

# Falling Behind: What Explains a Wave of Strikes in Rural Manitoba School Divisions

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# Executive Summary

THE HIGH-PROFILE STRIKE by the Canadian Union of Public Employee (CUPE)'s Ontario School Board Council of Unions (OSBCU) in November 2022 brought the working conditions and wages of education support staff into the public spotlight. But it was not the only example of school support staff on strike. In late 2021 and early 2022 the custodial staff of Rolling River school division in western Manitoba were on strike for ninety-two days. In April of 2023, the Educational Assistants (EA)s in Seine River School Division were only hours away from a strike before a deal was reached. And in November 2023, education assistants in the Hanover School Division — located in Steinbach, Manitoba — spent three weeks on strike fighting for higher wages.

Reviews of the collective agreements covering education support staff across Manitoba school divisions helps reveal why there has been increasing levels of labour unrest in school divisions in western and southern Manitoba. Quite simply, there are significant wage gaps between educational support staff in rural school divisions such as Rolling River, Seine River, and Hanover, school divisions in Brandon, and their counterparts in Winnipeg. As the cost of living rose dramatically in recent years, the ability and willingness of rural education workers to subsidize the public education system through depressed wages has waned.

This research by economists at the Canadian Centre for Policy Alternatives (CCPA) found that when accounting for job classification and seniority, that education support workers in rural Manitoba earned between \$4.01 and \$6.46 per hour less than their counterparts in Winnipeg. When wages are

annualized, the differences become even more stark. The average starting annual salary for educational assistants in rural Manitoba was only \$24,069, which is over \$5,000 below salaries in Winnipeg. The gap only grows with experience, as the average top salary for EA's — often only earned after 5 or more years' experience is \$28,295 annually, \$6,649 less than in Winnipeg. As drastic as these wage differentials are, they are even larger for administrative support and custodial staff, where senior employees earn approximately \$10,000 less annually in rural Manitoba than they do in Winnipeg.

Wage adjustments ranging from 19.6 percent to 32.6 percent are required to make up this difference between wages in rural divisions and those in Winnipeg. Even after controlling for differences in the cost of living, wages offered in rural Manitoba and Brandon are far below those offered for the same work in Winnipeg.

# Introduction

THE WORKING CONDITIONS of education support staff, including educational assistants, administrative assistants, bus drivers, and custodians, were suddenly thrust into the Canadian public spotlight in November 2022 by the high-profile strike by CUPE’s Ontario School Board Council of Unions (OSBCU). OSBCU’s campaign slogan “39k is not enough” resonated with many Canadian workers struggling to keep up with the cost of living as inflation far outstripped the growth of wages in 2022, particularly in the public sector. Workers in education services experienced some of the largest wage erosion between the early days of the pandemic and mid-2022 when CPI inflation peaked in most provinces (Macdonald 2022). The decision by Ontario Premier Doug Ford and Education Minister Steven Lecce to invoke the notwithstanding clause to impose a contract with a 2.5 percent raise for any worker earning less than \$43,000 and a 1.5 percent raise for those earning more than \$43,000 sparked outrage amongst OSBCU members. Such a draconian suspension of constitutionally protected collective bargaining rights spurred on a collective response from the Canadian labour movement which successfully forced the government to repeal the bill and resume bargaining, ultimately agreeing to a contract with a 14.36 percent increase over four years.

But there are examples of education support staff labour disputes here in Manitoba as well. In late 2021 and early 2022 the custodial staff of Rolling River school division in western Manitoba were on strike for ninety-two days seeking the same percentage wage increase as the teachers in the division, and most support workers across the province, had received in their most

recent contract. The strike was prolonged by the use of replacement workers, and only ended when the Labour Board agreed to arbitrate the settlement (CUPE 2022). The arbitrated settlement resulted in a contract in line with other education support workers.

