

Early Learning and Child Care

Child Care Centre Board of Directors Guiding Document

January 2025

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Preface

Welcome to the **Child Care Centre Board of Directors Guiding Document**. Thank you for your interest, efforts and commitment to make a positive impact in child care in your community and in the province of Saskatchewan.

This resource is intended as an introductory document to provide all board members an opportunity to gain deeper understanding on matters related to provincially regulated child care centre board structure, governance and management.

What is the purpose of this resource?

This resource provides a brief introduction and overview to the roles and responsibilities of volunteer board members of regulated child care centres. The Ministry of Education encourages child care boards to pursue further professional development on providing leadership and oversight of a not-for-profit organization.

Who should use this guiding document?

The **Child Care Centre Board of Directors Guiding Document** can be used by new board members who are learning about their role and function as board members on a child care centre board. This resource can be used for existing board members to deepen their understanding of each of the roles on the board and its function in a regulated child care centre.

The entire board can use this guide to gain common understanding and ensure all board members are aligned with the goals and operations of the child care centre. Common understanding facilitates effective communication, decision making and problem solving while helping to achieve the goals and vision of the board in providing high-quality early learning and child care.

It can be used by child care centre directors who would like to better understand their role and relationship to the board thereby enhancing effective professional relations with the board.

Early childhood educators and other staff may utilize this guide to build their capacity in understanding how the child care organization is structured and functions.

Parents may be interested in understanding the role of the board to stay informed, engaged or to understand how they can support the board's efforts in providing oversight and governance to high quality early learning and child care and community building. As many child care centre boards consist of a majority of parent users, having an understanding of the role of the board will allow for an informed decision should they wish to join the board in the future.

How to use the guiding document?

The **Child Care Centre Board of Directors Guiding Document** may be used to spark discussion for strategic planning and to build a common understanding of the roles and responsibilities of the child care centre board.

Each section contains an Introduction that identifies the content to be covered. In addition to hyperlinked text, resource links are provided and correlate to the content identified in each section.

Reflection Questions follow Part I and Part II and are based on the content presented in each part. These questions are designed to foster reflection, discussion and ultimately result in actions that strengthen the role of board members involved in a provincially regulated child care centre. The questions may be used to strengthen one's own understanding to build mutual understanding and deepen knowledge within the group.

Part I: Child Care Centre Board of Directors Guidelines

Introduction

Board members play a critical role in the operation of the child care centre. As a board member, policies that are created and decisions that are made directly impact the quality of child care services provided. By ensuring high standards and effective management, board members contribute to the safety and well-being of children.

Serving on a child care board involves engaging with parents, caregivers, educators and other stakeholders in the community. This engagement fosters a sense of unity and collaboration towards common goals that focus on children. Board members are advocates for child care issues in the community and can raise awareness on the importance of early childhood education, safe environments and equitable access to child care services.

Board members play a critical role in the educational experiences for children. High-quality child care services can positively impact children's development and readiness for school. By ensuring quality standards and innovative approaches, child care centre boards contribute to the educational outcomes and opportunities for children. They play a role in ensuring child care services are inclusive and equitable and addressing the needs of the community.

The services provided by a child care centre are critical for working families. Board decisions can impact workforce participation rates and economic stability for families by supporting parents' ability to work.

Boards may also influence broader provincial and national policies related to early learning and child care. Leadership and dedication make a meaningful difference in the lives of so many children and families.

Thank you for your interest, efforts and commitment to make a positive impact in child care within communities and across the province.

Section 1: Overview of Roles

Duties of the Board Members

The board of directors is the licensee and act as trustees on behalf of the whole organization. The board is responsible for the overall operation of the centre. The board functions as part of a group, not as individuals. All decisions are made at board meetings in an open and clear fashion and are properly communicated.

It is the board's responsibility to make policies and decisions that support the philosophy and goals of the organization while ensuring compliance with The Child Care Regulations, 2015.

In Saskatchewan, the majority of child care centres are non-profit organizations or co-operatives that are owned and operated by the parent users who elect the board of directors.

Some child care centres are operated by an individual or another organization, some of which are non-profit. These centres have a parent advisory committee which gives advice to the licensee. Final decisions are made by the organization or individual who is the licensee.

The Duties of Officers – Board of Directors (appendix) includes information on board chairing a meeting and describes how a manual of minutes for the board should be organized in addition to the role each board member has on a regulated child care board. The appendices include additional resources for the board of directors including:

- Job Description of the Board of Directors; and,
- Role of the Board of Directors.

All board members are accountable for building and maintaining an effective operation. This means each board member is responsible for monitoring and addressing any concerns with the actions of the board and its members. The board makes decisions on behalf of the entire organization.

The board is responsible for hiring and supervising the centre director as the centre director is an employee of the board.

Duties of the Officers

Boards typically have the following officers: **chairperson**, **vice chairperson**, **treasurer** and **secretary** as well as additional **members at large**. Information on the specific duties of each position is detailed within the appendices.

There are no specific duties for **members at large** unless assigned by the chairperson of

The treasurer should become familiar with the variety of grants centres are eligible to receive. Grant information is in the Child Care Licensee Manual, Part VII - Grants (Sections 75 to 95) and The Child Care Regulations, 2015, Part VII - Grants. All grants available to child care centres are further explained in Grants for Child Care Centres.

the board or a board committee. Members at large do have the same rights and responsibilities as other board members.

Committees

Purpose

Committees are a good way to involve general members in the child care organization and help to distribute some of the many tasks. The chairperson and the board of directors are responsible for coordinating the committees and their actions. This helps avoid overlap and makes sure all committees have a common goal. Committees only act under the authority of the board of directors.

The Committees – Child Care Organizations provides additional information on the role of committees in regulated centres.

Development

Every committee must have someone leading the committee. The committee chairperson or lead represents their committee on the board of directors and submits regular reports about the progress of the committee to the board of directors. Some examples of committees are finance, education and facilities.

Each committee chairperson is responsible for:

- recruiting a team of members such as board members, parents, staff and other community members;
- scheduling regular meetings;
- formulating agendas, organizing, keeping track of and participating in projects; and,
- ensuring minutes are taken at each meeting and distributed to the board members.

Centre Staff

Role of the Centre Director

The centre director acts as the general manager of the regulated child care centre. They are accountable to the board of directors for carrying out the policy decisions made by the board.

The centre director is responsible for hiring and managing the staff whose responsibility is to provide care and services for the children. The centre director acts as the link between the staff and the board of directors. It is the responsibility of both the director and the board to ensure that these lines of communication are maintained.

The responsibilities of the centre director may vary and should be specified in the director's job description.

Role of the Consultant

Early Learning and Child Care Consultants employed by the Government of Saskatchewan, Ministry of Education, support and monitor child care facilities.

The consultant's duties are to:

- license and conduct annual reviews to ensure compliance with *The Child Care Act 2014* and *The Child Care Regulations, 2015*;
- monitor through unscheduled visits to ensure compliance with regulations;
- assist the centre management with any questions or problems;
- assist parents with any questions or problems;
- investigate complaints;
- record grants and ensure accountability;
- assist with resources to include children who require extra support; and,
- provide training, resources and support to the centre to encourage working towards best practice.

The Role of the Program Consultant is to “enforce *The Child Care Act, 2014* and *The Child Care Regulations, 2015* and to promote the high quality care of children.” (*Child Care Licensee Manual, General Information – The Role of the Program Consultant*).

Boards can share *Information for Parents of Children Attending Licensed Child Care Facilities* (*appendix*) to ensure they are informed of the role of the consultant (appendices).

Consultants are required to:

- drop in unannounced at least twice a year;
- attend board meetings at least twice a year; and,
- conduct an annual review with the director and a board representative.

At any time, the child care director, staff, parents and board members can contact the ministry with concerns, questions, etc. by emailing childcare@gov.sk.ca. Information on the role of the consultant, and how to contact the ministry should be posted in the facility.

Resource Links

- [Child Care Centre Board of Directors Guiding Document - Appendix 1 Duties of Officers – Board of Directors](#)
- [Child Care Centre Board of Directors Guiding Document - Appendix 2 Job Description of the Board of Directors](#)
- [Child Care Centre Board of Directors Guiding Document - Appendix 3 Role of the Board of the Directors](#)
- [Child Care Licensee Manual - 7. Part VII Grants](#)
- [Grants to Assist with Child Care Centres](#)
- [Child Care Centre Board of Directors Guiding Document - Appendix 4 Committees – Child Care Centres](#)
- [*The Child Care Act, 2014*](#)
- [*The Child Care Regulations, 2015*](#)
- [Child Care Licensee Manual – The Role of the Program Consultant](#)
- [Child Care Centre Board of Directors Guiding Document – Appendix 5 Information for Parents of Children Attending Licensed Child Care Facilities](#)

Section 2: Centre Governance

Governance and Authority

Governance

Governance refers to the arrangements by which the board functions, sets policies and oversees the operations of the child care centre.

Statute Authority

Statutes are the "law of the land". The board cannot change or make choices about statute requirements. These are part of the local, provincial or national body of laws. The board's role is to ensure the child care centre complies with all relevant statutes.

Some of the statutes that apply to provincially regulated child care centres are:

- Income tax and employee payroll deductions;
- local bylaws regarding zoning and business operations;
- Saskatchewan Human Rights Commission;
- The Child Care Act, 2014;
- The Child Care Regulations, 2015;
- The Labour Standards Amendment Act, 1994;
- The Non-profit Corporation Act, 2022;
- The Co-operatives Act, 1996; and,
- The Occupational Health and Safety Regulations, 2020.

Copies of the above identified acts and regulations should be kept available in the centre as they are frequently referenced. All the acts and regulations are also available online.

Bylaws

Bylaws are the rules made by the organization about its own democratic operating structure.

The Bylaws Outline and Sample Bylaws Outline (appendix) provide a framework for the governance and operation of the child care centre.

Bylaws include rules that determine who can be a member, who has the right to vote, how people become board members and how meetings are handled. The organization's bylaws must comply with The Non-profit Corporation Act, 2022 or The Co-operatives Act, 1996, as applicable. Bylaws should be reviewed and revised periodically with revisions approved at a general parent meeting.

Philosophy

The child care centre must have a philosophy stating their belief about what is important for the children's care and learning. It is important to ensure the philosophical statement guides the development of the policies and should be reflected in the procedures. This should be linked to Child Care Licensee Manual – Section 14(a) Philosophy.

Policies

In consultation with the centre director, the board is responsible for developing and approving a set of operational policies. The board should have policies on all areas of operations. The director is responsible for ensuring the implementation of policies.

The Child Care Regulations, 2015, Section 15 states, “A licensee must develop written policies and procedures with respect to the operation of the facility.” The Guide for Policy and Procedure Development (appendix) can support thorough development of policies and procedures.

Procedures

Procedures tell how the policies will be carried out.

The centre’s director is responsible for determining the daily operating procedures of the centre.

Maintaining Proper Balance

It is important to have the right balance between over-managing and under-managing.

The board might be over-managing if:

- board members are making the daily operating decisions;
- lines of communication are inappropriate or ignored;
- board members are directly supervising floor staff; and/or,
- the centre director's advice is excluded from decision making.

The Child Care Regulations, 2015, Section 16 states, “A licensee must develop written policies and procedures with respect to the operation of the facility.” This is further clarified in Operational Policies, Procedures, Section 16 in the Child Care Licensee Manual.

The board might be under-managing if:

- board members are not conducting meetings on a regular basis;
- board members are excluded from decision making;
- board members are not making the financial decisions; and/or,
- board members are not receiving information about:
 - staff and parent concerns;
 - licensing issues or investigations; and/or,
 - finances.

To maintain the proper management balance, the board should follow the general decision-making rule: Decisions are made by whoever is held accountable for their successful implementation.

Who makes what decisions?

- Statute requirements must be followed. The board cannot make decisions that contravene legal requirements.
- Bylaws must be approved by the general membership and meet the requirements of applicable legislation.
- Policy decisions are made by the board of directors.
- Procedural decisions are made by the centre.

Personal Liability

Board members of non-profit organizations are responsible for governing the affairs of the organization on behalf of its members. They do this within the constructs of the law.

Liability may arise when a law is broken, when a contract is breached or when an act or failure to act causes injury or damage to another. In situations where the organization is found to be liable for some reason, a board member who fulfills the duties listed below is not personally liable.

Three Basic Duties

Three basic duties of board members:

- Duty of diligence
- Duty of loyalty
- Duty of obedience

The *duty of diligence* means to act reasonably, prudently, in good faith and with a view to the best interests of the organization and its members. It is important to make informed decisions through evidence-based research and not from information that has been provided through hearsay or word of mouth.

The *duty of loyalty* means to place the interests of the organization first and to not use one's position as a board member to further private interests and personal gain for self or family members/friends. For example, a sibling of a board member owns a landscaping company and is offered a contract to renovate the play yard to fast track the process.

The *duty of obedience* means to act within the scope of other laws, rules and regulations that apply to the organization. This is to help ensure decisions are not in isolation or contradiction to these statutes, laws, and bylaws.

Financial Responsibilities

Board members may be held responsible to pay expenses such as staff wages and payments to the Canada Revenue Agency for payroll deductions.

How to Protect Yourself

The best protection is knowledge. Board members can protect themselves by:

- attending meetings, reading and reviewing the minutes;
- being aware of what is going on and the current state of matters;

- insisting on receiving monthly financial statements, reading and reviewing them carefully and making inquiries on anything that is not completely understood; and,
- creating and implementing a mechanism to make sure parent and staff concerns come to the attention of the board.

Practice due diligence. Board members can protect themselves by:

- knowing your role and exercising it to the best of your ability;
- making sure that all decisions comply with statute requirements;
- acting in the manner of a "reasonable and prudent person" when making decisions;
- understanding the issue(s) you are voting on and the implications;
- acting ethically and in the best interests of the child care centre; and,
- purchasing board liability insurance.

Ethics

Ethics is a code of moral behaviour. Board members are required to act ethically and in the best interests of the child care centre.

Working for the Greater Good

Board members must put the good of the organization ahead of their personal wishes for themselves or their child. This may be especially challenging in instances such as discussing a fee increase or a change to the basic program that will affect a board member's child.

If board members have a child/children attending the centre and have parental concerns, these should be addressed with the centre director.

Conflict of Interest

A conflict of interest exists if a board member, or someone close to the board member, could benefit from the decision being made. A conflict exists even if no benefit is received.

As soon as a board member is perceived to be in conflict, that person must excuse themselves from discussion or voting on the issue in question. It is the duty of all board members to protect themselves and each other by being alert for perceived conflict and immediately excusing the person affected from the discussion. This is also part of the duty of loyalty and due diligence.

Confidentiality

- It is the duty of all board members and all staff to maintain confidentiality, as per Section 40 of *The Child Care Regulations, 2015*.
- Share information only on a "need to know" basis - not on a "wish to know" or "wish to tell" basis.
- Wherever possible, discussions and board minutes about issues should use the format "a family" rather than "the [Name] family"; similarly, "a staff member", "a child", or "a parent". Whether identified by name or not, such discussions are always confidential.

- Avoid talking about the centre's concerns in public especially people's names or other personal information that may identify them.
- Board members, staff and volunteers should be provided with an Oath of Confidentiality.
- Reading and signing the oath acts as a good reminder to maintain confidentiality. Board members should be provided with a copy, and the original should be stored with the signed minutes at the centre.
- When in doubt, always refer to policies when matters of confidentiality arise.
- Consultants can best support boards if they know the full details of an issue. Section 40 provides that authority to share with the consultant who is employed by the ministry. It is also important to note that the 2023 Child Abuse Protocol requires information to be provided to help a child.

The Oath of Confidentiality should be used with all people who are directly involved with operations of the child care facility.

Resource Links

- Saskatchewan Human Rights Commission
- The Child Care Act, 2014
- The Child Care Regulations, 2015
- The Labour Standards Amendment Act, 1994
- The Non-profit Corporation Act, 2022
- The Co-operatives Act, 1996
- The Occupational Health and Safety Regulations, 2020
- Child Care Centre Board of Directors Guidelines – Appendix 6 Bylaws Outline
- Child Care Centre Board of Directors Guidelines – Appendix 7 Sample Bylaws
- Child Care Centre Board of Directors Guidelines – Appendix 8 Guide for Policy and Procedure Development
- Child Care Licensee Manual – Section 16 Operational Policies, Procedures [Revised]
- Child Care Licensee Manual – Appendix 9 Oath of Confidentiality (English/French)
- 2023 Saskatchewan Child Abuse Protocol

Section 3: Business Management

Family Friendly Practices

High-quality child care is the provision of services that supports both the children and their families. The centre policies and procedures should be reflective of a family friendly environment. The goal should be that parents feel comfortable entrusting their children in the care of the regulated child care centre. The Parent Evaluation Form (appendix 9) may be a helpful tool to gather parent's perceptions on the child care services provided.

Finance

A child care centre is a business where the board is responsible for making sure the business is run as well as possible.

As licensees for the organization, the board members have the legal responsibility to ensure that financial management is handled responsibly.

