The purpose of the interim report, to provide as quickly as possible, details to the Minister, concerning the current state of all licensed day cares in Nunavut. A more detailed Final Report will be produced on June 1, 2000.

The intention is that the reports will be made available to the public, at the Minister's discretion within approximately two weeks of transmission to the Minister's office.

### **The purpose of the Licensed Day Care Review is:**

1. To establish a data base on the current state of all licensed day cares in Nunavut.
2. To identify similar and different issues affecting day cares in Nunavut.
3. To provide ideas and recommendations concerning day care issues identified in the Day Care Review questionnaire and by the Iqaluit Director's during their meeting with the Minister.
4. To estimate the cost to provide quality day care.
5. To generate ideas on how day care can be funded.
6. To share information about best practices in early childhood education program models.

### **Historical Background**

The Northwest Territories Child Care Act came into effect on January 1, 1988. The Child Day Care Standards Regulations became binding on July 1st of that year. In 1988 responsibility for Licensed Child Day Care was with the Department of Social Services interim program titled, *The Child Day Care Program*. In the early 1990's *The Beatty Report* recommended changes which included the Department of Education assuming authority for the Child Day Care portfolio in April of 1993. The present *Early Childhood Program* acquired its new title in 1994, when the program became permanent. At the

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same time regional staff were hired, which included an Early Childhood Officer's position in Iqaluit. The *Child Day Care Manual*, which contains the Child Day Care Act as well as the Standards and Regulations was last revised in 1994.

According to the Child Day Care Act a “ **child day care facility** means an establishment where care, instruction or supervision is provided to five or more children in the absence of the parents or guardians of those children by a person who is not a relative of the majority of the children.

“**license**” means a license to operate a child day care facility..”<sup>1</sup>

### **Aboriginal Head Start: A part-time program**

The present analysis is a review of Licensed Day Care, specifically, full time child day care services. There are eight Aboriginal Head Start (AHS) Programs are licensed and therefore subject to function with respect to the regulations. They receive the majority of their operating budgets through Health Canada. They do not receive Program funding from the Early Childhood Program, but are eligible for Healthy Children's Initiative Funding. The AHS sites provide part-time child care, at less than 20 hours per week, per child. They did participate in completing the Review questionnaire however, for the purposes of this report are mentioned, but are not the primary consideration .

### **Variety of Early Childhood Options**

There are a variety of other organized supports, programs and activities that are offered within the territory to children and/or parents of young children. Those mentioned by the centres participating in this review included:

- Family Resource Centre
- Mom's and Tot's
- Pre-School Reading Program
- Pre-Natal Nutrition Program
- Traditional Parenting Program
- Pre School Program
- Healthy Mom's and Babies Program
- Small Steps Early Intervention
- After School Care

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<sup>1</sup> Child Day Care Manual (1994), Northwest Territories Education, Culture and Employment. p. 2

## **Early Childhood and School Division of the Department of Education**

Shirley Tagalik is the Manager of the Early Childhood and School Division of the Department of Education, Government of Nunavut. Her office is situated in Arviat, as is that of Jayne Dator-Freeman, the Early Childhood Program Coordinator. Leslie Leafloor and Loralie Shupe are the regional Early Childhood Officers. They work out of Iqaluit and Rankin respectively. Leslie is responsible for supporting licensed day care services in the 13 communities of the Qikiqtaaluk. Loralie performs a similar function in the Kivalliq and Kitikmeot regions.

## **Children's First Secretariat**

Recently the Department of Education's Early Childhood and Schools Division has sponsored an interdepartmental initiative called: *Children's First Secretariat*. The goal is to facilitate the coordination of programs and services and to promote the healthy development of children across Nunavut. The secretariat is in its very early stages of development. It is anticipated that through regular monthly interdepartmental meetings, that cross government projects will be developed, and ultimately children and youth in Nunavut will be better served.

## **Licensed Day Care Review Questionnaire**

The licensed Day Care Review questionnaire was sent out to 30 centres in the territory on March 20th, 2000. 27 services responded: 20 Licensed full-time day cares and 7 Aboriginal Head Start Programs. The staff of the Department of Education's Early Childhood and School Services Division would very much like to recognize all of those individuals who took the time, at year end, to complete the questionnaire and return it promptly. This contribution has enabled the compilation of a report based on a 90% response rate.

## **Reliability of Statistics**

The figures in this interim report are as reported by the 27 responding daycare centres. The researcher has questioned the reliability of the figures as reported. For example one community reported having received no funding from the Department of Education's O & M Contribution Fund when it received \$29,314.00 for 1999/2000. Are the problems associated with the responses to questions supplied in the questionnaire: a reporting problem or a problem related to the questionnaire itself? These issues will need to be further explored in the Final Report.

For the purposes of the Interim Report, it has been decided to proceed based on the information supplied during the initial Day Care Review Questionnaire. A thorough analysis from funding sources will take place in preparation for the release of the Final Report. Also further questions will be asked to identified day cares, in order to better understand the issues.