More recently Educational Assistants at Hanover School Division walked off the job on November 1, 2023, after contract negotiations between CLAC 306 and the division broke down. At issue in contract negotiations is disagreement over wages: the division has offered a 13 percent increase over four years, but workers argue this is not enough to keep up with the cost of living, to compensate for the increasing complexity of their work, and doesn't address the large pay gaps between themselves and other school divisions. The strike was finally resolved after three weeks, resulting in movement towards raising EA wages in the division. The settlement included a 15.8 percent total increase in EA compensation, divided unevenly between a number of classifications, as well as non-monetary wins including protection from lost hours due to school closures (weather related closures are common in rural divisions) and additional sick days.<sup>1</sup>

On a brighter note, in April of 2023 Seine River School Division and the Manitoba Government Employers Union (MGEU) managed to settle an agreement which significantly improved the compensation for the division's education assistants. The four-year deal was reached just hours before strike action was to commence. The settlement included \$4.00/hour in wage adjustments on top of regular annual wage increases, a new higher wage rate for those with education qualifications, and increased paid professional development. In total, the negotiated wage increases equaled an average of 34 percent over four-years. While it is likely that the wages in Seine River will still be behind the wages in Winnipeg divisions once they too settle their collective agreement, this agreement began to address that wage gap in a significant way.

While there have now been instances of progress – albeit made after workers were willing to strike – it remains true that education support staff in rural Manitoba and Brandon earn significantly less than their Winnipeg counterparts – a phenomenon that is generally not present for teachers. To avoid further labour disputes, it would be wise of the provincial government to work with school divisions and education support workers unions to raise education support worker wages and eliminate this systemic inequity in our education system.

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<sup>1</sup> <https://www.mbschoolboards.ca/wp-content/uploads/2023/11/NonTch-Settlement-Update-2019-2025-for-web-site.pdf>

# Methodology

ANALYSIS OF RURAL wage differentials amongst Manitoban education support staff was conducted between January and March of 2023, using wage data taken from the most current collective agreements covering educational assistants, administrative assistants, custodians, and bus drivers across the province. The wage rates used in our analysis were the most current, though in some cases that did mean wage rates that had not been adjusted in a few years. Workers covered under these collective agreements came from every region of Manitoba and from a variety of unions including CLAC, CUPE, EAPT, EASO, IANTE, MANTE, MGEU, RETESA, UFCW, USW, and WANTE. We analyzed both the bottom of the scale (Starting rate) as well as the maximum rate attained after several years of service (top wage rate) from each collective agreement across each of the job types. Data for Manitoba teachers' salaries was gathered from the Manitoba Teachers' Society.<sup>2</sup>

To identify inequalities in pay between rural divisions and other divisions across Manitoba, wage differentials were calculated on a regional basis. For the sake of this report, school divisions were divided into four regions: Northern, Winnipeg, Brandon, and Rural divisions (excluding the north). These four regions were selected as each reflects distinct wage dynamics. Wages in Winnipeg and Northern Manitoba were well above those of Brandon and rural Manitoba. Winnipeg and Brandon were separated to allow for comparison between Manitoba's two major urban centers.

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<sup>2</sup> [https://www.mbteach.org/pdfs/cb/Class5\\_Min-MaxRanking.pdf](https://www.mbteach.org/pdfs/cb/Class5_Min-MaxRanking.pdf)

Wage differentials reflect the dollar difference in hourly or annual compensation for similar jobs between school districts. These disparities were calculated for both starting hourly wages and maximum hourly wages typically earned after spending several years on the job. Pay differentials were calculated for educational assistants, administrative assistants, custodians, and bus drivers. Annual salaries were calculated by multiplying wages by the typical number of hours worked per year (see Appendix A).