All board members should:

- insist on updated financial statements being presented at each monthly board meeting for review and formal approval but the board;
- insist on an annual budget and monitor throughout the year;
- insist on annual audited financial statements;
- understand how to read and interpret financial statements; and,
- make inquiries on the financial statements to ensure understanding.

The Child Care Centre Annual Operating Budget can be used to develop and monitor finances.

Board members should also become familiar with grants from the Ministry of Education that are available for development and operational support.

Human Resources

The board's authority resides in hiring and monitoring the centre director.

The board acts as the legal employer of all staff members. Board members must be aware of this responsibility. Board members must also understand their role is not to manage the daily work of the staff. The board exercises its authority by hiring and monitoring the centre director, who in turn hires and monitors the rest of the staff.

The board has a duty of care towards its employees. This means staff must be treated fairly regarding all applicable standards and legislation. The workplace must be safe and healthy. It is the board's responsibility to ensure staff receive adequate wages and benefits and meet training requirements.

The centre director is the general business manager of the centre. In some cases, the centre director may also be required to provide child care as a front-line worker. The centre director's

time management and workload requirements must be adjusted accordingly to ensure there is a balance of meeting administrative responsibilities and supervising the implementation of the program.

The employees are hired to plan and carry out program activities with the children under the supervision of the centre director.

Following the centre director's probationary period a performance appraisal occurs and then on an annual basis after the probationary period. The overall purpose of a performance appraisal is to evaluate how well the centre director has conducted his or her duties and responsibilities.

The Child Care Centre Director's Performance Appraisal (appendix) provides a structure for boards to review an employee's job performance.

Community Relations

Successful child care centres are an integral part of the community. As licensees for the child care centre, board members along with staff have a responsibility to ensure the centre has a positive reputation in the community.

The board is responsible for speaking on behalf of the organization. There should be a contingency plan to deal with media and community. Generally, the chairperson/president acts as spokesperson for the organization on behalf of the board.

The child care centre should have a planned, active marketing strategy to ensure good publicity and full enrollment. The centre should be inclusive and serve the multiple needs community members require.

Professional Affiliations

There are many organizations that share a commitment to high-quality early learning and child care. It is good practice for board members and centre staff to be part of child care committees and associations. The child care consultant or director may provide the board with a list of active organizations.

Boards are strongly encouraged to build their capacity through being involved with professional associations and affiliations.

Boards should consider buying a professional membership that supports all centre staff as opposed to each staff maintaining an individual membership at their own cost.

Professional Child Care Associations and Affiliations	
Jurisdiction	Association or Organization
National	<u>Canadian Child Care Federation</u> <u>Canadian Association for Young Children</u>
Provincial	<u>Saskatchewan Early Childhood Association</u>
Local	Various Directors' Associations

Resource Links

- [Child Care Centre Board of Directors Guiding Document – Appendix 9 Parent’s Evaluation Form](#)
- [Child Care Centre Annual Operating Budget](#)
- [Child Care Centre Board of Directors Guiding Document – Appendix 10 Child Care Centre Director’s Performance Appraisal](#)

Section 4: Managing a Licensed Centre

Licensing Requirements

In Saskatchewan, it is illegal to operate a child care centre without a licence.

All child care centres are licensed by the Government of Saskatchewan's Ministry of Education. As the licensee, the board is legally responsible for ensuring licensing requirements are met as stated in *The Child Care Regulations, 2015*.

Child care consultants are available as a resource to provide any information or clarification you require. Once a year, a consultant will meet with the centre director and a board representative to do an annual review of licensing requirements.

A Child Care Licensee's Manual, available in each child care centre and online, describes each of the child care regulations and explains clearly what is required to meet that regulation. The manual includes information on best practices that ensures regulated child care centres provide high-quality care over and above the minimum requirements.

The Child Care Licensee's Manual lays out all child care policies and best practices.

Where a child care centre is not in compliance with regulations, a provisional licence is typically issued and the board notified of the non-compliance and remedial action required. In extreme situations where it is considered to be in the public interest to do so, the licence may be suspended or cancelled.

Injuries and Unusual Occurrences

Section 34 of *The Child Care Regulations, 2015* addresses injuries and unusual occurrences. The board of directors must be made aware of all serious injuries and unusual occurrences that happen in a centre.

The following unusual or unexpected occurrences need to be reported:

- any serious injury to a child while attending the facility;
- any instance of a child becoming lost while attending the facility;
- any allegations of corporal punishment, physical, verbal or emotional abuse;
- isolation or denial of necessities to or on the child while the child attends the facility;
- inappropriate sexual or physical play; and,
- the death of a child while attending the facility.

The Child Care Regulations, 2015 requires children to be adequately supervised at all times. Section 52 of *The Child Care Regulations, 2015* addresses supervision at centres including staff-to-child ratios, children with diverse needs and required staffing arrangements in case of an emergency.

Active Supervision is a supportive document that all staff should be aware of to ensure children's safety and prevent the occurrence of injuries in child care settings. If staff are implementing Active Supervision in the programs, it should limit the injury and unusual occurrences.

Investigations

Child care consultants are required to investigate any complaints or allegations made against a child care centre. Everyone has a Duty to Report where allegations suggest that a child or children may have been harmed or are in danger of harm.

Child care facilities may be advised by the Ministry of Social Services - Child Protection, the local police or RCMP or the Early Years branch in the Ministry of Education that there are allegations of abuse at the child care facility and further investigation is required to determine if the allegations are substantiated. An investigation is done jointly with Child Protection Services and the police/or RCMP.

If a centre is notified of an investigation full cooperation is required to:

- protect the safety of children;
- expedite the investigation; and,
- demonstrate compliance.

The licensing status of the child care centre may need to be reviewed depending on the conclusion drawn from the investigation.

Protecting Staff and Board

The best protection from allegations of wrongdoing is doing right and being seen to do right. It is important that:

- board members have a clear understanding and expectation of quality care;
- board members have clear expectations for centre director and staff performance;
- the centre director upholds high standards for performance by staff;
- the centre director ensures that all complaints and concerns are appropriately addressed;
- staff are properly trained and supervised;
- staff have and follow a best practices model, and parents are aware of these practices; and,
- parents are made aware of the policies and practices including appropriate contacts and protocol for reporting concerns or issues.

Child Endangerment Policy

A centre can protect itself by having a Child Endangerment Policy. Upon hiring an employee, it is advisable to clearly state, in writing, the repercussions for any action which is harmful towards children. This may assist in protecting the child care centre from financial damage in the event of a lawsuit for wrongful dismissal.

In addition to the Saskatchewan Child Abuse Protocol, all board members and staff should read and understand the following:

- Duty to Report Brochure
- Duty to Report Abuse and Neglect of Children and Youth.

Resource Links

- *The Child Care Regulations, 2015*
- Child Care Licensee Manual
- Active Supervision
- 2023 Saskatchewan Child Abuse Protocol
- Duty to Report Brochure
- Duty to Report Abuse and Neglect of Children and Youth

Section 5: Meeting Management

Board Meetings

The main role of the board of directors is to make the policy decisions for the centre. These decisions are made at monthly board meetings. To ensure good attendance at board meetings it is recommended to have predetermined, regularly scheduled dates established.

Good meeting management will enable a board to function at its best.

The Appendices has documents to support a successful meeting including:

- [Board Meeting Agenda Outline](#)
- [Board Meeting Minutes Example](#)
- [Director's Report Outline](#)
- [Information for Child Care Centre Boards: Role of Early Learning and Child Care Consultants at Board Meetings](#)
- [Sample Child Care Centre Financial Statement](#)

Before the Meeting

The chairperson ensures that an agenda is prepared and circulated in advance. The agenda needs to include:

- any items that were started but not completed at previous meetings;
- reports, i.e., director's report, financial report, personnel, fundraising, etc.;
- any new business that has arisen since the last meeting; and,
- planning for the future.

The secretary prepares the minutes of the previous meeting and circulates them in advance.

The treasurer makes sure that monthly financial statements are prepared and circulated in advance.

The centre director ensures any concerns from staff or parents are included on the agenda.

The Meeting Format

The monthly board meeting should be chaired by the chairperson of the organization.

Only elected board members are eligible to vote. The centre director and any other person present - such as the bookkeeper, the consultant, a parent or staff member - are not eligible to vote.

Quorum is the minimum number of board members required to be present at a meeting to legally transact business. The bylaws should specify quorum for a board meeting. It is good practice to require that a majority of board members be present.

The best contribution every board member makes is to come to the meeting prepared. It is the board members' responsibility to read/review minutes and financial reports ahead of time and ask questions as board members can be held personally and financially accountable for board decisions. Board members have the right to be properly informed and have a responsibility to attend and actively participate in monthly board meetings.

Meeting Management

Minutes are public documents for your membership, and as a result, boards need to be mindful as to what is captured in the meeting minutes. Minutes should be reviewed and approved prior to being made public.

The following should be included in the meeting minutes:

- attendance, including a list of who is in attendance and who sent regrets;
- motions, including passing the current agenda and past minutes;
- discussion items should have a brief summary of the discussion and include any concerns or questions as well as the final decision. If a motion was required, then it should be included;
- follow up/action items for members including who will complete the task and by when;
- reference to and inclusion of any reports presented and accepted, i.e., reports by the treasurer and centre director as well as any committees; and,
- date, time and location of your next meeting.

While there is a lot of information to be included, sometimes there are also things to exclude including:

- confidential information that provides identifying information of parents and staff; and,
- discussions that happen during an in-camera session, i.e., parent and staff issues depending on who attends the meeting.

In camera sessions are often used to discuss confidential items like director performance reviews. In camera sessions would typically only include the board of directors. However, if the Early Learning and Child Care Consultant is in attendance, they could also attend as she or he is required to maintain privacy and confidentiality. Having the consultant present during these discussions can be helpful to provide support, feedback and guidance.

The appendices include a [Role of Early Learning and Child Care Consultants at Board Meetings.](#)

In camera discussions should be recorded separately so it is not made public, however final decisions may be included in public minutes. If you need to make decisions outside of your regular meetings this should be done by email and not another form of electronic group messaging. This is the most secure method and easiest to maintain a record of decisions. The emails of individual votes and opinions as well as the final decision should be kept and appended to the minutes. To support and ensure confidentiality, board members should each have a private email address for confidentiality purposes.

After the Meeting

- Follow up on action items.
- Begin preparation for the next meeting.

Decision Making Methods

The main task of the board of directors is to make policy and financial decisions for the centre. Decisions can be made formally by using parliamentary procedure, by a consensus method or by combination.

Parliamentary Procedure

This is the traditional way groups make decisions. The intention of parliamentary procedure is to provide for the majority to determine the outcome but protect the rights of the minority to be heard. It is based on a formal process of:

- a member making a motion for a course of action;
- open debating for and against that action; and,
- determining the outcome by majority vote.

Motions need to be moved, seconded, discussed and voted on. When voting, always ask for both the "for" vote and the "against" vote. The matter is carried by the majority of votes cast.

Most organizations in North America use Robert's Rules of Order to regulate their parliamentary questions. It is not necessary for the chairperson to know all the rules. The centre should own a copy of Robert's Rules that can be consulted if a procedural question arises.

Parliamentary procedure is useful when there is a:

- decision that could have legal and/or financial implications; and/or,
- hotly contested issue with two distinct "sides".

Consensus

The principle of consensus is that people talk an item through and informally come to a decision that everyone in the group can accept and support. It is important to make sure that quieter people are heard and more talkative members do not dominate the discussion. Consensus has the advantage that once people truly agree, they take ownership of the decision and are more likely to support it wholeheartedly in the future.

Consensus is useful when:

- the issue is somewhat "fuzzy", there are not two distinct sides for and against; and/or,
- members are mostly in agreement with each other.

These final decisions must be recorded in the minutes.

Combination

The most practical way for a small group to make decisions is a combination of consensus and Parliamentary Procedure. Good practice is to try for consensus, but if it becomes clear that the group disagrees and cannot reach consensus, use Parliamentary Procedure.

When the decision has legal or financial implications, make sure to confirm it with a vote conducted properly according to the rules of Parliamentary Procedure, and appropriately recorded in the minutes.

Resource Links

- [Child Care Centre Board of Directors Guiding Document – Appendix 11 Board Meeting Agenda Outline](#)
- [Child Care Centre Board of Directors Guiding Document – Appendix 12 Board Meeting Minutes Example](#)
- [Child Care Centre Board of Directors Guiding Document – Appendix 13 Director's Report Outline](#)
- [Child Care Centre Board of Directors Guiding Document – Appendix 14 Information for Child Care Centre Boards: Role of Early Learning and Child Care Consultants at Board Meetings](#)
- [Child Care Centre Board of Directors Guiding Document – Appendix 16 Sample Child Care Centre Financial Statement](#)
- [Robert's Rules of Order](#)

Part I: Reflection Questions

Clarifying Roles and Responsibilities

1. What do you believe are the primary responsibilities of board members in a non-profit organization?
2. How well defined are the roles of board members in your organization?
3. What committees does your board have and what are their roles and responsibilities?
4. How are committee members selected?
5. How are committees held responsible and what procedures or processes are in place for them to report back to the board?

Governance and Decision Making

1. How are decisions made within your board?
2. What mechanisms are in place to ensure transparency and accountability in decisions made by the child care centre board?
3. How can you improve your governance practices to better support your organization's mission?
4. What guidelines does the board follow to ensure decisions made align with the organization's strategic goals and values?
5. Can you outline the authority and decision-making powers granted to the board under your organization's bylaws?

Part II: Child Care Centre Board of Directors as Employer

Introduction

Child Care Centre Board of Directors as Employer is intended to provide all board members an understanding of matters related to board members as employers in provincially regulated child care centres.

Board members are dedicated leaders and employers. Boards have the potential to measurably impact and shape the regulated child care centre. This impact reaches deep into the community and shapes the lives of children and families that are served. As families entrust their children in care of the child care centre, the leadership boards provide has the ability to influence the environment where all children are safe, accepted, and feel valued.

Board members have responsibilities that extend beyond governance. These responsibilities include fostering and nurturing an environment for all staff. Effective boards provide a supportive workplace culture and are pivotal in ensuring staff are positioned to deliver accessible, high-quality early learning and child care. Board decisions and leadership creates a lasting impact on the development of every child and well-being of all families and staff.

Section 1: Overview of Roles

Role of the Board Members as Employers

The term 'board of directors' typically refers to a group of individuals who are elected or appointed to oversee the activities of an organization and to ensure its long-term success. In most instances, they do not serve as a direct employer in the traditional sense of managing day-to-day operations. In a regulated child care centre, they are an employer in the context of overseeing and managing the employment relationship within the organization. The board of directors has legal and fiduciary responsibility to the organization.

The board of directors in a regulated child care centre have distinct roles:

- governance and oversight;
- strategic direction;
- financial oversight; and,
- representation.

Governance and Oversight

Boards of directors are responsible for providing governance, setting policies, and ensuring the organization operates within legal and ethical boundaries. As board members of provincially regulated child care facilities, the board as the employer is guided by legislation. This includes employment legislation and child care legislation - the standards that must be followed as these are enshrined in law.

Legislation

Early learning and child care in Saskatchewan has legislated acts and regulations that boards must abide by. The following legislation is critical for boards to understand for governing and providing leadership to a regulated child care centre:

- *The Child Care Act, 2014*;
- *The Child Care Regulations, 2015*; and,
- *The Non-Profit Corporations Act, 2022* or *Co-operatives Act, 1996*.

Additional legislation boards should be aware of include:

- *Canadian Human Rights Act*
- *Income Tax Act*
- *The Saskatchewan Employment Act and The Occupation Health and Safety Regulations, 2020 (combined)*
- *The Saskatchewan Human Rights Code, 2018*
- *The Workers' Compensation Act, 2013*

Provincial Legislation and Regulations	
Legislation	Relevance to Boards as Employers
<u>Canadian Human Rights Act</u>	This act supports all individuals in having an opportunity equal to one another, to make for themselves the lives that they are able to have consistent with their duties and obligations as a member of society.
<u>Co-operatives Act, 1996</u>	The purpose of this act is to set out the law applicable to persons that wish to organize, operate, and carry on business on a cooperative basis.
<u>Income Tax Act</u>	This act contains the laws regarding taxation in Canada. Child care boards are to abide by all taxation laws.
<u>The Child Care Act, 2014</u>	An act to support the growth and development of children and to support the provision of child care service. The act includes legislation on licences, restrictions, and specific legislation pertaining to centres.
<u>The Child Care Regulations, 2015</u>	These regulations set out the personnel and qualification requirements of staff employed in child care centres. Additional regulations include licencing, standards for facilities, physical environment and equipment, health and safety, administration, and grants.
<u>The Non-Profit Corporations Act, 2022</u>	This act is designed to promote accountability, transparency and good corporate governance. This modernizes the law for non-profit corporations in many ways including: updates to directors' qualifications, reporting requirements, as well as updates providing for the ability to use electronic documents, communications, and signatures in conducting business for the non-profit child care centre.
<u>The Occupational Health and Safety Regulations, 2020</u>	These regulations provide the overarching legislation that governs the occupational health and safety systems in a workplace. It contains definitions, general requirements such as responsibilities of workplace parties and defines workers' basic rights and health and safety protections. The regulations protect the health and safety of employees in child care centres.
<u>The Saskatchewan Employment Act and The Occupation Health and Safety Regulations, 2020 (combined)</u>	<p>This act is applicable to employers and employees in the province, and sets employment standards relating to annual holidays, hours of work, minimum wages, maternity leave, and others.</p> <p>This act provides unpaid job protection to employees who are absent from work due to their own illness or injury or because of the illness or injury of a family member. It also includes information regarding accommodation for workers in certain instances.</p>

<u><i>The Saskatchewan Human Rights Code, 2018</i></u>	This act protects individual dignity and equality rights. It identifies prohibited discriminatory practices and sets out the procedure for filing a complaint of discrimination with this Saskatchewan Human Rights Commission. Boards must comply with all aspects of law related to human rights.
<u><i>The Workers' Compensation Act, 2013</i></u>	This act establishes the Workers' Compensation Boards ability to manage a compensation system for workplace injuries on behalf of both workers and employers.