The present review is occurring in answer to the issues identified and expressed on page 3. The intention of this interim report will be to further explore those issues and others, and to begin to consider solutions to the problems that are impacting on the operation of full-time, licensed child day care services in an effort to insure the provision of Quality Child Day Care, in Nunavut.

## B. Description of Funding Sources and Criteria for Funding Day Cares

Table 1

<b>Table of Funding Sources</b>	
<b>Source</b>	<b>Access</b>
<b>Parent Fees</b>	Paid weekly, directly to centres. Some services require that advance payment is made.
<b>Income Support</b>	Day Care User Subsidy, paid directly to centres through Income support. Eligibility is determined based on income.
<b>Early Childhood Programs</b>	<p>The Program itself has, within a single budget, three distinct funding sections.</p> <ol style="list-style-type: none"> <li>1. Program Contribution: This is the operating grant which is provided to centres on a first come, first served basis, for operational expenses.</li> <li>2. Health and Safety: This is a one time, maximum \$5,000. grant to centres on requirement of the Health and/or Fire Inspector.</li> </ol> <p>Start-up: The start-up grant is a one time contribution to newly licensed day cares for the purchase of materials and equipment.</p>
<b>Inuit Child Care Program</b>	<p>These funds are distributed within each region by the responsible Nunavut Human Resource Development Agreement Holder:</p> <p>Baffin: Kakivak Association                      Kivalliq: Kivalliq Partners                      Kitikmeot: Kitikmeot Economic Development Commission</p> <p>Eligibility and access requirements are currently being reviewed and finalized. It will include Child Care Spaces in centres in Nunavut that were constructed/renovated between February 1, 1995 and March 31, 2000 with funding from the First Nations Inuit Child Care Program. Inuit beneficiaries and children of First Nations ancestry receive priority, due to the nature of the funding.</p>

<b>Table of Funding Sources</b>	
<b>Source</b>	<b>Access</b>
<b>Healthy Children Initiative</b>	Proposal based funding for non-government organizations developing and delivering early intervention activities, programs, materials for children between the ages of 0 - 6, and their families. HCI programs are culture based, family centered and community supported. Funding is available for every Nunavut community and is distributed from the Department of Education's Early Childhood and School Services Division.
<b>Brighter Futures</b>	Health Canada Funding for community groups to support families: parents and children. It is not to be used directly to support child day care services. Proposals submitted to local Hamlet. For example: Brighter Futures funding can be used for literacy related projects. In Arviat their was a summer literacy course for moms and tots which also involved Elders. There was storytelling and workshops for play and puppetry that could be used to enhance language with young children. The program was offered a few day a week and involved picnics, excursions and fun events for moms and children to do in small groups.
<b>other sources</b>	Other sources include fund raising, donations etc.

### **C. Anecdotal Analysis of the Information Gathered in the Licensed Daycare Review Survey**

The licensed Day Care Review Questionnaire was a 14 page survey, completed by *licensed day care* operators in Nunavut. The various sections of the document inquired about a range of issues with a broad scope from: program content, funding, parent fees, subsidies to the educational background of the educators and current training needs. For the purposes of this document the information gathered will be examined with a focus on 4 main sections representing: the child, the centre, the parent, the staff.

David Lloyd of Iqaluit, compiled numerous statistical reports and summaries based on the information gathered, his contribution will enable the reader to view the analysis from a % point of view.

#### **Definitions**



**A day care space** is a space occupied by a child participating in a day care program. A day care centre with 12 spaces can offer services to 12 full-time children.

**Full time care** is defined as care that is offered for between 5 and 11 hours, 5 days per week.

**Early Childhood Educator** is a person who works with children 0 -6 in an organized program. Sometimes referred to as a day care worker.

**Supervisor/Director** supervises early childhood programs and staff.

The total number of licensed day care spaces represented in the survey responses totals 567. This compared to the overall total of 597 licensed spaces in Nunavut means that 95% of licensed spaces in Nunavut are represented in the survey responses. Both Aboriginal Head Start (AHS) services and Day Care Centres participated in the review. 20 day cares responded and 7 AHS sites. Thanks again to all who took the time to respond. For the purposes of the current review the focus will be on Licensed Full-time Day Care, when AHS results are included reference will be made. Please keep in mind that the information is always based on the responses received.

**Table 2**

<b>Representation of Licensed Spaces in the Review statistics</b> (based on responses received)		
Total # of Licensed spaces	# of Aboriginal Head Start spaces	# of day care spaces
567	116	451

## **1. The Children**

Estimates of the current population 0 - turning 5, in Nunavut is 3536, for the year 2000, based on a projection of the 1996 census data. There are, based on the responses returned, 356 children currently attending Nunavut day cares.

This represents 10% of the total: 0 -turning 5 population, in Nunavut, that are currently enrolled and participating in full-time day care programs.