To compare wages between regions that encompass multiple school divisions, regional wage averages were calculated. To ensure school divisions with higher or lower than average wages did not have an outsized impact on regional wage averages, each school division was assigned a weight proportional to its size. Larger weighting was applied to divisions with more staff and smaller weights to divisions with fewer staff within each of the four regions (see Appendix A). Specific weighting variables were created for each of the four educational support staff positions analyzed in this report. For administrative assistants, educational assistants, and custodians, weights were based on full-time equivalent positions within each division found on page 64 of the 2020–21 Financial Reporting and Accounting in Manitoba Education and Early Learning (FRAME) report. This was the latest FRAME report available when the analysis was conducted. In the case of bus drivers, loaded kilometres for each division (the number of kilometres driven per year with students onboard) were used to generate weights. Loaded kilometres were also gathered from page 34 of the 2020/21 FRAME report.

In the case of La Division Scolaire Franco-Manitobaine (DSFM), which has concentrations of schools both in Winnipeg and in rural Manitoba, schools across the division were regionally categorized to develop a weight applicable to each region. We found the number of DSFM pupils in Winnipeg and in rural Manitoba was roughly equal (2858 pupils in Winnipeg, 2901 in rural Manitoba). As such, the DSFM weight variable was divided in two and assigned equally to Winnipeg and rural Manitoba regional average wage calculations. The only DSFM school outside of Winnipeg or rural Manitoba was École communautaire la voie du nord in Thompson. For simplicity, no DSFM weight was applied to the Northern regional average wage calculation.

Larger schools in Manitoba have a small number of positions which require higher levels of training and experience from caretaking staff and administrative assistants, which could create some issues in comparing wages across school divisions. To ensure even analysis these higher paid positions were excluded from our analysis, and positions which require similar responsibilities and qualifications were selected for analysis. This had



the effect of reducing wages principally in urban areas, where the majority of large schools are located.

Along with comparing wage differentials between rural Manitoba, Brandon, and Winnipeg school divisions, data from the Manitoba living wage project was used to compare the cost of living in Brandon and Winnipeg. This comparison was done using the annual household expenses figures generated for CCPA Manitoba's living wage project which provide the basis for calculating the annual living wages across Manitoba communities. For information on how annual household expenses in Winnipeg, Brandon, and Thompson are calculated see the *2022 Manitoba Living Wage Update* Apata, Harney, and Hajer (2022).

# Rural Education Support Staff are Falling Behind

BETWEEN THE FOUR regions of Manitoba identified for analysis, education support staff wages are significantly lower in rural Manitoba than those in Winnipeg, Brandon, or northern Manitoba. Table One summarizes the starting and top wages for educational assistants, administrative assistants, custodians, and bus drivers across the four Manitoba regions identified. With the exception of bus drivers, regional average starting and top wages for education support staff are consistently lowest in rural Manitoba. In the case of bus drivers, starting wages in northern Manitoba are on average two cents below those in rural parts of the province while top wages are just one cent apart. This initial look at education support staff wages across the province indicates that workers in rural parts of the province are being left behind and will struggle more to keep up with rising household costs.

In most cases, the largest wage gaps are those between rural Manitoba and Winnipeg. Table Two compares average hourly wages for education support staff in rural Manitoba against those in Winnipeg. Looking at starting wages, the gap between rural Manitoba and Winnipeg for educational assistants is \$4.01 per hour. This gap grows to between \$4.65 per hour and \$6.46 per hour for administrative assistants, custodians, and bus drivers. For top wages, the largest gap is for administrative assistants where an hourly wage differential of \$6.46 per hour exists, after controlling for positions in Winnipeg requiring higher levels of training. For educational assistants,

**TABLE 1** Educational Support Staff Regional Average Starting and Top Wages

Position	Region	Starting Wage	Top Wage
Educational Assistant	Winnipeg	\$22.67	\$27.09
	Rural	\$18.66	\$21.93
	Northern/Remote	\$21.51	\$22.99
	Brandon	\$21.08	\$21.96
Administrative Assistant	Winnipeg	\$25.24	\$29.54
	Rural	\$20.58	\$23.08
	Northern/Remote	\$24.23	\$26.48
	Brandon	\$23.48	\$24.48
Custodial Staff	Winnipeg	\$26.49	\$28.49
	Rural	\$21.96	\$23.72
	Northern/Remote	\$21.23	\$23.69
	Brandon	\$22.86	\$23.82
Bus Drivers	Winnipeg	\$26.17	\$27.13
	Rural	\$19.74	\$22.68
	Northern/Remote	\$19.72	\$22.67
	Brandon	\$21.65	\$22.56