Board as a Licensee

The board of a regulated child care facility is a licensee of that child care centre. Being a licensee is tightly aligned to legislation. In terms of human resources, acting as a licensee means that the child care centre operates according to *The Child Care Regulations, 2015* and the *Licensee's Manual*. For example, as licensee of a child care centre, the board monitors staff training and qualifications including training plans for staff who are not meeting the early childhood educator (ECE) certification levels.

Board as Policy Maker

Section 16 of *The Child Care Regulations, 2015*, requires boards to establish policies for the operation of child care centres. Boards may develop employment policies for salaries, job descriptions, and probationary periods. It is critical to ensure that all board developed policies align with provincial and national legislation.

All policies should be included in a "Staff Handbook". This handbook should be made readily available to staff, introduced during their staff orientation, and reviewed with staff periodically.

Strategic Direction

Boards of directors are responsible to set the mission, vision and values of the organization. The board should work with the centre director and senior management to define and articulate the organization's mission (its purpose), vision (its long-term aspirations) and core values (guiding principles).

Boards review and approve the strategic goals and objectives that are developed. These goals should outline the direction and priorities for the regulated child care facility and align with the mission and vision of the organization.

Boards are not only responsible for developing a strategic plan, but they are also responsible for evaluating it. Strategic plans detail how the organization will achieve its goals including resource allocation, timelines and performance metrics.

Financial Oversight

Boards oversee the finances of the organization including budget approval, audits and financial reporting. Financial oversight helps ensure the organization's financial health, integrity and

compliance with legal and regulatory requirements. Boards can fulfill financial oversight in multiple ways:

- **Approving Financial Statements.** Boards are responsible for reviewing and approving the child care centre's financial statements including the balance sheet, income statement, and cash flow. The board is to ensure that these statements accurately reflect the financial position of the child care centre.
- **Budget Approval.** Boards are responsible for approving the child care centre's annual budget and any significant revisions to it. The board must review the budget proposals prepared and submitted by the treasurer. This review ensures that the budget aligns with the child care centre's strategic priorities and financial capabilities.
- **Monitor Financial Performance.** Boards are responsible for monitoring the financial performance against the approved budget and the financial goals.
- **Internal Controls and Risk Management.** Boards need to identify if there are any financial risks, assess these risks, and manage them appropriately. This process will protect the centre's assets and interests. This internal control and risk management will support financial sustainability.
- **Oversight of Audit.** Boards are responsible for appointing and overseeing the work of external auditors. They are also responsible for reviewing audited findings and recommendations to ensure compliance with accounting standards and regulations.
- **Compliance and Legal Matters.** Boards are tasked with reviewing the financial practices and ensuring that all applicable laws and legal or regulatory issues are addressed.
- **Financial Policies and Procedures.** Boards are responsible for establishing and reviewing financial policies and procedures. These policies and procedures will guide the organization's financial management practices. Boards need to ensure that the policies are transparent and promote accountability.
- **Capital Allocation and Major Investments.** Boards are responsible for receiving and evaluating proposals on major capital expenditures, investments and financing decisions. Approving these proposals ensures they are in alignment with the board's strategic priorities and objectives and the financial sustainability of the child care centre.
- **Financial Risk Assessment.** Boards are responsible for assessing the financial risks the child care centre including liquidity risk, credit risk, market risk and operational risk. Boards need to oversee the development of risk management strategies and be able to mitigate these risks efficiently and appropriately.

Representation

Boards of directors act as the representative of the stakeholders in the regulated child care centre. Boards exercise representation through the following:

- **Stakeholder Advocacy.** Representation is exercised through advocating for the interests of stakeholders, including families, employees and the community. Boards do this through considering the diverse perspectives and ensuring that decisions will support all stakeholders.

- **Aligning with Stakeholder Interests.** Representation includes aligning board actions and decisions with the interests of their families or members. Boards aim to maximize their members' value while ensuring sustainable long-term growth.
- **Diversity and Inclusion.** Representation includes considering diversity and inclusion among their members. This helps to ensure a broader representation of the range of viewpoints and experiences. Diversity can include gender, ethnicity, race, expertise and background. The more diversity there is in board members, the less adversity there should be in decisions made since a wide variety of perspectives were involved in the decision-making process.
- **Accountability to Families and Stakeholders.** Board members have need to ensure accountability. Accountability can be supported through providing transparent communication with families and stakeholders about the child care centre's performance, strategy and governance practices.
- **Community and Public Relations.** Representation includes engaging with families, the broader community and the public. This broader communications tactic may enhance and support the organization's reputation and relationships in and around the community. Board members represent the organization in external forums and are advocates for the child care centre's interest in public policy and matters related to the sector.
- **Long-Term Sustainability.** Boards need to guide the child care centre's management in making decisions that balance short-term performance with long-term value.

Required Human Resources

The Child Care Regulations, 2015, Section 41 and 42, identifies three legislated human resources required in each regulated child care centre:

- the director;
- the supervisor; and,
- early childhood educators.

Director

Boards create policies and procedures and ensure they are administered by the centre director. The board is the employer of all centre personnel; however, the board has the closest relationship with the centre director and is responsible for hiring, monitoring and evaluating the centre director. As such, the centre director reports to the board.

The Child Care Regulations, 2015, Part IV, Section 41 and correlating the Child Care Licensee Manual – Section 41 Centre Director and Supervisor both articulate the legislation and policy regarding the centre's director and supervisor.

As an employee of the centre, the director implements the personnel policies set by the board. Directors are ultimately accountable to the board to carry out human resource policy and board decisions. The board may choose to form a personnel committee to support the director in human resource areas. For example, staffing changes and disciplinary action should be reported to the board, and a personnel committee may take on this role. It is particularly important for a personnel committee or board members to be involved prior to the termination of an employee. This will ensure appropriate centre

policies and employment standards are followed. Centre directors typically have, or will gain, a solid understanding of employment standards. However, it is ultimately the board's responsibility to ensure legislated standards are met.

Centre boards delegate the management of other centre staff to directors. Delegation of centre management generally means that centre director hires, supervises and evaluates staff. It also means that directors have direct authority over staff and address performance issues, encourage professional development and process resignations, terminations and leaves of absences. Directors typically manage payroll. They can do this by ensuring a bookkeeper or payroll service has the necessary information to process payroll.

The director is a valuable source of program information and, in collaboration with the board, may draft policies for board approval. The director must possess the required skills, knowledge and competencies to provide appropriate environments for children's development and is responsible for the day-to-day management of the centre. The staff are responsible for administering the daily program and report to the director.

Director roles will vary from centre to centre and should be clearly laid out in director's job description. Legislation mandates that directors must be at least 18 years of age and meet or exceed the qualifications of an ECE III typically obtained through a two-year ECE diploma or equivalent courses.

Supervisor

The supervisor manages the child care centre in the director's absence. They must be at least 18 years of age and meet or exceed the qualifications of an ECE I typically obtained through nine credit units of post-secondary courses in Early Childhood Education. When looking to hire a supervisor it is important that beyond these requirements, they are reliable and dependable helping to ensure they can carry out the responsibilities of the position.

Early Childhood Educators

ECEs should possess the required skills, knowledge and competencies to provide appropriate environments and programs for children. ECEs must be at least 16 years of age.

All staff members who work directly with children for more than 65 hours per month or more require an ECE I certification. To ensure high-quality care, child care centres must have:

- 50 per cent of the ECEs hold an ECE I (three courses that are related to early childhood);
- 30 per cent of the ECEs hold an ECE II (one-year ECE certification or equivalent); and,
- 20 per cent of the ECEs hold and ECE III (two-year ECE diploma or equivalent).

The Child Care Regulations, 2015, Part IV – Standards for Centres and the correlating Child Care Licensee Manual – Section 42 Child Care Workers articulate the legislation and policy regarding the early childhood educators.

A child care centre board may apply for an Early Childhood Educator Exemption if there is difficulty recruiting someone who meets the educational requirements to work in the centre. The exemption can be issued to individuals who do not meet the training requirements but are committed to achieving an ECE certification level by completing courses in early childhood education. The exemption can be issued to the centre on behalf of individuals who:

- work 65 hours or more per month in a regulated child care centre while they work towards an ECE I certification; or,
- are working towards their next level of ECE certification.

The Child Care Regulations, 2015, Part IV, Section 43 and correlating Child Care Licensee Manual – Section 43 Exemption support the intent to accommodate individuals entering the child care field and those currently employed who are required to update qualifications.

An Education Plan must be included with the Early Childhood Educator Exemption Application stating the start and end dates of the courses that the applicant will be taking within the next 12 months.

Optional Human Resources

In addition to human resources required by *The Child Care Regulations, 2015*, Part IV, Standards for Centres, there are additional human resources not required by regulations which may be helpful to the child care centre's operation.

Executive Director

Executive directors are typically responsible for the oversight of multiple child care centres which are operated by one licensee. Duties may include overseeing facilities management of two or more centres, financial responsibilities (such as developing budgets) and overall staff management.

The Job Description: Child Care Centre Executive Director (Appendices) further outlines the key objectives, duties, and responsibilities of the centre's executive director.

Enhanced Accessibility Worker(s)

Enhanced Accessibility Workers are ECEs who support the inclusion of a child/children with intensive needs. The Ministry of Education provides additional funding through the enhanced accessibility grant to assist the centre with the additional cost of caring for a child/children with exceptionally high diverse needs. This allows children who require extra support to be included in a developmentally appropriate program.

Bookkeeper(s)

It is recommended that outside bookkeepers are hired to keep accurate records of the centre's financial status. A bookkeeper provides the board with a financial statement for monthly board meetings to support the board's understanding and monitoring of the financial status of the centre. This will inform the board's financial decision-making.

Cook and Custodian/Maintenance

Many centres hire a cook to prepare meals and snacks for the children, and/or a custodian/maintenance person. Occasionally, these roles are combined into a single position.

The Child Care Regulations, 2015, Part IV, Standards for Centres includes regulations related employees in relation to first aid and CPR training (Section 44), criminal record checks (Section 45) health of employees (Section 46) and employee records (Section 47). Additional policy information is in the Child Care Licensee Manual Appendices:

- [Section 44 First Aid and CPR Training](#)
- [Section 45 Criminal Record Searches](#)
- [Section 46 Health of Employees](#)
- [Section 47 Employee Records](#)

Resource Links

- [The Child Care Act, 2014](#)
- [The Child Care Regulations, 2015](#)
- [The Non-Profit Corporations Act, 2022](#)
- [Canadian Human Rights Act](#)
- [Co-operatives Act, 1996](#)
- [Income Tax Act](#)
- [The Saskatchewan Human Rights Code, 2018](#)
- [The Saskatchewan Employment Act and The Occupation Health and Safety Regulations, 2020 \(combined\)](#)
- [The Workers' Compensation Act, 2013](#)
- [Child Care Licensee Manual – Section 42 Child Care Workers](#)
- [Child Care Licensee Manual – Section 43 Exemption](#)
- [Early Childhood Educator Exemption Application](#)
- [Saskatchewan Early Childhood Educator Exemption Guide for Child Care Centre Boards and Employees](#)
- [Child Care Centre Board of Directors Guiding Document – Appendix 15 Job Description: Child Care Centre Executive Director](#)
- [Child Care Licensee Manual – Section 41 Centre Director and Supervisor](#)
- [Child Care Licensee Manual - Section 44 First Aid and CPR Training](#)
- [Child Care Licensee Manual - Section 45 Criminal Record Searches](#)
- [Child Care Licensee Manual - Section 46 Health of Employees](#)
- [Child Care Licensee Manual - Section 47 Employee Records](#)

Section 2 - The Practice of the Board as the Employer

Governance and Authority

Board-Staff Relationship, Authority, and Communication

The board is an elected group of volunteers who oversee the child care centre. The board's role is primarily to ensure a centre operates according to legislation, conducts long-term planning and creates and implements sound policy. Boards create procedures and make sure they are administered by the centre director.

The director is hired by the board, reports to the board and implements the personnel policies set by the board.

Centre staff are typically hired by the director who may be supported by a personnel committee. Delegation of centre management generally means that centre directors have direct authority over staff, including hiring, supervising and evaluating staff. This includes addressing performance issues, encouraging professional development and processing resignations, terminations and leaves of absences. Staff are responsible for administering the daily program and report to the director. Staff play a central role in supporting children and families through providing high-quality care.

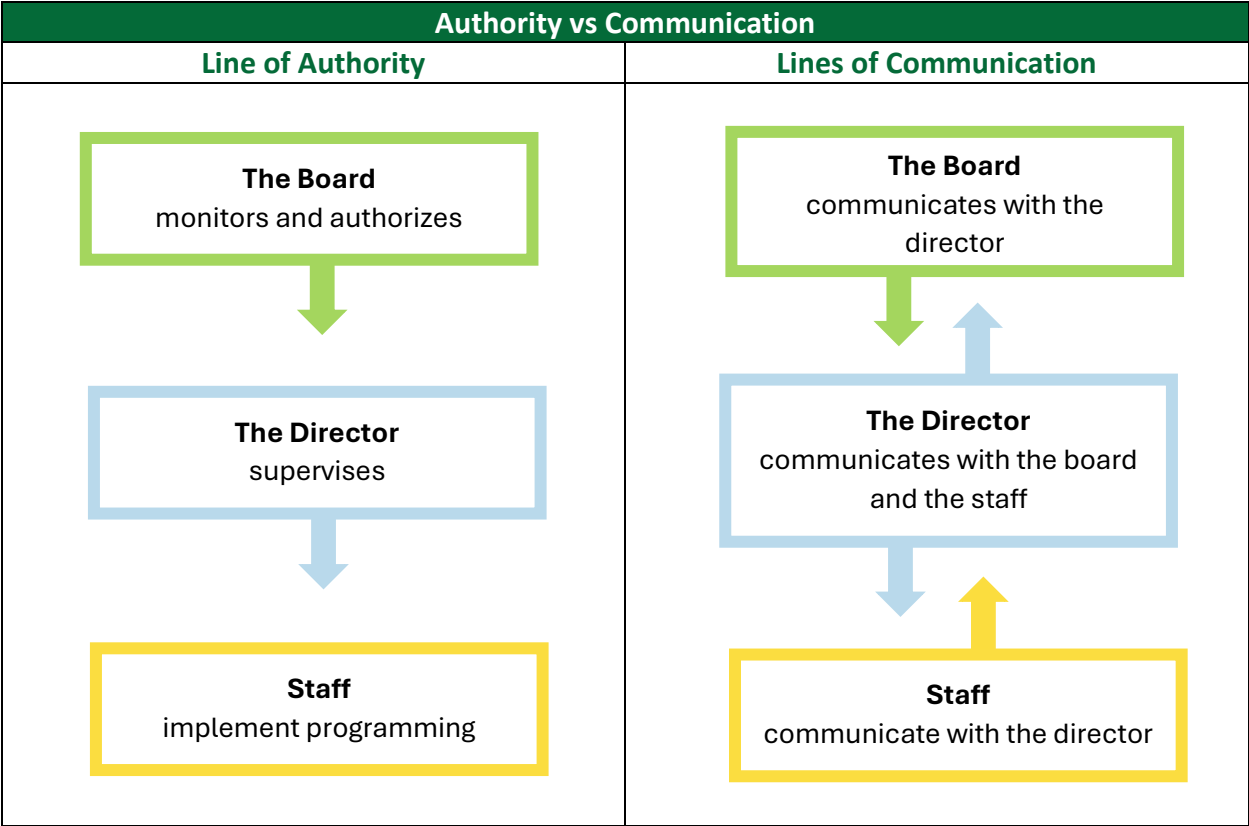
Board Members	Director	Staff
Volunteers	Paid	Paid
Elected	Hired	Hired
Sets and approves policy	Enforces policy	Follows policy
Assigns authority	Receives authority from the board	Receive authority from the director

Many boards have a personnel committee to support the director in these human resource areas.

In child care centres, as with any other organization, the line authority and delegation means “a person should have only one boss”. The board has direct authority over the director. The director, in turn, has authority over the staff.

The line of authority also establishes lines of communication. Communication lines should flow from the board to the director and from the director to the staff. This establishes two-way communication between the board and the director and between the director and staff.