### **1.1 # of Licensed Places**

**Table 3**

<b>Table of Licensed Day Care Spaces</b>				
	<b>Nunavut</b>	<b>Qikiqtaaluk</b>	<b>Kivalliq</b>	<b>Kitikmeot</b>
Total # of Licensed spaces	597	393	95	109
Total # of licensed pre-school spaces (2- turning 5 years) 25 -60 months	462	299	71	92
Total number of infant spaces 0- 24 months	135	94	24	17

There are a total of 597 Licensed spaces in Nunavut. They are distributed as follows:

**Table 4**

<b>Distribution of Nunavut Licensed Child Care Spaces</b>		
Total # of Licensed Spaces	# of Aboriginal Head Start Spaces	# of Day Care Spaces
597	116	481

**Table 5**

<b>Distribution of Licensed Child Day Care Spaces</b> (not Head Start)		
Total # of day care spaces	# of pre-school day care spaces	# infant day care spaces
481	346	135

Note: That for the remainder of this report the figures referred to will be based on those submitted by the responding centres. Referred to in Table 1.

- Amongst the reporting day cares 86 % of parents are beneficiaries.
- 19 of the 20 reporting day cares have infant spaces.
- One of the day cares with a license for 14 infant spaces reported only filling 8 of those, due to lack of qualified staff.
- Occupancy rate for day care spaces in Nunavut is 79%. (# of registered children 356 divided by # of licensed day care spaces 451).

**Table 6**

<b>Registration of Children in Licensed Day Care Centres in Nunavut</b> (based on responses received)		
total # of registered children	# of preschoolers	# of infants
356	271	85

### **1.2 Special Needs**

- 9 children, 3 infants and 6 preschoolers were identified as requiring extra help while attending Nunavut day cares.
- Amongst the AHS sites a total of 19 children, requiring additional support were noted.

## **2. The Centre**

### **2.1 # Of Centres, Years of Operation**

There are 30 operational day care centres in Nunavut of which 7 are Aboriginal Head Starts and 20 day cares participated in the review.

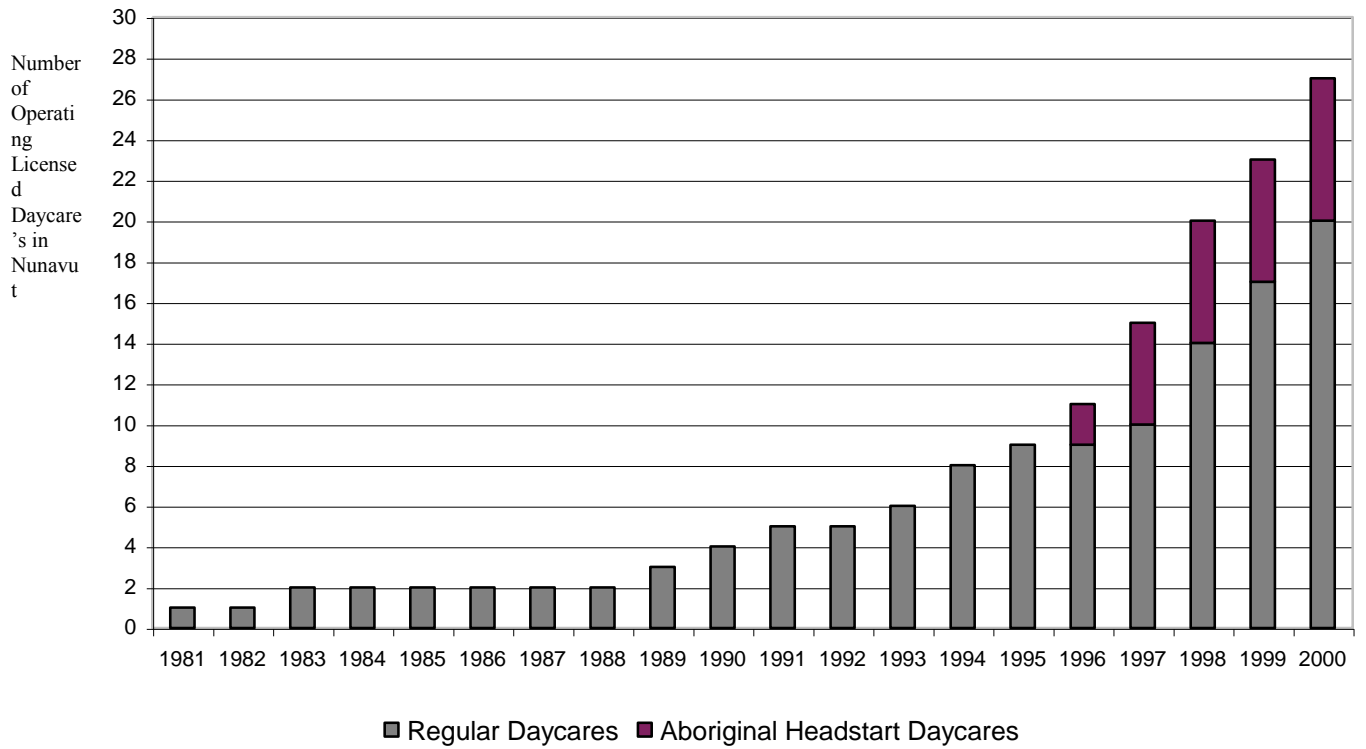
- 1981 Kataujuaq Centre opened the first day care in Rankin Inlet.
- 1983 Baker Lake Day Care Society opened a day care centre.
- 1989 3 day care centres were operating in Nunavut.
- 1994 7 day cares were operating in Nunavut.
- 1997 10 day cares were open.
- 2000 20 day cares have opened since 1998.