Source Authors Calculations, Finance and Statistics | Manitoba Education and Early Childhood Learning

**TABLE 2** Hourly Wage Differentials, Educational Support Staff Positions, Winnipeg vs. Rural

Position	Starting Wage (Rural)	Starting Wage (Winnipeg)	Starting Wage Differential	Top Wage (Rural)	Top Wage (Winnipeg)	Top Wage Differential
Educational Assistant	\$18.66	\$22.67	<b>\$4.01</b>	\$21.93	\$27.09	<b>\$5.15</b>
Administrative Assistant	\$20.58	\$25.24	<b>\$4.65</b>	\$23.08	\$29.54	<b>\$6.46</b>
Custodial Staff	\$21.96	\$26.49	<b>\$4.53</b>	\$23.72	\$28.49	<b>\$4.77</b>
Bus Drivers	\$19.74	\$26.17	<b>\$6.43</b>	\$22.68	\$27.13	<b>\$4.44</b>
<b>Average</b>			<b>\$4.90</b>			<b>\$5.21</b>

Source Authors Calculations, Finance and Statistics | Manitoba Education and Early Childhood Learning

custodians, and bus drivers top wage differentials of between \$4.44 per hour and \$5.15 per hour are noted.

The impact of wage differentials between Winnipeg and rural school divisions becomes more pronounced when hourly wages are translated into expected annual salaries. Table Three compares the average annual salaries for each of our four education support positions in Winnipeg and rural school

**TABLE 3** Annual Salary Differentials Among Educational Support Staff, Winnipeg vs. Rural

Position	Starting Salary (Rural)	Starting Salary (Winnipeg)	Differential (Starting Wage)	% Increase to Winnipeg Salary	Top Salary (Rural)	Top Salary (Winnipeg)	Differential (Top Wage)	% Increase to Winnipeg Salary
Educational Assistant	\$24,069.10	\$29,240.32	<b>\$5,171.22</b>	<b>21.48%</b>	\$28,295.44	\$34,944.68	<b>\$6,649.24</b>	<b>23.50%</b>
Administrative Assistant	\$32,417.34	\$39,747.39	<b>\$7,330.05</b>	<b>22.61%</b>	\$36,358.86	\$46,527.13	<b>\$10,168.27</b>	<b>27.97%</b>
Custodial Staff	\$45,686.29	\$55,102.36	<b>\$9,416.08</b>	<b>20.61%</b>	\$49,332.05	\$59,259.29	<b>\$9,927.24</b>	<b>20.12%</b>
Bus Drivers	\$16,974.42	\$22,504.36	<b>\$5,529.94</b>	<b>32.58%</b>	\$19,506.07	\$23,328.64	<b>\$3,822.57</b>	<b>19.60%</b>

Source Authors Calculations, Finance and Statistics | Manitoba Education and Early Childhood Learning

**TABLE 4** Manitoba Teachers' Average Salaries By Region

Region	Starting Salary	Top Salary
Winnipeg	\$64,835	\$99,319
Rural	\$64,391	\$98,649
Northern/Remote	\$68,067	\$100,279
Brandon	\$64,085	\$98,186

Source Authors Calculations, The Manitoba Teachers' Society

divisions. Annual salaries are calculated by multiplying hourly wages by the expected number of hours someone working full-time in each position would work per year. Assumptions about the number of hours worked per year can be found in Appendix A. Annual salary differentials are highest among administrative support and custodial staff. Starting annual salaries for administrative assistants are \$7,330 lower in rural Manitoba than in Winnipeg and top salaries are \$10,168 lower. For custodians, annual salary differentials range from \$9,416 to \$9,927. Annual salary differentials for educational assistants and bus drivers range between \$3,822 for bus drivers' top salaries and \$6,649 for educational assistants' top salaries. In order to close wage gaps between rural education support workers and those in Winnipeg, wages would need to increase by between 19.6 percent and 32.6 percent depending on the position.