Board members, as per Section 10 of *The Child Care Act, 2014*, are often parents. The lines of communication are relevant for centre operations and addressing staff concerns. This does not mean that board members cannot discuss their child's program with educators. Nor does it mean that staff cannot discuss the board member's child or the program with the parent. Communication is important in building and establishing strong relationships. It is important to note that due to a conflict of interest staff cannot be board members even in situations where they have a child attending the regulated child care centre.



Human Resource Policy Development

A policy is a formal statement of a principle or rule that members of an organization must follow. Each policy addresses an issue important to the organization's mission or operations.

Boards play a variety of roles in human resource policy development. That role must be clearly defined. A board may form a human resource committee to write policies and procedures or delegate this duty to the centre director. If this role is delegated to the centre director or the executive director of a multi-site organization, the board is required to review and adopt the policies.

Policies and procedures will not be effective unless they are communicated clearly to centre staff. Board approved policies and procedures will be incorporated into the centre's "Staff Handbook" and communicated to staff by the centre director. Regular, ongoing staff meetings are an effective form of communication. Centres may also wish to consider a communication area, such as a bulletin board, to communicate updates or new information.

Personnel Policies

The Child Care Licensee Manual, Section 16 – Operational Policies, Procedures [Revised] directs all licensees to develop a written "Parent Handbook" that is provided to all parents. In addition, Section 16 articulates personnel policies that are to be followed by all staff (including substitutes), alternates and volunteers. All policies are approved by the board of directors and reviewed on an annual basis.

A Child Care Centre Parent Handbook Template may be used as a starting point and model for the development of a facility's Parent Handbook.

The following policies are mandated for regulated child care centres:

- job descriptions for all staff;
- training requirements;
- other job requirements, such as criminal records searches, first aid/CPR training;
- salary grid;
- working conditions, such as hours of work and overtime;
- probationary period;
- termination policies;
- benefits, such as sick leave and vacation;
- performance evaluation policies;
- child management policies;
- Child Abuse Protocol awareness; and,
- grievance procedures.

Human Resource Cycle

The human resource cycle is a continuous and iterative cycle as organizations constantly adapt to changes in their workforce. Each stage is critical in managing human resources and applies to the board hiring the director and to the director hiring staff. The cycle involves four stages:

- hiring;
- monitoring;
- supporting; and,
- evaluation.

The board is responsible for hiring the centre director and the centre director is responsible for hiring and coaching centre staff. This cycle is important to consider when the board hires the director and is relevant to the centre director as the manager of the staff and the board as the employer.

Hiring

Hiring is the actual process of employing selected candidates. This includes the following:

- developing a job description;
- recruiting and advertising;
- screening;
- offer of employment; and,
- orientation or onboarding.

Developing a Job Description

A detailed job description serves as a foundation for monitoring, supporting and evaluating staff. This applies to all child care centre employees including centre directors and educators. The job description should also be formally incorporated into the offer of employment or as an attachment that forms the offer of employment.

Refer to the appendix [for the Board of Directors Guiding Document Guidelines for Advertising Child Care Centre Director's Position Advertisement and job description.](#)

When developing a job description, consider:

- mandatory requirements of the child care regulations such as ECE certification; and,
- the skill set, knowledge and experience required.

It is important to note that if a board is unable to hire a director with an ECE III, the board must apply for an exemption. As previously stated, the Early Childhood Educator Exemption enables a board to hire a centre director without an ECE III. However, the board is expected to ensure that the director will be working towards ECE III certification while employed at the centre. An application for an exemption includes an Education Plan detailing the classes the director is enrolled in, including course names, start dates, completion dates, and the name of the post-

secondary institution. In addition, the board must submit to the Early Learning and Child Care Consultant a letter that includes:

- a copy of the advertisement for the director position and where it was advertised;
- the ECE qualifications of the applicant pool;
- the number of applicants that were interviewed; and,
- the board's rationale for selecting the successful director candidate.

All Early Childhood Educator Exemptions are assessed by ECE Certification in the Early Years branch of Ministry of Education.

Recruiting and Advertising

Recruiting is the process of attracting, identifying and selecting suitable candidates for various positions within the organization. Recruiting generally starts with advertising the position(s) to be filled in the organization.

Recruitment is a component of talent acquisition. Talent acquisition is a strategic approach to human resource management.

When advertising for a position, it should provide a brief description of the position, duties, expertise and experience sought, and any mandatory requirements. Include an application deadline and methods for submission (e.g. mail, e-mail, in-person).

Consider various avenues for advertisement of the position by expanding your search to include not only your local area, but throughout the province and neighbouring provinces.

Explore advertising through:

- local job databases, such as [SaskJobs](#);
- provincial job databases outside of Saskatchewan;
- national job data bases;
- local college and university student and alumni job databases (e.g. Saskatchewan Polytechnic, University of Regina, University of Saskatchewan);
- college and university student and alumni job databases outside of Saskatchewan (e.g. Lakeland College, Red River College, University of Alberta);
- early childhood associations (e.g. [Saskatchewan Early Childhood Association](#));
- local newspapers;
- social media (e.g., LinkedIn, Indeed, Facebook, etc.); and,
- networking among colleagues.

Screening Applicants, Interviews, Reference Checks, and Offer of Employment

Screening of applicants involves a process that effectively assesses candidates and supports the hiring manager to make informed decisions by identifying applicants who match the requirements for the position.

Components of the screening process include:

- **Review Resumes:** Resumes are reviewed for relevant qualifications, experience and skills.
- **Phone Screening:** Conducting a phone screening or a brief phone interview may be utilized to assess basic qualifications, interest level and availability of the applicant.
- **Develop an Interview Guide:** Developing an interview guide with questions based on the job description paying attention to the experience and skills required will provide structure to the interview.
- **Schedule Interviews:** Arranging blocks of uninterrupted time that provides the opportunity to meet the candidates and conduct the interview process ensures adequate time is provided to focus on the person being interviewed and limits distractions.
- **Conduct Interviews:** Interviews may be conducted in different ways:
 - A panel interview may provide a comprehensive interview involving multiple interviewers who can gather different perspectives.
 - Traditional interviews require only one person from the organization, may be a director if hiring an ECE, where questions are asked about education, experience and skills.
- **Reference Checks:** Conducting reference checks, which may include global references, gathers insights into the candidate's past performance, work ethic and character. When reviewing the list of references with the potential candidate there may be other people that you need or want to contact based on the candidate's experience, whose names were not provided. These are considered "global references". The candidate's permission is not required to seek a global reference; however, it is strongly recommended that the candidate is informed of the possibility that global references may be contacted.
- **Document Review:** Reviewing mandatory documents such as criminal record checks, vulnerable sector checks, work permits, etc. provides an opportunity to mitigate risks and ensures a safe, compliant and trustworthy work environment.
- **Offer of Employment:** Presenting an offer of employment involves a verbal offer of employment and a written employment agreement/letter of offer. The job offer should be in writing and the candidate should be asked to reply in writing by a set date. The job offer should specify the starting date, salary, vacation and benefits, duties of the position and any other information related to the position.

Orientation or Onboarding

Orientation can also be called 'on-boarding'. This is a process where new staff are introduced to the organization, its culture, policies and their roles and responsibilities as a staff member. The goal should be to ensure a smooth transition and integration into the child care centre's team. Orientation needs will vary depending on the background of the new staff. For example, someone who comes from being employed as a centre staff will have different orientation needs than someone who comes from another role or centre.

Considerations to keep in mind when onboarding:

- **Communication:** When orientating a new employee, it is important to establish open and clear lines of communication right from the start by being focused and organized. Set aside dedicated time to get to know the new employee. Have an orientation checklist ready and jot down additional topics you would like to discuss.
- **Resource Access:** In advance of the new staff starting, ensure there is access to the necessary tools, systems and resources that are required to perform their job efficiently and effectively. This may include online webinars and staff handbooks etc.
- **Introduction to the Organization's Culture:** Ensure there is a process in place to help new staff understand the organization's values, mission and culture. This will support fostering alignment and a sense of belonging.
- **Expectations:** Establish clear expectations, communicate roles, responsibilities and performance expectations clearly from the beginning.
- **Training and Development:** Provide relevant training sessions or determine what relevant training sessions are required to equip the new staff member with additional or enhanced skills and acknowledge what is needed to perform their roles effectively.
- **Feedback Systems:** Establish check-ins or feedback sessions. These regularly scheduled meetings can be used to assess progress, address concerns and provide constructive feedback.

Orientation that is overlooked can have negative impacts including: decreased productivity, increased levels of turnover, misunderstanding of the organization's goals, mission and vision, poor performance, risks in legal and compliance requirements and an overall negative impact on existing staff and the morale of the child care centre.

Monitoring

The board provides oversight for all human resource related activities. Part of overseeing human resources means the board is responsible for ensuring the centre is staffed according to the child care regulations. This involves monitoring education plans for the director and all other staff, including those who are on exemptions.

Boards can monitor human resource issues through strategies such as having Human Resources as a standing agenda item for board meetings. The centre director should also provide personnel updates through the director's report at board meetings.

The board is also responsible for monitoring the performance of the centre director to ensure the responsibilities outlined in the job description are maintained. This may include but is not limited to ensuring a developmentally appropriate program, striving for best practice and managing staff effectively.

Supporting

Supporting a centre director is essential to ensure that they are performing the duties required of the position in addition to striving for best practice where possible.

Constructive feedback is an important way to help people understand the expectations of the job.

Before meeting with the director to provide feedback:

- carefully plan how feedback will be provided, and who will represent the board in providing feedback. Consider appointing one board member to provide feedback to the centre director; and,
- consider where feedback will be provided - choose a setting such as the director's office where it is familiar and comfortable.

During the meeting:

- focus on director strengths, in addition to areas for improvement;
- direct feedback to actions, not the individual;
- communicate calmly, honestly, and objectively;
- use a non-threatening tone and provide feedback on performance issues in a nonjudgmental way. Ensure to provide specific examples of performance issues using the director's job description and the centre's policies and procedures as a foundation for what is expected; and,
- agree on a specific plan of action, including what needs to be accomplished and within a determined timeframe.

Encourage the centre director to reflect on what is currently working well and what could benefit from improvement. Collaborate with the director to develop a professional development plan that supports continuous improvement. This may include attending workshops, reading resources, etc.

Evaluation

Evaluation is a regular assessment of employees' performance and contribution to the organization's goals, typically through appraisals or reviews. Child care centre boards should carry out a formal evaluation of the director annually. The evaluation should be linked to the director's job description and be based on a performance rating scale.

Initial knowledge/competency gaps are common therefore it is important for a board to be mindful and provide support for the individual to feel confident in their new position. Identify any gaps between desired outcomes and actual outcomes; provide guidance for bridging those gaps. Integrate areas where support is required into the Director's Professional Development Plan.

The evaluation process is an opportunity to show awareness and appreciation of accomplishments. Consider conducting a 360 evaluation which is a process through which feedback from director's subordinates, peers, colleagues, families and a self-evaluation by the employee themselves is gathered. This gives others an opportunity to provide feedback to the director to understand their strengths and areas for improvement. The director would have an opportunity to provide names of who would participate in this style of feedback.

Succession Planning

A board should have a succession plan in place in the event a director leaves a child care centre. A succession plan addresses how a director position can be staffed. This plan may look different from centre to centre, but it is an important feature of overseeing human resources.

A succession plan should involve nurturing and developing employees from within an organization. In circumstances where it is known that a director plans to leave, this may involve the director mentoring and training a motivated staff member who the board feels is equipped to take on a leadership position. The supervisor who acts in the director's place during her absence could intuitively fit this role but that may not always be the case.

A succession plan would clearly articulate the skills and competencies for the position, much like a job description, and measure this against an employee's skills, competencies and willingness to take on the role.

Exit Interviews

Exit interviews are a strategy to gain more insight into how the centre functions when a director or other employee departs. Exit interviews provide valuable information to the board about what is working well in the centre, and what may need improvement. These interviews are voluntary and may be carried out in person, by survey or over the phone. With this information in mind, boards may consider exit interviews with centre staff.

The following are some examples you may wish to consider when conducting exit interviews. Be careful not to ask leading questions and keep the conversation open ended:

- What was most satisfying about your role?
- What was the most challenging aspect of your role?
- What would you change about your role?
- Did you have clear goals and know what was expected of you in your role? How so?
- Do you feel you had the resources and support necessary to accomplish what required of you? If not, what was missing?
- Why are you leaving and what led to your decision to leave?
- Do you have any suggestions on how the organization can improve?
- What were you the proudest of during your time with this organization?

Recruitment and Retention

Recruitment and retention of child care centre employees, including centre directors, is an integral part of managing human resources. Recruitment involves attracting employees to work in your child care centre. Retention means keeping employees working in your child care centre.

Recruitment and retention are known issues in child care centres. Working in the early learning and child care sector is rewarding but also demanding. Compensation for employees is one factor that plays a role in recruitment and retention; however, it isn't the only factor.

Some strategies for enhancing recruitment and retention in child care centres include:

- implementing a benefits program that may include dental and extended health benefits and retirement plan;
- encouraging a plan for and attendance at professional development opportunities;
- receiving feedback on various aspects of the work environment through staff surveys;
- recognizing staff through certificates, or a thank you at staff meetings;
- encouraging collegiality and professionalism among co-workers;
- nurturing the leadership skills of directors;
- fostering understanding of early learning and child care pedagogy and practices, such as building an understanding of early learning and child care pedagogy and practices through resources such as Information for Child Care Boards of Directors: What Do You Need to Know About Play and Exploration?; and,
- ensuring a high-quality child care program is implemented:
 - ECEs are more likely to be retained at programs of higher quality. The ministry offers several initiatives to support quality in the early learning and child care sector, such as:
 - workshops to support the implementation of Play and Exploration: Phase I and Phase II Play and Exploration (located on the Early Learning portal);
 - Play and Exploration for Infants and Toddlers (and located on the Early Learning portal);
 - site visits;
 - Early Learning and Child Care Consultant support.
 - The Ministry of Education provides grant funding for ECEs, child care home providers, and assistants to pursue professional development opportunities and formal training in early childhood education.

Talent Acquisition

Talent acquisition is a strategic process where boards of directors identify, attract and hire skilled individuals. These individuals would meet an organization's workforce needs. Talent acquisition encompasses activities including workforce planning, recruiting, interviewing and onboarding.

Talent acquisition is different from recruiting and ensures that new hires align with the organization's mission and goals. It is a strategic approach that helps identify candidates with the required skill and experience that can meet the needs of the organization. In essence, talent acquisition supports succession planning and builds a sustainable talent pool within the organization to support stability.

Resource Links

- [The Child Care Act, 2014](#)
- [Child Care Centre Parent Handbook Template](#)
- [Board of Directors Guiding Document Guidelines - Appendix 17 Advertising Child Care Centre Director's Position Advertisement](#)
- [Saskatchewan Early Childhood Educator Exemption Guide for Child Care Centre Boards and Employees](#)
- [Information for Child Care Boards of Directors: What Do You Need to Know About Play and Exploration?](#)
- [Early Learning Portal](#)

Section 3: External Supports for Boards of Directors

Additional Support

At times, a board of directors may require additional external support in providing leadership and oversight to leading and operating a non-profit child care facility. The following table identifies various organizations and how each can be used to support board governance, leadership and operations.