The graph on the next page graphs the growth of licensed day care centres by opening year. Note the dramatic growth in Day Care Centres since 1998.

### **Graph 1**

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## Growth of Licensed Nunavut Daycare's



### 2.2 Waiting Lists

- 12 day cares reported having children on waiting lists
- 115 children reported on waiting lists for day cares .

### 2.3 Occupancy Rates

- 3 Day Cares noted occupancy rates higher than 100%.
- 76% of licensed spaces are occupied, Nunavut wide, based on the reported information

**Table 7**

<b>Occupancy Rates of Nunavut Licensed Day Care Centres</b> (corrected to account for enrollment indicated at greater than 100%, which may be showing part-time attendees)	
<b>Nunavut</b>	<b>76%</b>
Qikiqtaaluk	<b>79%</b>
Kivalliq	<b>58%</b>
Kitikmeot	<b>79%</b>

### 2.4 Funding

- 90% of Nunavut Licensed Day Care Centres report operating with insufficient funds.
- Funding for Nunavut Licensed Day Care Facilities originate from a variety of sources.
- The Department of Education funds: income support, ECE Program and the Healthy Children Initiative. This contribution represents about 30% of the licensed day care budgets. (as reported by day cares)

**Note: Figures used are subject to change upon verification prior to publication of the Final Report.<sup>2</sup>**

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<sup>2</sup> Refer to page 6 of this report, Questions related to the Quality of the Collected Information

**Table 8**

<b>Funding Sources for Licensed Day Cares in Nunavut with % of contribution</b> ( as reported by day care centres)		
Parents	Parents Fees	57%
Nunavut Education	ECE ( Programs Contribution)	15%
Nunavut Education	Healthy Children’s Initiative	10%
Human Resources Development Canada	Inuit Organizations: Inuit Child Care Program	6%
Nunavut Education	Income Support	5%
Other	Donations	4%
Health Canada	Brighter Futures	3%

**2.5 Fees**

**Table 9**

<b>Licensed Child Day Care in Nunavut Average Fees</b> (Based on reported information)		
Nunavut	per day	\$26.85
	per week	\$134.25
Qikiqtaaluk	per day	\$26.75
	per week	\$133.75
Kivalliq	per day	\$27.50
	per week	\$137.50
Kitikmeot	per day	\$26.50
	per week	\$132.50

The average cost to non-subsidized parents paying day care fees.

**2.6 Income Support Subsidies**

**Table 10**

<b>% of Subsidized spaces in Nunavut</b> (based on reported information)	
Unsubsidized	68%
100% subsidized	19.5%
partially subsidized	12.5%

- Parents whose employment income is identified by the Income Support Branch as insufficient to cover the cost of day care are eligible for full or partial subsidies.
- Parents who are participating in training programs and whose income is identified by the Income Support Branch as insufficient to cover the cost of day care are eligible for full or partial subsidies.
- Income Support Subsidies contribute to 5% of the total operating budget of Nunavut day cares.

### **2.7 Sponsors**

- 19 of the 20 reporting day cares operate as non-profit societies.
- The non-profit centres are obligated through Regulation 47 to run programs that are controlled by a Board of Director's whose membership is composed of a majority of day care parents.<sup>3</sup>
- 6 of the 19 Society operated centres note sponsorship through the District Education Authority.
- 2 of the 19 Society operated centres note sponsorship through the Hamlet.
- 1 of the 20 reporting day cares is a Licensed Family Day Home. It is private.

### **2.8 Cultural Component**

- 65% of day cares reported having an Inuit Qaujimagatuqangit component in their programs
- 62% of day cares reported participating in daily cultural activities
- 38% of day cares reported participating in weekly cultural activities
- 16% of day cares reported participating in monthly cultural activities.

### **2.9 Language**

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<sup>3</sup> Child Day Care Manual, p.41

**Table 11**

<b>% of Dominant Languages used in the Licensed Day Care Centre by Region and in Iqaluit</b>				
<b>Dominant Language Reported</b>	<b>Inuktitut</b>	<b>Innuinaqtun</b>	<b>English</b>	<b>French</b>
Nunavut	60%	5%	55%	5%
Qikiqtaaluk	71%	0	43%	0
Kivalliq	33%	0	66%	0
Kitikmeot	0%	33%	100%	0
Iqaluit	25%	0	100%	25%
<b>NOTE: IN SOME CASES MORE THAN ONE LANGUAGE WAS REPORTED AS BEING DOMINANT</b>				

### **2.10 Food**

- All of the day cares included a food component in their program.
- All of the day cares purchased food for their nutrition programs.
- 15% of the day cares reported parents supplying food to the program.
- 10% of the day cares reported additional food donated.
- 94 % of the day cares reported serving country food in their programs.