While large wage gaps are present for education support workers in various parts of the province, these gaps generally do not exist for teachers. Table Four presents average starting salaries and top salaries for teachers in the province broken down into our four regions. With the exception of starting salaries in the north, there is very little variation in starting or top salaries among Manitoba teachers. Particularly, the variation between Win-

nipeg and rural Manitoba is only a few hundred dollars. This discrepancy creates an issue of fairness for education support staff in rural Manitoba. Teachers in various regions of the province perform the same tasks despite different costs of living, in part justifying uniform compensation. The same can be said for education support staff, yet their wages are highly variable by school division and region.

# Education Support Staff Incomes in Brandon are Far Behind Those in Winnipeg Despite a Smaller Gap in the Cost of Living

HOURLY WAGES FOR education support workers in Brandon are on average higher than those offered to their counterparts in rural Manitoba, but are still far below wages offered for the same work in Winnipeg. Table Five summarizes starting and top wages in Brandon and Winnipeg among the four jobs studied, comparing wage differences between the two cities. Across the four education support jobs starting hourly wages are on average \$2.87 lower in Brandon than in Winnipeg and top wages are \$4.86 lower. Comparing Brandon vs. Winnipeg wage differentials against gaps between rural Manitoba vs. Winnipeg reveals that while starting wages have been raised in Brandon, top wages in Brandon are only marginally higher than those in rural Manitoba and remain far below wages offered in Winnipeg.

Translating hourly wages offered to Brandon based education support staff into annual salaries, income gaps between Winnipeg and Brandon

**TABLE 5** Hourly Wage Differentials, Educational Support Staff Positions, Winnipeg vs. Brandon

Position	Starting Wage (Brandon)	Starting Wage (Winnipeg)	Starting Wage Differential	Top Wage (Brandon)	Top Wage (Winnipeg)	Top Wage Differential
Educational Assistant	\$21.08	\$22.67	<b>\$1.59</b>	\$21.96	\$27.09	<b>\$5.13</b>
Administrative Assistant	\$23.48	\$25.24	<b>\$1.76</b>	\$24.48	\$29.54	<b>\$5.06</b>
Custodial Staff	\$22.86	\$26.49	<b>\$3.63</b>	\$23.82	\$28.49	<b>\$4.67</b>
Bus Drivers	\$21.65	\$26.17	<b>\$4.52</b>	\$22.56	\$27.13	<b>\$4.57</b>
<b>Average</b>			<b>\$2.87</b>			<b>\$4.86</b>

Source Authors Calculations, Finance and Statistics | Manitoba Education and Early Childhood Learning

**TABLE 6** Annual Salary Differentials Among Educational Support Staff, Winnipeg vs. Brandon

Position	Starting Salary (Brandon)	Starting Salary (Winnipeg)	Differential (Starting Wage)	% Increase to Winnipeg Salary	Top Salary (Brandon)	Top Salary (Winnipeg)	Differential (Top Wage)	% Increase to Winnipeg Salary
Educational Assistant	\$27,193.20	\$29,009.00	<b>\$1,815.80</b>	<b>6.68%</b>	\$28,328.40	\$34,944.68	<b>\$6,616.28</b>	<b>23.36%</b>
Administrative Assistant	\$36,981.00	\$41,652.00	<b>\$4,671.00</b>	<b>12.63%</b>	\$38,556.00	\$46,527.13	<b>\$7,971.13</b>	<b>20.67%</b>
Custodial Staff	\$47,548.80	\$55,464.29	<b>\$7,915.49</b>	<b>16.65%</b>	\$49,545.60	\$59,259.29	<b>\$9,713.69</b>	<b>19.61%</b>
Bus Drivers	\$18,619.00	\$22,504.36	<b>\$3,885.36</b>	<b>20.87%</b>	\$19,401.60	\$23,328.64	<b>\$3,927.04</b>	<b>20.24%</b>