Organization	Support Provided
<u>Co-operatives First</u>	<p>Child care co-operatives are an established way for parents, community members, economic development officers, and municipal and business leaders to work together to create regulated child care spaces.</p> <p><u>Co-operatives First</u> provides newly established non-profit organizations that are focused on providing child care support to make a plan, access funding and provide service to their community.</p> <p><u>Co-operatives First</u> provides webinars, workbooks, and other resources that support non-profit child care facility development and operation.</p>
<u>Government of Canada: Revenue Canada Agency</u>	<u>Revenue Canada Agency</u> provides information for <u>non-profit organizations</u> in multiple areas and on matters related to <u>non-profit organizations income tax</u> .
<u>Government of Canada: The Canadian Charter of Rights and Freedoms</u>	Section 15 of the Canadian Charter of Rights and Freedoms focuses on discrimination in the workplace and can support child care centre's human resource management processes.
<u>Government of Saskatchewan: Employment Standards</u>	<p>The Government of Saskatchewan provides business and industry across the provide with employment standards.</p> <p>Standards includes: payment of wages and payroll administrations; Saskatchewan Employment Standards; information on work schedules and modified work arrangements; vacation and vacation pay; layoffs and terminations; discriminatory action; and more.</p>
<u>Ministry of Education, Early Years Branch: Early Learning Portal</u>	The <u>Early Learning Portal</u> provides links to professional development and other resources.
<u>Ministry of Education, Early Years Branch: Early Childhood Certification</u>	The <u>Ministry of Education Early Childhood Certification</u> unit provides support to boards in the area of ECE certification and exemptions. The ministry can support boards' operations to ensure all individuals who work 65 hours or

	more per month at the child care centre have applied to the Ministry of Education for ECE certification.
<u>Ministry of Education, Early Years Branch, Child Care Operations: Early Learning and Child Care Consultants</u>	<p>The Ministry of Education's <u>Child Care Operations</u> unit has Early Learning and Child Care Consultants who provide support on all matters related to <i>The Child Care Regulations, 2015</i> and <i>The Child Care Act, 2014</i>. They provide information on child care legislation and best practices in early learning.</p> <p>Consultants can provide information on primary resources and support including information on: The Licensee's Manual, Play & Exploration, The Essential Learning Experiences, etc.</p> <p>Consultants are the first point of contact for questions related to grant funding including tuition reimbursement for ECEs, wage related enhancements and one-time and ongoing funding opportunities.</p>
<u>Ministry of Immigration and Career Training</u>	The <u>Ministry of Immigration and Career Training</u> provides support to boards on recruiting and hiring foreign workers including the <u>Saskatchewan Immigrant Nominee Program (SNIP)</u> and on funding for training that is not ECE tuition reimbursement nor Ministry of Education professional development.
<u>Ministry of Labour Relations and Workplace Safety</u>	The <u>Ministry of Labour Relations and Workplace Safety</u> can provide information and support in areas related to occupational health and safety and employment standards.
<u>Municipality</u>	The local municipality can provide support and resources to boards on information related to building standards, bylaws, fire inspections, taxes, etc. that are specific to each community.
<u>Public Health</u>	<u>Public health offices</u> are located across the province. Child care centres require annual health inspections. For questions and inquiries directly related to public health, contact the local public health office.
<u>SARC – Saskatchewan Association of Rehabilitation Centres</u>	<p><u>SARC</u> has a supports for <u>non-profit board development</u>. One program is called <u>ELEVATE</u>. <u>ELEVATE</u> is a leadership and professional development program designed for boards of directors and executive directors in the non-profit sector.</p> <p><u>ELEVATE</u> supports those taking the course to strengthen their knowledge of governance best practices and better understand the roles and responsibilities of the non-profit board.</p>

	SARC has <u>resources for non-profit boards</u> covering a wide range of topics including financial management.
<u>Saskatchewan Polytechnic</u>	<p>Saskatchewan Polytechnic offers <u>Education & Early Learning Micro-credentials</u> in various areas that can support board and director training. Micro-credentials support skill development and are short, focused learning that can accelerate skills in specific areas such as roles and responsibilities, policy and procedure development, and human resource management.</p> <p>Saskatchewan Polytechnic also offers advanced certificates in <u>Early Childhood Administration</u>.</p>

Part II: Reflection Questions

Board-Staff Relations

1. How would you describe the relationship between board members and staff? How do you know?
 - a. If the relationship is positive, how can this be maintained or enhanced?
 - b. If the relationship is strained, what measures or actions can be taken to make improvements?
2. What strategies can you implement to enhance collaboration and communication between the board and staff who directly report to the board?
3. Are there any challenges or barriers that hinder effective board-staff relations and what are potential mitigations to these?

Training and Development

1. What opportunities are available for board members to receive training and professional development?
2. How can you ensure that board members are well equipped to fulfill their roles effectively? What supports are in place? Are there specific skills or knowledge areas where board members could benefit from additional training? What are these and what steps can be taken to support the process?

Resources

Canada. Canada Revenue Agency. *Employer's Guide – Payroll Deductions and Remittances*. 2023.

Canadian Human Rights Act.

Income Tax Act, 2000.

Occupational Health and Safety Regulations 2020.

Saskatchewan Human Rights Commission. Saskatoon, SK.

Saskatchewan, Ministry of Education. *Active Supervision*. Regina, SK.

Saskatchewan, Ministry of Education. *Child Care Licensee Manual*. Regina, SK.

Saskatchewan, Ministry of Education. *Child Care Licensee Manual - Appendices 1.2 Job Description of the Board of Directors*. Regina, SK.

Saskatchewan, Ministry of Education. *Child Care Licensee Manual - Appendices 1.3 Duties of Officers - Board of Directors*. Regina, SK.

Saskatchewan, Ministry of Education. *Child Care Licensee Manual - Appendices 1.4 Committees – Child Day Care Organization*. Regina, SK.

Saskatchewan, Ministry of Education. *Child Care Licensee Manual – Appendices 9 Oath of Confidentiality (English/French)*. Regina, SK.

Saskatchewan, Ministry of Education. *Child Care Licensee Manual – Appendices 14 Saskatchewan Child Abuse Protocol 2023 [Revised]*. Regina, SK.

Saskatchewan, Ministry of Education. *Child Care Licensee Manual – The Role of the Program Consultant*. Regina, SK.

Saskatchewan, Ministry of Education. *Early Childhood Educator Exemption Application*. Regina, SK.

Saskatchewan, Ministry of Education. *Saskatchewan Early Childhood Educator Exemption Guide for Child Care Centre Boards and Employees*. Regina, SK.

Saskatchewan, Ministry of Education. *Grants to Assist with Child Care Centres*. Regina. SK.

Saskatchewan, Ministry of Education. *Parent's Evaluation Form*. Regina. SK.

Saskatchewan, Ministry of Education. *Information for Child Care Boards of Directors: What Do You Need to Know About Plan and Exploration?* Regina, SK.

Saskatchewan, Ministry of Social Services. *Duty to Report Brochure*. Regina, SK.

Saskatchewan, Ministry of Social Services. *Duty to Report Abuse and Neglect of Children and Youth*. Regina, SK.

The Co-operatives Act, 1996.

The Labour Standards Amendment Act, 1994.

The Non-profit Corporation Act, 2022.

The Occupational Health and Safety Regulations, 2020.

The Saskatchewan Employment Act and The Occupation Health and Safety Regulations, 2020 (combined).

The Saskatchewan Human Rights Code, 2018.

The Workers' Compensation Act, 2013.

Appendices

Appendix 1 Duties of Officers – Board of Directors

Chairperson / President Duties

- Plans for and presides at executive, board, and annual general meetings.
- Ensures that board meetings follow parliamentary procedures.
- Delegates duties and works with committees.
- Ensures compliance with bylaws and policies.
- Acts as official spokesperson for the corporation.
- Maintains close contact and good working relationships with the staff and the membership.
- Votes to break a tie.
- Has signing authority.

Effectively Chairing a Board Meeting Means:

- Keeping to the agenda.
- Being aware of and informed of all topics to be discussed.
- Keeping the conversation focused.
- Motivating and encouraging other board members to participate.
- When debates occur, the important points are summarized, and the differences are diffused.

Vice-Chairperson/Vice-President Duties

- Plans and presides at meetings in the absence of the chairperson.
- Assists the chairperson/president with his (her) responsibilities.
- Assumes other duties of the chairperson/president in his (her) absence.

Treasurer Duties

- Leads the board members through the financial records, helping members to understand the financial situation of the child care centre.
- Ensures that the accounting and bookkeeping work is done according to generally accepted methods. (The treasurer may do the bookkeeping or a bookkeeper may be appointed.)
- Ensure that an auditor is appointed.
- Presents the annual financial statements to the membership.
- Educates themselves with the budget of the centre and its monthly spending patterns.
- Assists in the preparation of the annual budget.
- Understands charitable registration and the reporting required by government bodies.
- Reports regularly to the finance committee and to the board on the corporation's revenues and expenses.
- Ensures proper accounting of petty cash funds.
- Comprehends the structure of the staff salary schedule and has a clear understanding of staff benefits.
- Familiarizes her/himself with insurance policies.

- Acts as a signing officer for the corporation's bank account along with at least one other person.

* The duties of the treasurer may be combined with the duties of the secretary on some smaller boards.

Secretary Duties

- Ensures that the business of the corporation stays on track.
- Has responsibility for the security of official forms and correspondence.
- Ensure that documents are filed on time.
- Prepares and circulates minutes of board and general meetings.
- Assists in planning meetings and sends out notices.
- Ensures records and files of the centre's correspondence are maintained.
- Retains custody the corporate seal.
- Places applications for membership before the board.
- Ensures the official membership register is maintained.
- Maintains manuals, time tables, meeting schedules, and planning calendars.
- Signs board and general meeting minutes with the chairperson.

A manual of minutes should be kept which has the following sections:

- Correspondence
- By-laws
- List of the current Board of Directors with addresses and telephone numbers
- List(s) of previous Board of Directors with addresses and telephone numbers
- Financial reports and statements, name and address of bank(s); name and address of auditor
- Minutes of meetings
- Resolutions (motions that have been passed)

Appendix 2 Job Description of the Board of Directors

Responsibilities of Board Members

- To regularly attend and come prepared to actively participate in decision-making at board meetings (usually ten to twelve per year).
- To be informed about the background of issues in order to discuss them responsibly at board meetings and when representing the corporation in the community.
- To acquire a clear understanding of the corporation and participate in decision-making relating to the finances of the corporation.
- To be aware of the roles and responsibilities of board and centre staff.
- To maintain board business confidentiality.
- To understand and maintain lines of communication between board and centre staff.
- To take the initiative to gain a knowledge of the services of the centre and resources, trends and needs in the community.
- To support and participate in fundraising activities.
- To actively participate and provide leadership on committees of the corporation.

Benefits and Opportunities Provided by Board Members

- The opportunity to practice and develop personal and career skills in leadership, communications, decision-making, and management.
- The opportunity to broaden personal knowledge to influence, through policy-making and responsible leadership, the provision of child care services.
- The opportunity to work as part of a team of board, parents and staff, with a wide variety of backgrounds and skills.
- The opportunity to use your knowledge, skills, abilities and commitment to serve others.

Qualifications and Expectations of Board Members

- A fundamental interest in the work of the corporation as a provider of child care services.
- A clear understanding and personal commitment to the positive values of volunteering and the voluntary service sector.
- A working knowledge of parliamentary procedures.
- Planning and decision-making skills.
- A personal commitment to child day care as an essential, vital and supportive service for families.
- The ability and determination to work as a member of a team.
- Good written and verbal communication skills, including the ability and interest in representing the corporation in a positive and responsible manner.
- An interest in the community, primarily with regard to issues relevant to child care.
- Specialized abilities and skills for special tasks, such as legal guidance, financial expertise, management capabilities, and conflict resolution knowledge.

Time Commitment

- A time commitment of a minimum of five to ten hours a month. This varies from month to month, depending on committee responsibilities and required attendance at specific functions. Holding an executive position of the Board of Directors generally involves a greater time commitment.
- Ten to twelve board meetings a year.
- Preparation for board meetings by reading the agenda, reports and correspondence.
- Participation on committees.
- Participation in board orientation and training activities.
- Participation as required at parent meetings, staff meetings, community meetings and centre functions.

Legal Responsibilities

The Board has final legal authority for the corporation. Generally, legal responsibility falls into three major areas:

- Responsibility for the fiscal (financial) management of the corporation, including personal responsibility for some payroll and benefits obligations in certain circumstances.
- Ultimate legal and ethical responsibility of the quality of service provided by the corporation.
- Legal accountability in any circumstances involving violations of the law.

Election and Terms of Board Members

- Directors are elected by the membership from a slate of candidates prepared by a Nominating Committee. The Corporation Bylaws state the number of board members allowed.
- The election of the Board of Directors shall take place at each annual meeting of the members or at a special meeting of members called for the purpose of electing board members.
- The election may be by a show of hands unless a poll be required or demanded.
- If an election of a Board of Directors is not held at the proper time, the incumbent Board shall continue in office until their successors are elected.

Board Orientation and Ongoing Training

- Board members should participate in an orientation about the centre's program as well as about the history and philosophy of the corporation.
- In order to help board members meet their responsibilities, a variety of training activities may occur throughout the year.
- All board members should have access to a Board Policy Manual and should ensure that it is kept up to date.

Appendix 3 The Role of the Board of Directors

The Overall Role of the Board of Directors

- To be responsible to the membership for ensuring that the goals of the child care centre are achieved and that the corporation is effectively managed.
- To represent the corporation both legally and morally. The Board of Directors carries the final responsibility and accountability for the corporation's existence and for its activities and programs.
- To ensure the corporation is able to carry out the needed responsibilities.
- To attend to the corporation's own structure, to its committee structure, and to its procedures.
- To ensure there are policies for making and implementing decisions.
- To ensure there are policies about delegating its authority.

Legal Responsibilities

- To act in accordance with the goals, objectives and bylaws of the corporation.
- To ensure that bylaws are considered with the child care centre's purpose, policies, and practices.
- To review and recommend change to the goals objectives and bylaws as necessary.
- To ensure that an annual financial audit is completed and approved by the membership.
- To ensure the corporation meets the legislative requirements of *The Child Care Act, 2014* and *The Saskatchewan Child Care Regulations, 2015* *The Non-profit Corporations Act, 1995* or *The Co-operatives Act, 1996*, *The Saskatchewan Employment Act*, *The Child and Family Services Act*, *Workers Compensation Act*, *The Public Health Act*, The Office of the Fire Commissioner, insurance policies, and municipal bylaws.

Financial Responsibilities

- To establish financial policies and internal financial control procedures for the corporation.
- To develop and approve the budget, monitor expenditures and assume fiscal accountability for the corporation.
- To report the financial position of the corporation to the membership annually.
- To review the financial statement monthly.
- To ensure appropriate and responsible utilization of parent fees, government grants and other revenue.
- To develop fundraising objectives and strategies and ensure the implementation of the strategies.

Personnel Responsibilities

** For the purposes of this document, the term “centre director” will be used for the staff member hired to manage the day-to-day operation of the child care centre. Other titles given to the position include Manager, Administrator, Executive Director, Centre Supervisor.*

- To prepare and approve job descriptions for employees.
- To employ the centre director, who is responsible to and reports directly to the Board of Directors.
- To provide policy direction to the centre director.
- To evaluate the performance of the centre director within established policies.
- To determine salary scales and benefits for staff.
- To determine personnel policies.

Planning Responsibilities

- To ensure that an effective process for long and term short term planning is established.
- To formulate, monitor and evaluate goals and objectives of the corporation.
- To review the corporation’s philosophy and mission periodically.
- To develop action plans and authorize the commitment of funds and resources to the annual program plan.
- To co-ordinate committees to avoid overlap and to ensure common goals.

Evaluation and Accountability Responsibilities

- To ensure there is an effective system of evaluating the financial accountability of the corporation.
- To ensure there is a system of evaluating the effectiveness of the organization’s activities and programs.

Responsibilities for Membership

- To develop a membership capable of supporting and carrying out the Corporation’s purpose.
- To provide information to members.
- To review membership policies periodically.
- To organize general meetings.

Responsibilities for External Relations

- To establish effective relations with the public, government, the media, other organizations and voluntary associations in order to support and further the corporation’s goals and objectives.
- To represent the corporation in the community and project a strong, positive and functional image.

Appendix 4 Committees – Child Care Organizations

About Committees

Committees are a good way to involve more members in the child care organization and can be used to distribute tasks more effectively. The chairperson/president and the Board of Directors are responsible for coordinating the committees and their actions. This avoids overlap and ensures that all committees have a common goal. **Committees act only under the authority of the Board of Directors.**

Every committee must have a chairperson or lead.

The committee chairperson or lead represents their committee on the Board of Directors and submits regular reports about the progress of the committee to the Board of Directors.

Each committee Chairperson is responsible for:

- recruiting a team of members (board members, parents, staff, and other community members);
- scheduling regular meetings;
- formulating agendas; organizing, keeping track of and participating in projects; and,
- ensuring minutes are taken at each meeting and distributed to the board members.

Possible Committees

Finance Committee:

- Includes the Treasurer and often includes the Chairperson.
- Makes recommendations to the board about financial policy.
- Prepares the annual budget.
- Analyzes revenue and expenditures.
- Investigates and recommends methods of financing and presents financial options and sources of funds.
- Ensures adequate financial records are maintained and kept current.
- Prepares and reviews wage, salary, and benefit structures.

Personnel/Education Committees:

- Prepares and reviews personnel policies, job descriptions, and hiring practices.
- Develops plans for staff training, education, and development.
- provides for regular evaluation and advancement.
- Ensures adequate personnel records are kept in a confidential manner.
- Reviews and recommends staff hiring to the Board of Directors.

Membership Committee:

- Makes recommendations on policies relating to admission of members and parent involvement.
- Arranges for admissions in coordination with the centre director.
- Plans with the centre's director for orientation of new members and ensures that the membership is actively involved either as board and/or committee members.
- Promotes good informal relations amongst members and staff.
- Keeps the current membership list up to date.

Fundraising Committee:

- Makes proposals to the Board of Directors regarding fundraising projects, usually on an annual basis.
- Plans fundraising projects.
- Recruits volunteers to assist in fundraising projects.
- Evaluates completed fundraising projects for future possibilities.

Facilities and Equipment Committee:

- Plans for rental or acquisition, improvements, repairs and maintenance of facilities and equipment.

Information Committee:

- Plans ways and means for the centre to make itself known to the community and makes recommendations to the Board of Directors.
- Coordinates the preparation or prepares informational documents, e.g., Parent's Handbook.
- Prepares newsletters or bulletins for distribution to members.

Nominating Committee:

- Asks members to stand for election to the Board of Directors.
- May set up an appropriate time to recruit new board members for the annual general meeting.
- Presents a number of potential board members for election or appointment at the annual general meeting.