**Table 12**

<b>Licensed Day Care Food Provision</b> by percent ( as reported by day cares)	
<b>serve hot food</b>	90%
<b>serve morning snack daily</b>	95%
<b>serve lunch daily</b>	40 %
<b>serve daily p.m. snack</b>	100%

**2.11 Handicap capacity**

- 37% of services reported wheel chair accessibility. 6 in the Baffin, 3 in Kivalliq and 1 in the Kitikmeot.

**2.12 Productive Choices**

The Productive Choices Program is designed to involve welfare recipients in community activities. For day cares with staff shortages this program may be beneficial. A series of questions were asked to the responding centres regarding the Productive Choices Program. The Productive Choice Program is not being accessed as 100% of the responses were negative. The questions asked included:

**Table 13**

<b>Questions asked concerning the Productive Choices Program with 100% of the responses</b>	
Are you familiar with the productive choices program?	No
Have you discussed the Productive Choices Program, with an Income Support Worker?	No
Do you have volunteers as part of “Productive Choices?”	No

**3. The Parents**

Please note that all information has been provided by the reporting child care centres in response to the questionnaire. The researcher has questioned the reliability of some of the information.

**3.1 Parent situation**

- 86% of parents recorded are beneficiaries.( based on reported information)
- 14% are non-beneficiaries.

**3.2 Parental Involvement in day cares**

- 80% have parents involved in fundraising.
- 60% have parents involved in the program.
- 45% have parents involved in planning programs, policies and rules.
- 35% have parents involved in projects and outings.
- 10% have parents involved in scheduled work activities.
- as board members

- as financial advisers
- as proposal writers
- as crisis managers
- as cleaners
- as snow shovellers

### 3.3 Parent subsidies

- 8 out of 20 day care centres reported receiving funding from Income Support subsidies.
- 19.5% of children in day care programs are fully subsidized.
- 12.5% of children are partially subsidized.

### 3.4 Parent's Contribution to the Day Care

- 57% of day care revenue came from parent fees.
- Parents invested a total of \$921,176.68 in fees.

## 4. The Staff

### 4.1 Number of Staff and Educational Background

Table 14

<b>Educational Background of Day Care Staff</b> working in reporting day cares	
85	Total # of staff from reporting day cares
30	Education not reported
28	ECE training or B.Ed.
22	High School Diploma
2	nurses
1	BA
1	Special Ed.
1	Parent

Educational background was not reported for 35% of staff.

**Table 15**

<b>Type of Early Child Education</b> reported by Licensed Day Care staff	
ECE Certificate from Arctic College	14
ECE Certificate	8
ECE Diploma	2
Bachelor of Education	1
No ECE training reported	60

- 60 of the 85 staff or 70% are not graduates of Early Childhood Education programs.

Based on the responses from the 20 Supervisor's their educational background is:

**Table 16**

<b>Supervisor Educational Background</b>	
Early Childhood Education Diploma	4
Early Childhood Education Certificate	4
Bachelor of Education	2
Other	8
Not Reporting	2

#### **4.2 Staff Salaries and Benefits**

- The salary range of a casual on-call child care worker varies between \$8.00 and \$15.00 per hour.
- 45% of reporting day cares noted staff salary increases during the past year.
- 9% reported an increase in the supervisor's hourly rate.
- Descriptions of the range of those increases varied from \$1.00 to \$2.00 per hour to from 1% to 3%.
- One day care reported a 1% increase annually on base salary on the anniversary of the start date with a potential 1.5% increase annually if a minimum of 2 certificates are completed in a related course.

**Table 17**

<b>Range of Starting Wages Day Care Staff</b>	
Type of Training	Range of salary per hour
Untrained	\$9.50 - \$15.00
ECE Certificate	\$11.00 - \$21.25
ECE diploma	\$11.00 - \$26.22

Note: 68% of reporting day cares reported salaries based on educational background.

**Table 18**

<b>Range of Starting Wages Day Care Director/Supervisor</b>	
hourly rate	Range of salary per hour
hourly rate	\$12.00 - \$25.00
annual salary	\$21,000 - \$49,747.00

**Table 19**

<b>Average Salary of Early Childhood Educator: Based on Early Childhood Education</b>	
Untrained	\$13.00
ECE Certificate	\$15.00
ECE Diploma	\$18.00

Note: 78% of reporting day cares made reference to improving wages.

**Table 20**

<b>Average Salary of Day Care Centre Director/Supervisor</b>
\$20.00 per hour

**Table 21**

<b>Average Wage of Day Care Staff by Region</b>				
	Untrained	ECE Certificate	ECE Diploma	Director
<b>Nunavut</b>	13.00	15.00	17.99	19.70 <sup>4</sup>
<b>Qikiqtaaluk</b>	12.78	14.66	18.16	18.16
<b>Kivalliq</b>	13.30	16.23	25.00 <sup>5</sup>	19.12
<b>Kitikmeot</b>	14.42	16.12	26.22 <sup>6</sup>	22.75

82 % of reporting day cares noted inadequate funding for salaries. Day Care Director's had a number of comments regarding staff salaries. The following table contains a selection of these comments.