Source Authors Calculations, Finance and Statistics | Manitoba Education and Early Childhood Learning

become more pronounced (see Table Six). Across the four positions analyzed, annual salaries are between 6.68 percent and 23.36 percent lower in Brandon than in Winnipeg. Excluding the smaller salary gap for starting educational assistants, educational support staff salaries offered in Brandon are consistently more than 10 percent lower than those offered in Winnipeg. This is especially the case for top salaries, which are marginally higher than those in rural Manitoba and still far behind those in Winnipeg. Consistent with results from rural Manitoba, the largest salary gaps are between experienced administrative assistants and custodians in Brandon vs. Winnipeg.

# Cost of Living

AN ARGUMENT THAT has been used to justify wage gaps between Winnipeg and other regions of the province is a difference in the local cost of living. While there is a difference in the cost of living between Winnipeg and Brandon, this difference is smaller than the wage and salary gaps discussed in this analysis. One way to gain insight into the difference in living costs in Brandon compared to Winnipeg is to use the annual household expenses figure which provides the basis for Manitoba’s living wage calculation (Apata, Harney and Hajer 2022). This annual expense figure covers household essentials such as food, clothing, shelter, transportation, necessities such as internet and a cell phone, plus expenses for a two working-parent household such as childcare, health insurance, and an emergency fund. As can be seen in *Table 7*, annual expenses for a Winnipeg two parent, two child family at a living wage standard are 7.81 percent higher than annual expenses for the same family in Brandon. The 7.81 percent gap in expenses between Winnipeg and Brandon indicates that education support workers in Brandon, whose annual salaries are in most cases 12 percent or more lower than those of-

**TABLE 7** Difference in Expenses for a Living Wage Family, Brandon vs. Winnipeg

Family Type	Annual Expenses (Brandon)	Annual Expenses (Winnipeg)	% Increase to Winnipeg
Two Parent, Two Child	\$62,002.67	\$66,847.03	7.81%

Source Authors Calculations, Apata, Harney, and Hajer (2022)



ferred in Winnipeg, are not able to purchase the same standard of living as education support workers doing the same work in Winnipeg. In other words, when accounting for differences in the cost of living between Winnipeg and Brandon, wages and salaries in Brandon are still substantially lower than wages offered for the same work in Winnipeg.

# Conclusion

WAGE GAPS AND differentials in annual compensation for education support workers are considerable between rural school divisions, Brandon school divisions, and divisions in Winnipeg. In the midst of a tight labour market and with a rising cost of living the low wages paid to education support staff in rural Manitoba and Brandon, which are greater than differences in the cost of living, are likely to exacerbate shortages of educational assistants, administrative staff, custodians, and bus drivers in those regions. This is particularly the case for school divisions which are within commuting distance of Winnipeg. Considering the uniformity of pay for teachers across Manitoba, there is an issue of fairness for education support staff within the provincial pay structure. Wage standardization agreements within Manitoba's healthcare system provide historical precedent for collaboration between multiple employers, unions, and the government on moving towards pay uniformity across regions.

While workers may, with varying degrees of success, attempt to win justice for themselves through strikes and other concerted effort, the reality is that systemic problems generally require systemic solutions. The Manitoba government, which controls all significant funding sources in our school system, must play an active role in ensuring that these wage gaps are eliminated and ensure that rural school divisions operations are no longer subsidized by substandard wages paid to a predominately female workforce. Equal pay for equal work and work of equal value should be a priority for the new Manitoba government.

Provincial austerity measures continue to take their toll on the education system, raising class sizes and reducing support, this places additional pressure on school support staff. The provincial government should work with unions and school divisions to eliminate these systemic wage differentials, and ensure adequate funding is made available to ensure students receive the education they deserve.