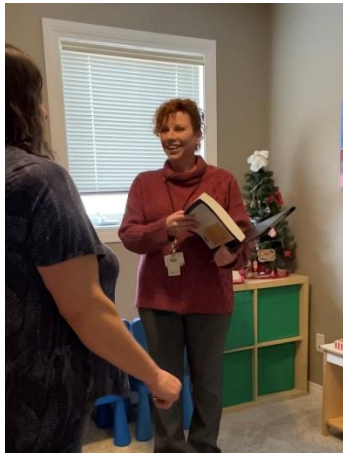
Appendix 5 Information for Parents of Children Attending Licensed Child Care Facilities

All child care centres and licensed child care homes receive the support of an Early Learning and Child Care (ELCC) Consultant. The role of an ELCC Consultant is to promote quality child care services and enforce *The Child Care Act, 2014* and *The Child Care Regulations, 2015*. These pieces of legislation set the standards for licensed care in Saskatchewan.

What does an ELCC Consultant do?

ELCC Consultants provide a variety of supports to your child's centre or child care home.

Consultants support child care home providers, centre staff, directors, and boards of child care centres to implement best practices in the care and education of your child.



ELCC Consultants support licensed child care centres and homes to implement quality programs.

Consultants also:

- complete a licence review annually to ensure that a basic standard of care is in place;
- conduct a minimum of two unscheduled monitoring visits per year to ensure licensing requirements are maintained;
- attend two board meetings per year for parent operated child care centres, and one parent advisory committee meeting and

one board meeting per year at other centres;

- address non-compliance when observed or when reports are received; and,
- facilitate grants.

When should I contact the ELCC Consultant for my child care facility?

You may contact ELCC Consultants for any question you have, or to share information about your child's program.

Some examples of when you may contact ELCC Consultants include:

- You would like to share strengths and successes you have observed about your child's program.
- You have a concern about the quality of care your child is receiving.
- You would like further clarification about *The Child Care Act, 2014* and *The Child Care Regulations, 2015*.
- You have a question about the services offered by Saskatchewan's early learning and child care program or would like additional information.

How do I contact an ELCC Consultant for my child care facility?

Call: 1-855-824-9419

Email: childcare@gov.sk.ca

Appendix 6 Bylaws Outline

Refer to requirements for Non-Profit Corporations or Non-profit Co-operatives.

1. Definitions

- define terminology used in Bylaws

2. Objects

- list the objective and goals of the organization

3. Fiscal Year

- identify the fiscal year end

4. Membership

- class of membership
- rights of membership
- qualifications for membership
- withdrawal of members
- termination of membership
- joint membership
- membership fees

5. Meeting of Members

- annual general meeting, date and notice of meeting
- business transacted at annual general meeting
- special business, nature of business and notice required
- general meetings, requests for and notice required
- voting
- quorum

6. Directors

- responsibilities and duties
- qualifications of directors
- election of directors
- number of directors* (in accordance with the Articles of Incorporation)
- term of office
- removal of directors
- vacancies
- appointment of officers
- notice of meeting of directors
- quorum at board meetings

7. Officers

- appointment/election of officers
- designation of offices (chair, vice-chair, secretary, treasurer)
- responsibilities and duties of officers

8. Financial Disclosure

- audit requirements
- appointment of auditor
- annual return

9. Bylaws

- amendments to Bylaws

10. Liquidation and Dissolution

- **Distribution of property and assets in the course of liquidation and dissolution**
- distribution of property and assets in the course of liquidation and dissolution

**Number of Directors (minimum and maximum) is defined in the Articles of Incorporation*

Appendix 7 Sample Bylaws

***** THESE BYLAWS ARE FOR GUIDANCE ONLY *****

BYLAWS OF VISCOUNT RECREATION ASSOCIATION INC.

TABLE OF CONTENTS

1. Definitions
2. Objects
3. Fiscal Year
4. Membership
5. Meetings of Members
6. Directors
7. Officers
8. Financial Disclosure
9. Bylaws
10. Liquidation and Dissolution

1. Definitions

In these and all other bylaws of the corporation, unless the context otherwise requires or specifies:

- (a) “Act” means The Non-profit Corporations Act, 1995, as amended or replaced from time to time, and in the case of such amendment, any references in the bylaws of the corporation shall be read as referring to the amended provisions;
- (b) “the corporation” means Viscount Recreation Association Inc.;
- (c) “the directors”, “board” and “board of directors” means the directors of the corporation for the time being;
- (d) the headings used in the bylaws are inserted for reference only and are not to be considered in constructing the terms thereof or to be deemed in any way to clarify, modify, or explain the effect of any such terms;
- (e) all terms contained in the bylaws and which are defined in the Act shall have the meanings given to such terms in the Act;
- (f) words importing the masculine gender shall include the feminine, and words importing the singular shall include the plural and vice versa;
- (g) “member” means a regular member or an associate member.

2. Objects

The objects of the corporation are:

- (a) to provide facilities, recreation, social and other like services to residents of Viscount and area;
- (b) to promote better acquaintance, understanding and co-operation among residents;
- (c) to provide a forum for the discussion and distribution of information on matters of interest to residents.

3. Fiscal year

The fiscal year of the corporation shall end on the 31st day of March in each year.

4. Membership

- (a) The membership of the corporation shall consist of regular members and associate members.
 - (i) A regular member is entitled to all privileges of membership including the right to vote at meetings of members.
 - (ii) An associate member is entitled to all privileges of membership except the right to vote at meetings of members and the right to be elected as a director.
- (b) Any resident of Viscount or area who is at least 18 years of age is eligible for admission to membership as a regular member.
- (c) Any resident of Viscount or area who is under 18 years of age is eligible for admission to membership as an associate member.
- (d) Membership fees payable to the corporation are:
 - \$20/year for a regular membership
 - \$ 5/year for an associate membership
- (e) Any person who is eligible for admission to membership may, upon payment of the prescribed fee, be admitted as a member of resolution of the directors.
- (f) Membership fees are not refundable.

5. Meetings of members

- (a) An annual meeting of members shall be held in the month of June in each year at a time and place to be fixed by the previous annual meeting or by the directors.
- (b) At least one other meeting of members shall be held in each calendar year at a time and place to be fixed by the directors.
- (c)
 - (i) The president may call a special meeting of members at any time but shall do so upon the written request of a least 5% of the regular members.

- (ii) All business transacted at a special meeting of members or at an annual meeting of members, other than consideration of financial statements and an auditor's report, election of directors and reappointment of an incumbent auditor, is deemed to be special business.
 - (iii) No special business may be transacted at a meeting of members unless the notice of meeting stated the nature of the business in sufficient detail to permit members to form a reasoned judgement thereon.
- (d) Notice of the time and place of a meeting of members shall be sent, not less than 15 days or more than 50 days before the meeting, to each member entitled to attend the meeting and to the auditor.
- (e)
 - (i) No regular member is entitled to more than one vote on any questions.
 - (ii) Regular members shall vote by a show of hands except where a ballot is demanded by a member either before or after a vote by show of hands.
- (f) Ten regular members personally present at the opening of a meeting shall constitute a quorum.
- (g) The conduct of meetings shall be governed by the latest revised edition of Roberts Rules of Order.

6. Directors

- (a) The directors shall manage the activities and affairs of the corporation.
- (b) The directors of the corporation shall consist of a president, vice president, secretary, treasurer and 3 other regular members.
- (c) Directors shall be elected at the annual meeting.
- (d) Directors hold office until the conclusion of the meeting at which their successors are elected.
- (e) Subject to (d), the term of office of a director shall be 1 year.
- (f) The regular members may, by ordinary resolution at a meeting called for that purpose, remove any director(s) from office.

- (g) Where there is a vacancy on the board of directors and;
 - (i) where there is a quorum of directors, the remaining directors;
 - a) may exercise all the powers of the directors; or
 - b) may fill the vacancy until the next annual meeting;
 - (ii) where there is not a quorum of directors, the remaining directors shall call a general meeting for the purpose of electing regular members to fill any vacancies.
- (h) Any remuneration paid to directors must be approved by the regular membership.
- (i) Every director shall be given, by letter, telephone or otherwise, at least 5 days notice of every meeting of directors.
- (j) Attendance of a director at a meeting of directors is deemed to be a waiver of notice of the meeting, unless the director attends the meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting was not lawfully called.
- (k) The quorum at board meetings shall be a majority of the board.

7. Officers

The board of directors shall:

- (a) appoint a president from among the number.
- (b) designate the offices of the corporation, appoint persons as officers, specify the duties and delegate powers to manage the business affairs of the corporation to them.

8. Financial disclosure

- (a) The directors shall place before the members at every annual meeting:
 - (i) financial statements for the year ended not more than 4 months before the annual meeting;
 - (ii) the report of the auditor, if any; and
 - (iii) any further information respecting the financial affairs of the association.
- (b) The directors shall approve the financial statements and shall evidence their approval by the signature of one or more directors.
- (c) No financial statement shall be released or circulated unless it has been approved by the directors and is accompanied by the report of the auditor.
- (d) The corporation shall, not less than 15 days before each annual meeting, send a copy of its financial statements and report of the auditor to each member and to the Director, Corporations Branch, Saskatchewan Justice.

9. Amendments to Bylaws

- (a) The directors may, by resolution, make, amend, or repeal any bylaws that regulate the activities and affairs of the corporation.
- (b) The directors shall submit a bylaw, or an amendment or repeal of a bylaw to the next meeting of regular members and the members may, by ordinary resolution, confirm, reject or amend the bylaw, amendment or repeal.
- (c) A bylaw, or an amendment or repeal of a bylaw is effective from the day of the resolution of directors until confirmed, confirmed as amended, or rejected by the regular members.
- (d) If a bylaw, or any amendment or repeal of a bylaw is rejected by the regular members or is not submitted to the next meeting of members, the bylaw, amendment or repeal thereof, ceases to be effective and no subsequent bylaw, amendment or repeal having substantially the same purpose or effect shall be effective until confirmed or confirmed as amended by the regular members.

10. Liquidation and Dissolution

The remaining property of the corporation shall, in the course of liquidation and dissolution, be transferred to the Town of Viscount.

Appendix 8 Guide for Policy and Procedure Development

DESCRIPTION	PARENT HAND BOOK	STAFF HAND BOOK	POLICIES * required **recommended	PROCEDURE	LICENSEE'S MANUAL
Philosophy Statement					
Philosophy Statement (with goals & objectives)	*	*			Part III Section 14
Administration					
Communication					
Org chart/Matrix	*	*			
Parent Concerns Procedure	*	*		*	
Advertisement/ Marketing				*	
Advocacy				* (who's role)	
Parent Communication (ie. Newsletters, emails)	*			*	
Record Keeping (forms required, access, storage & retention)					
Employee records		*	** (employee access)		Part IV Section 47
Children's records	*		**		Part III Section 36 & 17
Financial records			**		
Attendance records	* signing to confirm accuracy			*	Part III Section 37
Insurance					
General Liability			** (inventory, reviewing & content coverage)	*	Part III Section 38
Director's Liability			* *	*	Part III Section 38

Vehicle Insurance			** (who pays & who has it)	*	Part III Section 38
DESCRIPTION	PARENT HAND BOOK	STAFF HAND BOOK	POLICIES * required **recommended	PROCEDURE	LICENSEE'S MANUAL
Operating Policies					
Hours of Operation	*	*	*		Part III Section 16
Statutory Holidays	*	*	*		Part III Section 16
Services offered and age range served	*	*	*		Part III Section 16
Specialized services	*	*	*		Part III Section 16
Financial Control					
Fee Structure	*		* (fulltime/part time/other)	*	Part III Section 18
Deposits	*		*	*	
Membership fees (if applicable)	*		**	*	
Accounts Receivable (collection & arrears)	*		**	*	
Subsidy	*			*	
Budget			**	*	
Monthly Financial Statement			**	*	
Expenditure Approval			**	*	
Designation of Bookkeeper			**	*	
Investments			**	*	
Signing Authority			**	*	
Financial Institution			**	*	

Borrowing (Loans, Mortgages, Line of Credit, Leases, etc.)			**	*	
Fundraising	*		**	*	

DESCRIPTION	PARENT HAND BOOK	STAFF HAND BOOK	POLICIES * required **recommended	PROCEDURE	LICENSEE'S MANUAL
Facility/Equipment and Furnishings					
Facility Maintenance				*	Part III Section 23
General Cleaning		*		*	
Furnishings				*	Part III Section 19 & Appendix 3
Equipment & Materials				*	Part III Section 20 & Appendix 3
Inventory			**	*	
Personnel Policies					
Hiring Process					
Hiring Authority		*	**	*	
Rehiring		*	**	*	
Position Advertisement		*	**	*	
Interviewing Applicants		*	**	*	
Selecting an Applicant		*	**	*	
Reference Checks		*	**	*	
Criminal Record Check		*	*	*	Part IV Section 45
First Aid/CPR		*	*	*	Part IV Section 44
ECE Certification		*	*	*	Part IV Section 41 & 42

Exemption/Education Plan		*	*	*	Part IV Section 43
Notification to Applicants		*		*	
Offer of Employment				*	

DESCRIPTION	PARENT HAND BOOK	STAFF HAND BOOK	POLICIES * required **recommended	PROCEDURE	LICENSEE'S MANUAL
Contract			*	*	
Probationary Period		*	*	*	
Categories of Employment		*		*	
Orientation			**	*	
Grievances		*	*	*	
Performance Evaluations		*	*		
Staff Handbook					Part III Section 16
Substitute Employees					
Minimum Requirements					Part IV Section 42
Orientation			**	*	
Wages			**	*	
Records			**	*	
Volunteers/Students					Part III & Part IV Section 35& 48
Orientation			*	*	Part III Section 35
Supervision				*	Part III Section 35
Scheduling				*	Part IV Section 41
Work Week and Hours				*	
Overtime		*	*	*	

Statutory Holidays		*	**	*	
Salary					
Salary Grid		*	*	*	
Annual Increments		*	**	*	
Pay Periods		*	**	*	
Timesheets		*		*	

DESCRIPTION	PARENT HAND BOOK	STAFF HAND BOOK	POLICIES * required **recommended	PROCEDURE	LICENSEE'S MANUAL
Employee Benefits					
Vacation		*	*	*	
Sick Leave		*	*	*	
Group Benefit Plan		*	*	*	
Group RRSP		*	*	*	
Bereavement Leave		*	*	*	
Maternity/Paternity Leave		*	*	*	
Leave Without Pay		*	*	*	
Jury Duty		*	**	*	
Transportation Allowance		*	**	*	
Educational/Training Requirements					
Professional Development Plan		*		*	
ECE Certification		*		*	Part IV Section 41 & 42
Exemption/Education Plan		*	*	*	Part IV Section 43
First Aid/ CPR		*	*	*	Part IV Section 44
Safe Food Handling		*		*	Part III Section 25
Workshops/ Conferences		*	*	*	

In-Service Training		*	*	*	
Financial Support/ Reimbursement		*	**	*	
Tuition Reimbursement		*		*	Part VII Section 92
Other Requirements					
Staff Meetings		*	**	*	

DESCRIPTION	PARENT HAND BOOK	STAFF HAND BOOK	POLICIES * required **recommended	PROCEDURE	LICENSEE'S MANUAL
Professional Membership		*	**	*	
Ethical Conduct		*	*(Confidentiality/ Conflict of Interest)		Part III Section 40
Professionalism		*	**(Dress Code Cellular Phones/Personal Business)	*	
Smoking Restrictions	*	*			Part IV Section 55
Evaluation					
Evaluation Process		*	*	*	
Disciplinary Action		*	*	*	
Grievances		*	*	*	
Investigations (Allegations, Suspensions, Reinstatement or Termination)		*	*	*	<i>The Child Care Act, 2014 Section 18</i>
Termination of Employment					
Termination (with/ without cause, layoffs)		*	*	*	
Resignation				*	
Employment Related Injuries		*		*	
Job Descriptions		*	**	*	
Child Related Polices					
Enrollment	*			*	
Orientation				*	
Parent Handbook					Part III Section 16
Waiting List				*	

Termination	*		*	*	
Arrival and Departing					
Signing In	*			*	
DESCRIPTION	PARENT HAND BOOK	STAFF HAND BOOK	POLICIES * required **recommended	PROCEDURE	LICENSEE'S MANUAL
Late pick up/fees	*		**	*	
Custody/Visitation	*	*	**	*	
Intoxicated Parents	*	*	**	*	
School age supervision (to and from school)	*	*	**	*	
Items From Home (Toys from home permitted/not permitted, diapers, formula, clothing other items.	*			*	
Infection Control					
Sick Child	*	*	**	*	
Communicable Illness	*	*	**	*	Part III Section 26 and Appendices
Medication	*	*	**	*	Part III Section 27
Hand Washing		*		*	Part III Section 21 (b)
Diapering		*		*	Part III Section 21 (b)
Universal Precautions		*		*	Part III Section 21 (b)
Equipment and Materials				*	Part III Section 21 (a)
Excursions/Outdoor Play			**		Part IV Section 53 & 54

Playground safety				*	Part IV Section 59
Supervision		*		*	Part IV Section 49, 53 & 54
Weather Guidelines	*	*		*	
DESCRIPTION	PARENT HAND BOOK	STAFF HAND BOOK	POLICIES * required **recommended	PROCEDURE	LICENSEE'S MANUAL
Transportation	*	*	**	*	
Portable Emergency Information		*		*	Part III Section 32 & 33
Child Endangerment	*	*	**	*	
Injury Reporting	*	*		*	Part III Section 34 & 36
Child Management	*	*	*	*	Part III Section 15
Supervision		*		*	Part IV Section 49, 50, 51 & 52
Nutrition					Part III Section 24 & 25
Menu Planning				*	
Allergies	*	*		*	
Safe Food Handling		*	**	*	
Safety					Part III Section 28, 29, 30 & 31
Evacuation Procedure	*	*	**	*	
Hazardous Items				*	

Parental Involvement (requirements for AGM attendance, fundraising, work bees, etc)	*			*	
Board of Directors					<i>The Child Care Act, 2014 Section 10</i>
Ethical Conduct	*	*	**		
Confidentiality			*		Part III Section 40
Conflict of Interest			**		
DESCRIPTION	PARENT HAND BOOK	STAFF HAND BOOK	POLICIES * required **recommended	PROCEDURE	LICENSEE'S MANUAL
Roles & Responsibilities (include committees)			**		

A process should be in place to ensure a regular review and revision of policies and procedures as needed.