**Table 22**

<b>Selection of Comments Concerning Staff Salaries</b>
<ul style="list-style-type: none"> <li>• Would like to be able to give them ( workers) a raise, but can't afford it.</li> <li>• Not enough money for salaries, need more training money.</li> <li>• Staff salaries should be kept up to par for wages and benefits.</li> <li>• The wages are a bit low and it is a lot of work and stressful.</li> <li>• Losing staff because of low wages.</li> <li>• VTA would be nice. 4% hold off for vacation</li> </ul>

### 4.3 Staff Benefits

The questionnaire inquired on Director's information concerning staff benefits. The following table shows the question and response.

**Table 23**

<b>Does Your Staff Receive any Benefits?</b>		
Yes	No	Total
6	14	20
30%	70%	100%

30% of reporting day cares indicate that the staff does receive staff benefits. These benefits include:

- 4% vacation pay
- Assistant Director and Director given \$1,200. each year for travel.
- sick leave
- special leave

<sup>4</sup> Director's Reporting Per Annum Average \$44,680.

<sup>5</sup> Based on one response

<sup>6</sup> Based on one response

- the Manager has benefits
- occasional taxi chits
- medical and dental

The Review Questionnaire provided space for the Director's to make comments regarding benefits. The Table below shows the responses:

**Table 24**

<b>Comments Regarding Benefits</b>
<ul style="list-style-type: none"> <li>• Funds are limited. Would like to see sick and special leave. We had this before but it was taken away due to lack of funding. Funding should be made available to support higher income and benefits.</li> <li>• More benefits needed including dental and health.</li> <li>• It would be nice to have benefits, but we can't afford it.</li> <li>• If there was money available for staff wages for sick, special and annual leave.</li> <li>• It would be great to receive Northern Allowance.</li> <li>• Can't afford a package for staff. It would be nice to give them some kind of benefits.</li> <li>• In the process of getting benefits. Low pay for staff to get benefits it would be easier to offer benefits and high wages.</li> <li>• Desperately need government funding. We are just floating on parents fee payments.</li> <li>• Would like to offer full wages for sick days.</li> <li>• We are paid for closure due to weather.</li> </ul>

### 4.3 Staff Recruitment Issues

90% or 18 of the 20 reporting day cares reported having a hard time recruiting staff. When asked to identify why they were experiencing difficulties in staff recruitment the responses were as follows:

**Table 25**

<b>Reasons Day Cares Cited for Recruitment Difficulties</b>	
Qualifications/ Training	85%
Wages	65%
Employment Benefits	60%
Competitive or better job opportunities	40%
Housing	35%
Hours of work	25%

**Table 26**

<b>Selection of Comments Concerning Recruitment Difficulties</b>
<ul style="list-style-type: none"> <li>• Few applicants</li> <li>• (Hard) finding people who want to work at the day care who are reliable and willing to work for the salary we offer.</li> <li>• Hard to keep up with other high paying jobs.</li> <li>• Reliability, pay, benefits, housing.</li> </ul>

**4.5 Staff Turnover**

- 42% of staff turnover in reporting Nunavut day cares.
- 30% of day cares report a high staff turnover.

**Table 27**

<b>Reasons Day Cares Cited for High Staff Turnover</b>	
Wages	30%
Competitive or better job opportunities	30%
Employment Benefits	20%
Housing	15%
Qualifications/ Training	15%
Hours of work	10%

**4.6 Identified Staff Training Needs**

- 100% of respondents in the Kivalliq and Kitikmeot regions indicated having immediate training needs.
- 100% of responding day cares indicated that if a workshop or course were offered in their community that some members of their staff would take it.
- 83% of staff agreed to take part in courses offered in their community.
- 78% of respondents indicated immediate training needs

**Table 28**

<b>Staff Training Needs</b>	
( The table notes by % identified training needs by area )	
• <b>Program planning</b>	<b>89 %</b>
• <b>Behavior management</b>	<b>89%</b>
• <b>Working with parents</b>	<b>89%</b>
• <b>Program development</b>	<b>84%</b>
• <b>Health and safety information</b>	<b>83%</b>
• <b>Working with students with special needs</b>	<b>78%</b>

**Table 29**

<b>Day Care Supervisor's Training Needs</b> (This table notes by % the supervisor's indication of training needs.)	
<b>Proposal writing</b>	<b>85</b>
<b>Record keeping</b>	<b>75</b>
<b>Computer training</b>	<b>75</b>
<b>Budgeting</b>	<b>70</b>
<b>Records management</b>	<b>65</b>
<b>Supervision of Staff</b>	<b>60</b>
<b>Job evaluations</b>	<b>55</b>
<b>Working with parents</b>	<b>50</b>
Other	<b>none</b>

## **D. Highlights**

This section of the Report will provide highlights from the information gathered during the course of the review. These points serve to underline the present state of affairs in the Nunavut Licensed Child Day Cares. Many of them are likely to serve as a spring board to further investigation, study and ultimately action.