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# Appendix A

**TABLE 6A** Annual Hours by Position

Position	Hours Worked Per Week	Weeks Worked Per Year	Hours Worked Per Year
Educational Assistant	30	43	1290
Administrative Assistant	40	45	1575
Custodial Staff	40	52	2080
Bus Drivers	15	43	860

**TABLE 7A** Weighting for Average Wages, Bus Drivers

Region	School Division	Starting Wage	Top Wage	Loaded KMs (weight)
Winnipeg	River East Transcona	\$26.35	\$26.92	502,572
Winnipeg	Seven Oaks	\$24.59	\$25.88	371,307
Winnipeg	St. James Assiniboia	\$26.06	\$26.06	220,376
Winnipeg	Winnipeg	\$26.10	\$27.24	501,319
Winnipeg	Louis Riel	\$28.15	\$29.19	483,140
Winnipeg	Pembina Trails	\$24.52	\$26.10	246,092
Rural	Garden Valley	\$19.22	\$26.25	421,498
Rural	Hanover	\$20.37	\$24.37	636,771
Rural	Park West	\$20.15	\$20.15	699,248
Rural	Portage La Prairie	\$18.51	\$20.58	385,056
Northern/Remote	Frontier	\$19.24	\$22.49	809,320
Northern/Remote	Kelsey	\$23.59	\$24.10	99,610
Brandon	Brandon	\$21.65	\$22.56	462,917

**TABLE 8A** Weighting for Average Wages, Custodial Staff

School Division	Region/ District	Starting Wage	Top Wage	Total Full-Time Equivalents
Louis Riel	Winnipeg	\$27.77	\$29.67	183.6
Pembina Trails	Winnipeg	\$26.62	\$27.76	163.8
River East Transcona	Winnipeg	\$25.82	\$29.79	284.6
Seven Oaks	Winnipeg	\$25.85	\$29.16	162.7
St. James Assinaboia	Winnipeg	\$26.99	\$28.02	97.5
Winnipeg	Winnipeg	\$26.72	\$27.92	697.5
La Divisions Scolaire Franco Manitobaine	Winnipeg	\$23.37	\$26.03	53.9
La Divisions Scolaire Franco Manitobaine	Rural	\$23.37	\$26.03	48.35
Evergreen	Rural	\$19.23	\$21.54	53.9
Fort La Bosse	Rural	\$18.74	\$22.86	48
Hanover	Rural	\$22.40	\$25.25	225.3
Interlake	Rural	\$23.30	\$23.30	68.6
Lakeshore	Rural	\$19.74	\$22.78	32
Lord Selkirk	Rural	\$25.86	\$27.59	131.3
Mountain View	Rural	\$19.34	\$19.34	108.8
Park West	Rural	\$20.72	\$20.72	59.1
Pine Creek	Rural	\$20.53	\$22.25	43.6
Portage La Prairie	Rural	\$19.64	\$21.83	75.7
Rolling River	Rural	\$20.06	\$21.36	60.3
Seine River	Rural	\$20.68	\$21.18	121.3
Sunrise	Rural	\$25.15	\$27.53	165.4
Turtle Mountain	Rural	\$23.91	\$25.91	29.8
Turtle River	Rural	\$18.67	\$19.78	34.1
Flin Flon	Northern/Remote	\$26.71	\$26.71	29.7
Frontier	Northern/Remote	\$19.25	\$22.15	309.9
Kelsey	Northern/Remote	\$23.60	\$24.33	31
Mystery Lake	Northern/Remote	\$29.26	\$31.56	46.8
Brandon	Brandon	\$22.86	\$23.82	143.5