Appendix 9 Parent Evaluation Form

Completion of this form is optional. All information and comments will be kept confidential.

Name of your child care facility: _____

How long have you been with this facility? _____

What age of child have you placed in this child care facility? _____

Do you believe this facility is a safe place for your child? ☐ Yes ☐ No Please comment: _____

Do you believe your child is happy in this facility? ☐ Yes ☐ No Please comment: _____

Do you feel your child is properly supervised? ☐ Yes ☐ No Please comment: _____

Does the caregiver have a good relationship with your child? ☐ Yes ☐ No with you? ☐ Yes ☐ No

Please comment: _____

Please describe what methods of discipline have been used, to your knowledge, with your child in this facility.

Do you approve of the methods of discipline used? ☐ Yes ☐ No Please comment: _____

Are you satisfied with the meals and snacks your child is receiving at this facility? ☐ Yes ☐ No Please comment: _____

Please comment on the activities or programs provided for your child. _____

What is your opinion of the number of children in this facility? ☐ Too many ☐ good ☐ too few

Please comment: _____

What are your expectations of this child care facility? Does this facility meet your expectations? _____

If you are no longer using this facility, what was your reason for leaving? _____

Please comment on any other issues that you believe would be important in helping us to evaluate this facility.

Would you recommend this facility for re-approval? ☐ Yes ☐ No Please comment: _____

Please comment on the Child Care Program in general: _____

Please sign if you wish _____
Name

Address

Phone

Thank you for taking the time to complete this evaluation.

Appendix 10 Child Care Centre Director's Performance Appraisal

Name: _____ Date Completed: _____

Completed By: _____

Date of Performance Appraisal Meeting: _____

Signed By: _____
Director Board Representative

Performance Levels

- Exceeds Standards: Performance which consistently exceeds the normal requirements of the position
- Meets Standards: Performance which consistently meets the normal requirements of the position
- Below Standards: Performance which requires improvements in one or more aspects to meet requirements

The evaluation form is based on the duties and responsibilities as outlined in the Director's Job Description.

The performance appraisal should be completed independently by both the director and the board of directors.

Administration	Rating	Comments	Overall Goals
Maintains accurate recordkeeping	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Assists in preparation of annual budget	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Completes monthly financial requirements	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Works collaboratively with bookkeeper to ensure accurate monthly financial statements	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Operates within the operating budget	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Researches and applies for additional funding	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Completes annual licensing requirements	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Develops required operational procedures	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Maintains enrollment	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		

Human Resources	Rating	Comments	Overall Goals
Recruits qualified staff	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Arranges appropriate staff scheduling	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Provides orientation for new staff and volunteers	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Conducts regular performance reviews	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Implements appropriate disciplinary action	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Encourages personal and professional growth of staff	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Accepts, provides support and evaluates ECE practicum students	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Manages human resources according to applicable regulatory requirements	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		

Program/Child Development	Rating	Comments	Overall Goals
Ensures overall safety and wellbeing of children	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		

Ensures the implementation of a developmentally appropriate program	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Ensure the implementation of an inclusive program and environment	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Oversees menu planning	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Acts as positive role model	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		

Family Support	Rating	Comments	Overall Goals
Orientates families when enrolling	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Encourages parental involvement	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Ensures effective communication with families using a variety of methods	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Assists families in connecting with agencies and resources	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Addresses parent concerns in a timely manner	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		

Professional and Community Involvement	Rating	Comments	Overall Goals
Encourages and supports staff participation in professional and community organizations	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Participates in relevant professional committees and organizations	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Models professional behaviour for staff	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		

Board Relations	Rating	Comments	Overall Goals
Attends all board meetings in an advisory capacity	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Provides a written report on the status of the centre at board and annual general meetings	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Provides background information on issues as required for policy development	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Provides policy drafts for board approval	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Assists the board in the planning of committee, board and annual general meetings	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		

Ensures the centre meets all legal requirements	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Informs board of maintenance, renovation and equipment requirements	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Conducts an annual program evaluation to be provided to the board	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Informs the board of government initiatives which effect the delivery of child care	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		
Acts as a liaison between the board and staff or parents, ensuring all concerns and complaints are addressed	<input type="checkbox"/> Exceeds Standard <input type="checkbox"/> Meets Standard <input type="checkbox"/> Below Standard		

Appendix 11 Board Meeting Agenda Outline

Name of Centre
Board of Directors' Meeting
Date of Meeting
Agenda

1. Establish Quorum
2. Call to Order
3. Adoption of Agenda
4. Adoption of Previous Board Meeting Minutes
5. Old Business/Business arising from the minutes 5.1
5.2
5.3
6. Reports
 - 6.1 Chairperson's Report
 - 6.2 Executive Director's Report
 - 6.3 Membership Report (acceptance and termination of memberships)
 - 6.4 Committee Reports
 - (a) Finance (*monthly balance sheet and income statement, budget approval as needed, expenditure approvals*)
 - (b) Personnel
 - (c) Fundraising
 - (d) Facility/Equipment
 - (e) Policy
 - (any other formal or adhoc committees)
7. Correspondence
8. New Business
 - 8.1
 - 8.2
 - 8.3
9. Date and place of next meeting
10. Adjournment

Appendix 12 Board Meeting Minutes Example

The following is an example of how Board meeting minutes might be organized by the secretary.

Name of Centre

Minutes of (*identify type of meeting: regular, special, annual, committee, etc.*)

Date of Meeting

Present: Full name of board members, staff and guests present at the meeting.

Absent: Full name of anyone expected who did not provide notification of their absence.

Regrets: Full name of anyone expected at the meeting who provided notification of their absence.

1. Quorum - establish as identified in bylaws. (Quorum is required for motions to be approved.)
2. Call to order - record start time of meeting.
3. *Adopt Agenda - note any additions or deletions.
4. *Adopt Minutes from previous meeting - record the date of minutes being adopted and any amendments, omissions or errors.
5. **Old Business - review previous minutes for update on action items and to address/carry forward any unfinished business.
6. **Reports - should be submitted in writing and presented by appropriate individual. Copy of the reports are attached to minutes. Record acceptance of reports. *Financial statements require approval.
7. Correspondence - record all correspondence including writer, topic, and results.
8. **New Business – state issues being discussed, records any decisions, motions made.
9. Next Meeting - record date, place and time of next meeting.
10. Adjournment - record time meeting ended.

*Motion is required.

**Motions required when decisions are made.

Appendix 13 Directors Report Outline

(Should be submitted in writing at regular board meetings)

Enrollment

- current enrollment/vacancies
- inclusion/EA grants, numbers and staffing requirements

Membership

- approval of new members
- terminations/withdrawals

Personnel

- hiring, include details on training level and any outstanding requirements as per Regulations
- terminations/resignations
- volunteers/students
- training opportunities/requirements (ECE, First Aid & CPR, workshops/conferences)
- disciplinary actions
- performance appraisals
- wages/benefits
- issues around Labour Standards, Worker's Compensation, OHS

Administration/Finance

- expenditures for approval
- over-expenditures
- accounts receivable issues

Programming

(Daily activities and events should be communicated through newsletter.)

- excursions for approval
- current trends in field
- significant changes to program (i.e. shift to mixed age groupings, implementation of anti-bullying curriculum, literacy program or inclusion program)

Facility

- repairs and renovations
- equipment requirements for enhancing program

Policy

- development, review, revisions

Licensing/Legal Requirements

- noncompliance issues
- complaints/investigations
- injury and unusual occurrences
- fire and health requirements
- Incorporations

Appendix 14 Information for Child Care Centre Boards: Roles of Early Learning and Child Care Consultants at Board Meetings

What is the role of an Early Learning and Child Care Consultant?

All child care centres receive the support of a Ministry of Education Early Learning and Child Care (ELCC) Consultant. ELCC Consultants license, monitor, and promote quality care in child care centres.

ELCC Consultants:

- complete a licence review annually to ensure that a basic standard of care is in place;
- conduct a minimum of two unscheduled monitoring visits per year to ensure licensing requirements are maintained;
- attend a minimum of two **board meetings** per year for parent operated child care centres, or a minimum of one board meeting and one parent advisory committee meeting per year at other centres;
- address non-compliance when observed or when reports are received;
- facilitate grants; and,
- provide resources and consultation to enhance the quality of an early learning and child care program.

Why do ELCC Consultants attend board meetings?

ELCC Consultants attend board meetings to offer information and support to child care centres, including:

- sharing the outcome of a child care centre's annual licence review, highlighting areas of strength, areas for improvement, and any issues related to non-compliance;
- providing information about initiatives offered by the Ministry of Education;
- sharing information about quality child care and supports for best practice;
- monitoring child care centre operations, including the financial position of the

centre; monitoring centre attendance, enrolment, and utilization; and,

- addressing emergent non-compliance issues or complaints.

What are some considerations for an ELCC Consultant's participation in board meetings?

When an ELCC Consultant is attending a meeting, board members are welcome to raise questions, discuss concerns, or share perspectives about the child care centre's operations.

Boards may want to consider the following:

- Share the board's monthly schedule of meetings with the child care centre's ELCC Consultant and extend an invitation to the ELCC Consultant to attend.
- In consultation with the ELCC Consultant, determine which meetings the ELCC Consultant will be able to attend.
- Share any issues the board would like to discuss with the ELCC Consultant in advance of the board meeting. This will allow time for the ELCC Consultant to prepare a response.
- The ELCC Consultant's attendance at a board meeting may only take up a portion of the board meeting. Arrange for the ELCC Consultant to participate early in the board meeting and identify this time on the agenda.
- Review items that are important for the ELCC Consultant to know early in the meeting, such as monthly financial statements and the child care centre director's report.

Does the ELCC Consultant stay for in-camera sessions?

Board meetings may involve in-camera sessions when sensitive issues are discussed. In an in-camera session, boards request one or more meeting attendees, typically non-board members, to excuse themselves for a period of time. For example, a board may excuse the director for a portion of the meeting. ELCC Consultants may excuse themselves from involvement in an in-camera session, unless the board requests their involvement.

However, if any matter the board is discussing relates to any of the following, the board can anticipate that the ELCC Consultant will participate in an in-camera session:

- Non-compliance with *The Child Care Act, 2014* or *The Child Care Regulations, 2015*.
- Significant financial or other issues that have an impact on the centre's ability to remain open and operational.

What other resources can an ELCC Consultant offer boards outside of board meetings?

The primary responsibility of the child care centre's ELCC Consultant is to enforce *The Child Care Act, 2014* and *The Child Care Regulations, 2015* and to promote the high quality care of children. The advice and expertise the ELCC Consultant provides a child care board pertains to these areas.

The ELCC Consultant can assist the board to understand child care legislation and standards, as well as provide consultation for enhancing the quality of an early learning and child care program. The ELCC Consultant is available by phone or email and the board may contact the ELCC Consultant as needed.

Child care centre boards are strongly encouraged to access other supports and expand their knowledge of other resources that are crucial to centre operations, such as:

- legal requirements as an employer, such as *The Saskatchewan Employment Act, The Workers' Compensation Act, 2013*, and *The Saskatchewan Human Rights Code, 2018*;
- financial responsibilities, budgeting, reporting and taxes;
- non-profit management and understanding the *Non-profit Corporations Act, 1995* or *The Co-operatives Act, 1996*;
- Information Services Corporation (ISC);
- the services of a bookkeeper, accountant, and lawyer.

Appendix 15 Job Description Child Care Centre Executive Director

Responsible to:

- The Board of Directors

Objective:

- To ensure the provision of a quality child care service which fulfills the philosophy of the centre.
- To ensure that the centre operates in compliance with The Child Care Act, 2014 and The Child Care Regulations, 2015.
- To administer the policies of the Board by developing and implementing procedures which meet the goals and objectives of the centre.
- To provide key information to the Board to assist them in their decision and policy making function.

Duties and Responsibilities:

- Administration
 - Maintain accurate recordkeeping (ex. children's files, staff files, billings and fee collections, receipts, attendance records, banking) as required for the operation of the organization.
 - Assist in the preparation of the annual operating budget.
 - Complete monthly financial requirements such as billings, payables, receivables.
 - Work with the bookkeeper to ensure the completion of accurate monthly financial statements for the review of the Board.
 - Purchase services, supplies and equipment as needed according to the operating budget.
 - Research and apply for additional sources of funding.
 - Complete annual licensing requirements.
 - Develop procedures to ensure implementation of licensing requirements and board policies.
 - Maintain enrollment through advertisement and the delivery of a quality program.
- Human Resources
 - Recruit qualified staff members.
 - Arrange staff scheduling to ensure ratios are maintained.
 - Provide new staff members and volunteers with an orientation to the organization.
 - Conduct regular performance reviews.
 - Implement appropriate disciplinary action as required.
 - Encourage personal and professional growth of staff members through the provision of regularly scheduled staff meetings, in-service training, professional development opportunities and a resource centre.
 - Accept, provide support and evaluate ECE practicum students.
 - Manage human resources in compliance with applicable regulatory bodies (ex. Employment Standards, Occupational Health and Safety, Worker's Compensation).
- Program/Child Development
 - Ensure the overall safety and wellbeing of children enrolled at the centre.
 - Ensure the implementation of a developmentally appropriate program through the review of program plans, and the active participation and observation of program activities.
 - Ensure the implementation of an inclusive program and environment that meets the needs of

- all children.
 - Oversee menu planning.
 - Positive role model.
- Family Support
 - Provide families with an orientation to the centre when enrolling.
 - Encourage parental involvement on the board of directors, in fundraising, children's program, and work bees.
 - Ensure effective communication with families through the implementation of a variety of methods (ex. newsletters, parent bulletin boards, verbal communication).
 - Assist families in connecting with agencies and resources as required.
 - Address parent concerns in a timely manner.
- Professional and Community Involvement
 - Encourage and support staff participation in professional and community organizations.
 - Participate in relevant professional committees and organizations.
 - Model professional behaviour for staff.
- Board Relations
 - Attend all board meetings in an advisory capacity.
 - Provide a written report on the status of the centre to the Board at each board meeting and to the membership annually.
 - Provide background information on issues as required by the Board for policy development.
 - Provide policy drafts for board approval.
 - Assist the Board in the planning of committee, board, and annual general meetings.
 - Ensure that the centre meets all legal requirements.
 - Inform Board of maintenance, renovation and equipment requirements.
 - Conduct an annual program evaluation to be provided to the Board.
 - Inform the Board of government initiatives which affect the delivery of child care.
 - Act as a liaison between the board and staff or parents to ensure all concerns or complaints are addressed.