Note: The % figure unless otherwise specified represents Nunavut wide numbers. All figures are based on information provided by the participating day cares in response to the questionnaire.

**The Children**            **10%** of Nunavut children between 0 and 5 are registered in licensed day care programs.

**The Centre**            **10** new centres have opened in the last 3 years.

**12** day cares have waiting lists.

**115** children are on the waiting lists.

**75%** of licensed spaces are occupied.

**90%** of Nunavut Day Cares report insufficient funding.

**57%** of reported day care operating budgets come from parents fees: parents fees are the single most important source of day care revenue.

**30%** of the total operating budget comes from the Department of Education.



**15%** is the total ECE Program contribution to day care budgets.

**5%** reported as Income Support Subsidies contribution to total day care budgets.

**62%** of day cares report daily cultural activities.

**65%** report Inuktitut or Inuinaqtuun as the dominant language of instruction.

**100%** of Iqaluit day cares note English as a dominant language.

**94%** of day cares serve country food.

### **The Parents**

**86%** of day care parents are beneficiaries.

**45%** of day cares have parents involved in planning programs, policies and rules.

**57%** of day care revenue comes from parent fees.

### **The Staff**

**70%** of staff have not graduated from an ECE Program.

Staff salaries vary dramatically: casuals are paid between **\$8.00 to \$15.00** per hour. Staff holding a Diploma in ECE paid between **\$11.00 and \$26.22** per hour.

Director's pay varies widely from hourly rates of **\$12.00 and \$25.00** per hour to annual salary ranging between **\$21,000. 00 and \$49,747.**

**82%** reported inadequate funding for salaries.

**70%** reported not receiving any benefits.

**Sick leave and vacation pay** were considered benefits by some of the day cares.

**90%** of day cares reported problems recruiting staff.

**42%** turnover rate of day care staff.

**100%** of respondents in the Kitikmeot and Keewatin indicated immediate training needs.

**100% of respondents** indicated that staff would participate in workshops and courses offered locally.

**89%** identified staff training needs in program planning, behavior management and working with parents.

**85%** identified supervisor training needs in Proposal Writing.

**75%** identified Supervisor training needs in record keeping and computer training.

## **E. Conclusions**

There are an estimated 3536 children living in Nunavut, about 10% of the under 5 population is registered in licensed full time day care. Ten new licensed day care centres have opened in the last three years. There are 115 children on waiting lists and 75% of licensed spaces are occupied. The data tell a story about the state of licensed child day care in Nunavut which is at times confusing.

Why are there children on waiting lists, when there are unoccupied spaces? How is it, when we hear daily about parents needing child care, that the full time licensed child care services are serving the needs of a minority of the population?

90% of Nunavut day cares report insufficient funding. What has to happen in order for day cares to access sufficient amounts of funding to be able to provide quality care to the children of Nunavut?

86% of the parents of children registered in day care programs are beneficiaries and 65% report Inuktitut or Inuinaqtuun as the dominant language of instruction. 62% report daily cultural activities. Is there a gap between the user group and the programs offered?

19 of the 20 Nunavut Day Cares are non-profit, society run services. 45% of the day cares report parents being involved in the essential roles of program planning and policy development. Why is that figure so low?

70% of staff have not graduated from an ECE Program. 100% of respondents in the Kitikmeot and Keewatin indicated immediate training needs. 100% of respondents indicated a willingness of staff to participate in courses.

Staff identified high levels of training needs. 85% of supervisor's noted training needs in Proposal Writing and 75%, self-identified, training needs in computers and record keeping. The direction is clear: training is a top priority. What can be done to begin to implement training programs as soon as possible?

Staff salaries vary dramatically from community to community. 82 % reported inadequate funding for salaries. In some centres the salary is reported as \$8.00 for an untrained casual in other's the pay is \$15.00. Supervisor's are sometimes paid as low as \$12.00 per hour, while others are making salaries of \$49,747. 00 per year. Why is this? What is a fair wage for the work being done? Why does it vary so dramatically across the territory?

70% of centres report not receiving any benefits. Sick leave and vacation pay were considered by some to be benefits. Others suggested that a northern allowance would be an appropriate way to recognize workers and contribute to their wages. Is it possible to arrange a Nunavut wide Northern Allowance package? What can be done to raise the wages of workers who are not making what is considered a fair wage.

Graph 1 on page 12, indicates a rapid increase in the number of daycare's operating in Nunavut. The number of support staff in the form of Early Childhood Officers has not increased to meet these new demands. What impact might this have on the capability of these new daycare's in terms of management and operational capacity?

The researcher questioned the reliability of some of the data used for this report. Is that symptomatic of problems associated with administrative functions within the centres? Is it possibly indicative of training needs? Were there some problems with the questionnaire itself?

In conclusion the wages of Nunavut day care workers vary dramatically from community to community. Staff benefits appear to be non-existent in many day cares. In some, 4% vacation pay and sick leave are considered benefits. Staff turnover is high and impacts on the quality of service. Staff training is needed immediately. There are major funding shortages.