**TABLE 9A** Weighting for Average Wages, Administrative Assistants

School Division	Region	Starting Wage	Top Wage	Total Full-Time Equivalents
Brandon	Brandon	\$23.48	\$24.48	50.9
Flin Flon	Northern/Remote	\$25.53	\$27.00	9
Frontier	Northern/Remote	\$22.52	\$25.18	71.3
Kelsey	Northern/Remote	\$25.09	\$27.73	23.5
Mystery Lake	Northern/Remote	\$29.00	\$29.54	19
La Divisions Scolaire Franco Manitoabaine	Rural	\$24.01	\$24.93	16.58
Evergreen	Rural	\$18.77	\$22.31	14
Fort La Bosse	Rural	\$18.27	\$20.29	11.7
Garden Valley	Rural	\$17.93	\$23.08	19.5
Interlake	Rural	\$19.84	\$23.92	22.1
Lakeshore	Rural	\$17.91	\$19.52	9.5
Lord Selkirk	Rural	\$22.30	\$24.55	32.1
Mountain View	Rural	\$19.18	\$21.42	24
Park West	Rural	\$21.15	\$22.35	17.3
Pine Creek	Rural	\$20.90	\$22.60	12.3
Portage La Prairie	Rural	\$22.42	\$24.72	21.4
Seine River	Rural	\$19.90	\$21.79	31.3
Sunrise	Rural	\$22.09	\$25.23	40.4
Turtle Mountain	Rural	\$20.54	\$21.66	4.9
Turtle River	Rural	\$17.10	\$21.07	7.1
La Divisions Scolaire Franco Manitoabaine	Winnipeg	\$24.01	\$24.93	16.58
Louis Riel	Winnipeg	\$27.74	\$30.54	117.8
Pembina Trails	Winnipeg	\$22.51	\$28.19	102.4
River East Transcona	Winnipeg	\$21.80	\$25.69	126.6
Seven Oaks	Winnipeg	\$26.20	\$30.20	77
St. James Assinaboia	Winnipeg	\$24.27	\$28.71	68.9
Winnipeg	Winnipeg	\$26.78	\$31.38	279.9

**TABLE 10A** Weighting for Average Wages, Educational Assistants

School Division	Region	Starting Wage	Top Wage	Total Full-Time Equivalents
Brandon	Brandon	\$21.08	\$21.96	314.1
Flin Flon	Northern/Remote	\$25.07	\$26.57	36.5
Frontier	Northern/Remote	\$20.03	\$21.74	468.7
Kelsey	Northern/Remote	\$23.59	\$24.95	57
Mystery Lake	Northern/Remote	\$25.75	\$26.26	104.6
Fort La Bosse	Rural	\$17.12	\$20.52	48.5
Garden Valley	Rural	\$17.27	\$21.46	167.2
Hanover	Rural	\$17.73	\$21.67	212
Interlake	Rural	\$16.31	\$23.05	137.8
Lakeshore	Rural	\$16.48	\$18.81	73.5
Lord Selkirk	Rural	\$22.35	\$24.12	163.8
Mountain View	Rural	\$17.40	\$20.15	132.7
Park West	Rural	\$20.02	\$21.20	81.3
Pine Creek	Rural	\$20.11	\$21.79	38.1
Portage La Prairie	Rural	\$19.91	\$21.84	134.5
Seine River	Rural	\$15.91	\$19.34	171.1
Sunrise	Rural	\$21.21	\$25.69	146.3
Turtle Mountain	Rural	\$20.08	\$21.19	48
Turtle River	Rural	\$16.41	\$20.77	39.5
Western	Rural	\$16.56	\$21.49	60.3
La Divisions Scolaire Franco Manitobaine	Rural	\$23.63	\$24.53	92.3
La Divisions Scolaire Franco Manitobaine	Winnipeg	\$23.63	\$24.53	92.3
Louis Riel	Winnipeg	\$22.77	\$26.79	604
Pembina Trails	Winnipeg	\$22.89	\$27.65	467.70
River East Transcona	Winnipeg	\$22.15	\$27.09	440.3
Seven Oaks	Winnipeg	\$23.58	\$28.64	305.2
St. James Assinaboia	Winnipeg	\$23.07	\$27.21	347.8
Winnipeg	Winnipeg	\$22.31	\$26.80	1,251.80



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