Appendix 16 Sample Child Care Centre Financial Statement

Balance Sheet as at 07/31/2016

ASSETS		
CURRENT ASSETS		
Bank-Operating-TD		22,796.97
Bank-Petty Cash Chequing-TD		1,049.90
GIC-7629-8083622-01dueApr05.17-3.5%		30,000.00
Petty Cash		100.00
Misc Accts Receivable		3,082.98
Accounts Receivable-Parent Portion	18,831.19	
Current Month's Subsidy Advance	(8,200.00)	
Allowance for Bad Debts	(4,924.25)	
Subtotal-Accts Receivable		5,706.94
GST Rebate Receivable		402.58
Prepaid-Water Meter Deposit		100.00
Prepaid-Group Insurance		954.69
Prepaid-Rent-Last Month RHA		934.00
Prepaid-Workers' Compensation		1,229.19
Prepaid-Alarm System and Monitoring		84.56
Prepaid-Chamber of Commerce Member		<u>115.91</u>
TOTAL CURRENT ASSETS		66,557.72
FIXED ASSETS		
Furnishing and Equipment	70,523.59	
Acc Dep-Furnishing and Equipment	(63,788.20)	
Subtotal-Furnishing and Equipment		6,735.39
Leasehold Improvements	27,768.17	
Less Grants Applied	(25,000.00)	
Acc Dep-Leasehold Improvements	(2,768.17)	
Subtotal-Leasehold Improvements		0.00
Vehicle	31,252.30	
Acc Dep-Vehicle	(29,644.98)	
Subtotal-Vehicle		<u>1,607.32</u>
TOTAL FIXED ASSETS		8,342.71
TOTAL ASSETS		<u><u>74,900.43</u></u>
LIABILITIES		
CURRENT LIABILITY		
Accounts Payable		1,798.93
Vacation Pay Payable		2,786.91
Group Insurance Payable		250.00
RRSP Payable		525.00
Member Deposits		3,400.00
Deferred Revenue		455.01
Deferred Early Childhood Services		8,272.00
Deferred Subsidy Advance		<u>8,200.00</u>
TOTAL CURRENT LIABILITY		25,687.85
TOTAL LIABILITIES		<u>25,687.85</u>
EQUITY		
RETAINED SURPLUS		
Accum Surplus-Prior Years		25,150.10
Current Earnings		<u>24,062.48</u>
TOTAL RETAINED SURPLUS		49,212.58
TOTAL EQUITY		49,212.58
LIABILITIES AND EQUITY		<u><u>74,900.43</u></u>

Comparative Income Statement

	Actual 07/01/2016 to 07/31/2016	Actual 07/01/2015 to 07/31/2015	Actual 02/01/2016 to 07/31/2016	Actual 02/01/2015 to 07/31/2015
REVENUE				
FEES				
Fees-Parents	7,331.49	12,114.58	39,917.31	66,811.06
Fees-Subsidy	10,578.51	9,096.42	85,025.69	51,073.94
TOTAL FEES	17,910.00	21,211.00	124,943.00	117,885.00
GRANTS				
Early Childhood Services Grant	8,272.00	7,685.30	48,458.60	41,125.40
Individual Inclusion Grant	500.00	250.00	3,100.00	1,000.00
Employment Grant	0.00	549.15	0.00	555.15
TOTAL GRANTS	8,772.00	8,484.45	51,558.60	42,680.55
FUNDRAISING				
Hot Dog Sales	1,322.88	1,322.88	1,322.88	1,322.88
TOTAL FUNDRAISING	1,322.88	1,322.88	1,322.88	1,322.88
OTHER REVENUE				
Interest Income	0.00	0.00	0.00	0.06
Fundraising Fee	340.00	420.00	2,390.00	2,340.00
Membership Fee	0.00	0.00	50.00	50.00
TOTAL OTHER REVENUE	340.00	420.00	2,440.00	2,390.06
TOTAL REVENUE	28,344.88	31,438.33	180,264.48	164,278.49
EXPENSE				
	Actual 07/01/2016 to 07/31/2016	Actual 07/01/2015 to 07/31/2015	Actual 02/01/2016 to 07/31/2016	Actual 02/01/2015 to 07/31/2015
STAFF				
Salaries	13,388.22	11,588.91	91,635.17	85,190.24
Subs and Casuals	3,659.72	7,401.36	18,344.98	26,775.74
CPP Expense	829.79	841.50	4,795.02	4,588.14
EI Expense	495.93	571.77	2,894.21	2,943.54
Workers' Compensation	245.83	236.46	1,576.01	1,451.24
Group Insurance	341.52	386.16	2,476.02	3,994.00
RRSP Expense	634.40	330.86	2,898.59	1,898.32
Training	(520.00)	0.00	125.00	635.00
TOTAL STAFF EXPENSE	19,073.41	21,357.02	124,745.00	127,476.22
ADMINISTRATION				
Accounting	480.60	473.00	2,883.60	2,846.60
Advertising	0.00	0.00	0.00	23.40
Bad Debt Provision	(100.00)	0.00	(604.93)	(60.00)
Collection Costs	0.00	0.00	0.00	22.56
Bank Charges	79.46	70.55	438.72	572.07
Photocopy Expenses	0.00	0.00	232.15	104.36
Membership Fees	23.17	4.08	139.02	109.49
Office Expenses	209.40	108.93	1,148.79	660.08
Payroll Services	79.03	109.75	530.78	611.32
Telephone	158.64	168.77	940.35	992.21
Board and Staff Appreciation	50.35	0.00	559.51	400.18
Vehicle Costs	206.80	457.31	1,422.85	2,865.34
TOTAL ADMINISTRATION	1,187.45	1,392.39	7,690.84	9,147.61
ACTIVITY EXPENSE				
Crafts	0.00	17.37	631.53	370.65
Food	1,253.67	1,591.74	9,808.50	8,390.17
Kitchen Supplies	31.24	25.69	169.98	78.25
Toiletries	23.51	72.17	188.66	511.98
Field Trips (Incl Transportation)	0.00	116.80	0.00	148.80

Minor Toys	41.81	0.00	820.44	264.64
Christmas Party	0.00	0.00	228.26	0.00
TOTAL ACTIVITY EXPENSE	1,350.23	1,823.77	11,847.37	9,764.49
FACILITY				
Insurance	122.58	120.50	735.48	723.00
Rent	934.00	934.00	5,604.00	5,604.00
Repairs and Maintenance	28.19	23.48	527.93	296.55
Janitorial	220.38	203.10	997.43	902.14
Utilities	520.92	412.42	2,923.53	2,807.77
TOTAL FACILITIES	1,826.07	1,693.50	10,788.37	10,333.46
EQUIPMENT & FURNISHINGS				
Children's Furnishings	0.00	0.00	617.98	849.81
Office Equipment	325.96	0.00	512.44	0.00
TOTAL EQUIPMENT & FURNISHINGS	325.96	0.00	1,130.42	849.81
TOTAL EXPENSE	23,763.12	26,266.68	156,202.00	157,571.59
NET INCOME	4,581.76	5,171.65	24,062.48	6,706.90

**Sample Child Care Centre
for period ending
July 31, 2016**

	Year To Date ACTUAL JUL 31, 2016	Year to Date BUDGET JUL 31, 2016	Year To Date VARIANCE JUL 31, 2016	2016-2017 ANNUAL BUDGET
REVENUE				
FEES	124,943.00	131,607.00	-6,664.00	263,214.00
GRANTS	52,881.48	49,711.80	3,169.68	99,423.60
FUNDRAISING	0.00	0.00	0.00	0.00
OTHER REVENUE	2,440.00	2,960.00	-520.00	5,920.00
TOTAL REVENUE	180,264.48	184,278.80	-4,014.32	368,557.60
EXPENSES				
STAFF AND BENEFITS				
SALARIES	91,635.17	113,027.00	-21,391.83	226,054.00
SUBS AND CASUAL	18,344.98	10,000.00	8,344.98	20,000.00
CPP EXPENSE	4,795.02	4,941.00	-145.98	9,882.00
EI EXPENSE	2,894.21	3,567.50	-673.29	7,135.00
WORKERS' COMPENSATION	1,576.01	1,722.50	-146.49	3,445.00
GROUP INSURANCE	2,476.02	3,250.00	-773.98	6,500.00
RRSP EXPENSE	2,898.59	3,500.00	-601.44	7,000.00
SCCA EXPENSE	0.00	250.00	-250.00	500.00
STAFF DEVELOPMENT-TRAINING	125.00	500.00	-375.00	1,000.00
TOTAL STAFF AND BENEFITS	124,745.00	140,758.00	-16,013.00	281,516.00
ADMINISTRATION				
ACCOUNTING	2,883.60	3,000.00	-116.40	6,000.00
AUDIT FEE	0.00	750.00	-750.00	1,500.00
ADVERTISING	0.00	150.00	-150.00	300.00
BAD DEBT PROVISION	-604.93	6,250.00	-6854.93	12,500.00
BOARD AND STAFF MEETING	0.00	50.00	-50.00	100.00
COLLECTION COSTS	0.00	0.00	0.00	0.00
BANK CHARGES	438.72	475.00	-36.28	950.00
DEPRECIATION	0.00	0.00	0.00	0.00
INTEREST EXPENSE	0.00	0.00	0.00	0.00
PHOTOCOPY EXPENSES	232.15	175.00	57.15	350.00
MEMBERSHIP	139.02	0.00	139.02	0.00
OFFICE EXPENSE	1,148.79	750.00	398.79	1,500.00
PAYROLL SERVICES	530.78	650.00	-119.22	1,300.00
INSURANCE DIRECTORS	0.00	0.00	0.00	0.00
TELEPHONE	940.35	1,100.00	-159.65	2,200.00
BOARD AND STAFF APPRECIATION	559.51	250.00	309.51	500.00
MISCELLANEOUS	0.00	0.00	0.00	0.00
VEHICLE COSTS	1,422.85	2,000.00	-577.15	4,000.00
TOTAL ADMINISTRATION	7,690.84	15,600.00	-7,909.16	31,200.00
ACTIVITY				
CRAFTS	631.53	750.00	-118.47	1,500.00
FOOD	9,808.50	8,500.00	1,308.50	17,000.00
KITCHEN SUPPLIES	169.98	175.00	-5.02	350.00
TOILETRIES	188.66	300.00	-111.34	600.00
FIELD TRIPS (INCL TRANSPORTATION)	0.00	550.00	-550.00	1,100.00
MINOR TOYS	820.44	300.00	520.44	600.00

CHRISTMAS PARTY	228.26	150.00	78.26	300.00
MISCELLANEOUS	0.00	200.00	-200.00	400.00
TOTAL ACTIVITIES	11,847.37	10,925.00	922.37	21,850.00
FACILITY				
INSURANCE-GENERAL	735.48	875.00	-139.52	1,750.00
RENT	5,604.00	5,604.00	0.00	11,208.00
REPAIRS AND MAINTENCE	527.93	750.00	-222.07	1,500.00
JANITORIAL	997.43	750.00	247.43	1,500.00
UTILITIES	2,923.53	2,900.00	23.53	5,800.00
RENOVATIONS	0.00	0.00	0.00	0.00
TOTAL FACILITY	10,788.37	10,879.00	-90.63	21,758.00
EQUIPMENT AND FURNISHINGS				
CHILDREN'S PLAY EQUIPMENT	0.00	500.00	-500.00	1,000.00
CHILDREN'S FURNISHINGS	617.98	175.00	442.98	350.00
KITCHEN EQUIPMENT	0.00	400.00	-400.00	800.00
OFFICE EQUIPMENT	512.44	250.00	262.44	500.00
TOTAL EQUIPMENT AND FURNISHINGS	1,130.42	1,325.00	-194.58	2,650.00
TOTAL EXPENSES	156,202.00	179,487.00	-23,285.00	358,974.00
EXCESS REVENUE OVER EXPENSES	24,062.48	4,791.80	19,270.68	9,583.60

Sample Child Care Centre
for period ending
July 31, 2016

	FEB 2016	MAR 2016	APR 2016	MAY 2016	JUN 2016	JUL 2016	AUG 2016	SEP 2016	OCT 2016	NOV 2016	DEC 2016	JAN 2017	YTD TOTAL
REVENUE													
FEES	22,026.00	21,929.00	20,262.00	21,972.00	20,844.00	17,910.00							124,943.00
GRANTS	8,185.30	8,185.30	8,185.30	8,235.30	9,995.40	10,094.88							52,881.48
FUNDRAISING													0.00
OTHER REVENUE	420.00	420.00	410.00	430.00	420.00	340.00							2,440.00
TOTAL REVENUE	30,631.30	30,534.30	28,857.30	30,637.30	31,259.40	28,344.88	0.00	0.00	0.00	0.00	0.00	0.00	180,264.48
EXPENSES													
STAFF AND BENEFITS													
SALARIES	15,536.21	14,389.76	17,855.52	14,023.77	16,441.69	13,388.22							91,635.17
SUBS AND CASUAL	4,913.47	5,019.96	-1,264.24	3,311.44	2,704.63	3,659.72							18,344.98
CPP EXPENSE	839.82	836.53	809.57	699.83	779.48	829.79							4,795.02
EI EXPENSE	502.97	505.65	488.80	429.80	471.06	495.93							2,894.21
WORKERS' COMPENSATION	236.46	236.46	365.60	245.83	245.83	245.83							1,576.01
GROUP INSURANCE	521.28	512.28	426.90	341.52	341.52	341.52							2,476.02
RRSP EXPENSE	500.00	500.00	500.00	377.93	388.26	632.40							2,898.59
SECA EXPENSE													0.00
STAFF DEVELOPMENT TRAINING	125.00	225.00	295.00			-520.00							125.00
TOTAL STAFF AND BENEFITS	23,166.21	22,225.64	19,477.15	19,430.12	21,372.47	19,073.41	0.00	0.00	0.00	0.00	0.00	0.00	124,745.00
ADMINISTRATION													
ACCOUNTING	480.60	480.60	480.60	480.60	480.60	480.60							2,883.60
AUDIT FEE													0.00
ADVERTISING													0.00
BAD DEBT PROVISION	-100.00	-204.93	-100.00	-100.00		-100.00							-604.93
BOARD AND STAFF MEETINGS													0.00
COLLECTION COSTS													0.00
BANK CHARGES	69.86	64.73	75.74	78.95	69.98	79.46							438.72
DEPRECIATION													0.00
INTEREST EXPENSE													0.00
PHOTOCOPY EXPENSES		232.15											232.15
MEMBERSHIP	23.17	23.17	23.17	23.17	23.17	23.17							139.02
OFFICE EXPENSE	307.57	104.31	264.54	130.61	132.36	209.40							1,148.79
PAYROLL SERVICES	90.05	104.73	78.39	73.85	104.73	79.03							530.78
INSURANCE-DIRECTORS													0.00
TELEPHONE	156.27	155.69	155.41	156.49	157.85	158.64							940.35
BOARD AND STAFF APPRECIATION	144.66	216.58	52.10	46.98	48.84	50.35							559.51
MISCELLANEOUS													0.00
VEHICLE COSTS	339.27	174.95	171.40	194.88	335.55	206.80							1,422.85
TOTAL ADMINISTRATION	1,511.45	1,351.98	1,201.35	1,085.53	1,353.08	1,187.45	0.00	0.00	0.00	0.00	0.00	0.00	7,690.84
ACTIVITY													
CRAFTS	139.48	5.35	137.18	279.25	70.27								631.53
FOOD	1,568.03	1,011.03	2,111.21	1,958.54	1,906.02	1,253.67							9,808.50
KITCHEN SUPPLIES		115.12	22.15		1.47	31.24							169.98
TOILETRIES	1.37	45.31	84.73		33.74	23.51							188.66
FIELD TRIPS (INCL TRANSPORTATION)													0.00
MINOR TOYS	146.33		230.66	378.65	22.99	41.81							820.44
CHRISTMAS PARTY				129.26	99.00								228.26
MISCELLANEOUS													0.00
TOTAL ACTIVITIES	1,855.21	1,176.81	2,585.93	2,745.70	2,133.49	1,350.23	0.00	0.00	0.00	0.00	0.00	0.00	11,847.37
FACILITY													
INSURANCE-GENERAL	122.58	122.58	122.58	122.58	122.58	122.58							735.48
RENT	934.00	934.00	934.00	934.00	934.00	934.00							5,604.00
REPAIRS AND MAINTENANCE	303.03	43.61	32.04	61.62	59.44	28.19							527.93
JANITORIAL	88.21	199.50	129.33	188.43	171.58	220.38							997.43
UTILITIES	345.40	520.07	521.26	503.59	512.29	520.92							2,923.53
RENOVATIONS													0.00
TOTAL FACILITY	1,793.22	1,819.76	1,739.21	1,810.22	1,799.89	1,826.07	0.00	0.00	0.00	0.00	0.00	0.00	10,788.37
EQUIPMENT AND FURNISHINGS													
CHILDREN'S PLAY EQUIPMENT													0.00
CHILDREN'S FURNISHINGS			617.98										617.98
KITCHEN EQUIPMENT													0.00
OFFICE EQUIPMENT			186.48			325.96							512.44
TOTAL EQUIPMENT AND FURNISHINGS	0.00	0.00	804.46	0.00	0.00	325.96	0.00	0.00	0.00	0.00	0.00	0.00	1,130.42
TOTAL EXPENSES	28,326.09	26,574.19	25,808.10	25,071.57	26,658.93	23,763.12	0.00	0.00	0.00	0.00	0.00	0.00	156,202.00
EXCESS REVENUE OVER EXPENSES	2,305.21	3,960.11	3,049.20	5,565.73	4,600.47	4,581.76	0.00	0.00	0.00	0.00	0.00	0.00	24,062.48

Appendix 17 Guidelines for Advertising Child Care Centre Director's Position Advertisement

The following information should be included in the advertisement:

1. Brief description of the overall responsibilities (*Refer to Director's Job Description*).
 - a. Administration
 - b. Human Resources
 - c. Program/Child Development
 - d. Family Support
 - e. Professional and Community Involvement
 - f. Board Relations
2. Brief description of minimum education/training requirements.
 - a. Education (Regulations stipulate a minimum requirement of a two-year diploma *in Early Childhood Education or equivalent - ECE III*)
 - b. First Aid and CPR
3. Brief description of knowledge or experience preferred or that would be an asset.
 - a. Minimum length of experience in an early learning and child care setting
 - b. Management experience
 - c. Understanding of *The Child Care Regulations, 2015* and *The Child Care Act, 2014*
 - d. Experience working with non-profit Board of Directors
 - e. Strong communication skills, oral and written
 - f. Computer skills
 - g. Record keeping
4. Other requirements:
 - a. Criminal Record Search
5. Information pertaining to salary range and benefits.