## **F. Next Step**

This is an Interim Report designed to demonstrate the results of the Licensed Day Care Review Questionnaire. Further questions have been posed, and interviews will be conducted with selected centres. Advice from key Nunavut players will be sought. The figures used in this first report will be carefully reviewed and revised as necessary. Identified highlights of this Interim Report will be explored and recommendations made.

Information about best practices within Nunavut, the Inuit regions and Canada will be sought and shared. The report will address why both spaces and funding have not been fully accessed in the past year by the daycare's. Information about salaries and wages for early childhood educators and directors will also be examined and profiled. The notion of a Northern Allowance for Early Childhood Educator's and Directors will be further explored.

Training models will be identified and put forward for consideration. The development of an Action Plan for Early Childhood Training is recommended, with a view to how this might fit into the larger Inuit training plan.

A comprehensive review of what it actually costs to run a daycare in Nunavut and a breakdown of what levels of funding our daycare's presently receive will be included. Recommendations for improved access to funding and supports for Nunavut daycare's will be provided.

The Needs of the children, the centre, the parents and the staff in the year 2000, in the Territory of Nunavut will be further considered and recommendations will be made with a proposed plan and timeline for action to be taken.

It was originally stated that the Final Report would be issued on June 1, 2000. Due to the necessity to conduct a second survey, review specific financial details more closely and the desire to be in a position to really understand where things are at and where things should be heading, more time is required. July 15 is the more realistic deadline for the presentation of the Final Report to the Minister.

Questions to be asked in the next phase of the work will include:

## Questions for Final Report

- Who are the key Nunavut players? What are their opinions?

### **Re: Best Practices**

- What are the best models in Nunavut: Arviat, Igloolik?
- What are the best models in other Inuit regions?

### **Re: Finance:**

- Where is the funding needed?
- Where is the funding coming from?
- Why were the day cares in such financial need this past year?
- What were the blocks? (O&M lapses, delays in payments...)
- What can be done to prevent the recurrence of these financial problems?
- What are all the possible funding sources that could be accessed by Nunavut day cares?
- How can these sources be accessed?
- What are the issues specific to the User Subsidy funding?
- How can the issues related to the User Subsidy be addressed?

- Why was there so much unused O & M funding in 1999/2000?
- What are the problems with accessing O & M Funding?
- What are the criteria for accessing O & M Funding?
- How can the O & M related issues be addressed?
- What are the issues specific to Healthy Children's Initiative Funding?
- How can these issues be addressed?

**Re: Cost of Quality Care in Nunavut**

- What is the average cost to run a day care in Nunavut?
- What will it cost to run quality day care in Nunavut?
- What are the components of quality care in Nunavut? (sick days, holidays etc.)
- What kinds of salaries should be made?

**Re: The Day Care Centres**

- What are the big costs for the day cares in Nunavut?
- Are the expenses related to a facilities a problem? If yes, how?
- Some day cares seem to have a lot of staff and too few children, some have children on the waiting list with too few staff. Why?

**Re: Responses to the Child Care Review Questionnaire**

- Some of the responses to the questionnaire as returned by the centres proved to be unreliable. Why?

**Re: Day Care Management**

- What kind of organizational management support do the day cares organizations need?
- Is there a better way of managing the day cares?
- How could the operation of the day care be improved?

- Many of the day cares are operating as very isolated entities, meeting the needs of a minority of the local population. They do not appear to be functioning in consideration of a broader ECE picture including more clients from the community, linking with other funding agencies/ programs etc. What can be done to facilitate the perception of a bigger picture amongst the day care operators, and inclusion of more broad reaching client base in the user group?
- What are the Management issues?
- How can these issues be addressed?
- What is the Municipal role in supporting day cares?

**Re: Training**

- How, what does this look like?
- What kind of training programs would meet the training need in isolated communities?

**Re: Other Issues**

- What are some of the other issues affecting day cares that were not addressed in the initial questionnaire?

**Re: Iqaluit**

- What are the issues/problems that are specific to Iqaluit?
- Are alternate solutions required for the Iqaluit day cares?
- If yes: What are they?

**In Conclusion**

- Where are we now?
- Where do we want to go?
- How do we get there?

## **Suggested Outline for the Final Report**

### **I**

#### **Summary of the Interim Report**

Identification of key issues

### **II**

#### **Best Practices Information**

What models are working well in Nunavut and in other Inuit regions.

What models are working well in other parts of Canada.

What is some of the information from other parts of the country concerning salaries/benefits/training.

### **III**

#### **Nunavut Specific Issues**

Further examination of the key concerns facing Nunavut day cares in relation to the questions posed.

Consideration of the Iqaluit specific situation.

### **IV**

#### **Conclusions and Recommendations**

Provide options for solutions related to some of the questions posed.

Make recommendations to the Day Cares, Department of Education, Nunavut Government and other concerned parties and organizations.

## **G. Afterward**

If you, the reader of this report have suggestions regarding action to be taken in order to address the issues highlighted within: please contact the office of the Department of Education in Arviat.

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