

# Child Care Human Resources Sector Council



## ANNUAL REPORT 2007-2008

### MESSAGE FROM THE CHAIR AND EXECUTIVE DIRECTOR

2007-08 has been an exciting year for the CCHRSC. Over the past five years, the work of the CCHRSC has gained increasing recognition in the sector. This year there were more opportunities to meet with key stakeholders than ever before, including post-secondary educators, employers and early childhood educators, and representatives of child care and labour organizations from across the country. These opportunities to share, listen, and learn were at the core of our work as we focused on building relationships with key target audiences.

With four human resource projects underway and three concepts for future projects moving ahead, 2007-08 was an especially productive year for the organization. Throughout the spring and fall work on the second annual *ECE Affinity Group Forum and the Training Strategy Project* provided first-hand insight into the training needs of the sector by connecting directly with post-secondary trainers and educators.

Like trainers, the employer role is critical to the development of a skilled and well-supported workforce that can meet the needs of Canadian families. The *Supporting Employers Project* provided an exciting opportunity to work with sector employers to identify their needs. The CCHRSC also increased the number of employers on the board, strengthening the employer voice in CCHRSC's work.

This winter two new projects began: *Addressing Workforce Shortages* and *Pathways to ECEC Credentialing*. Two project coordinators were engaged to support the 3.5-member staff team and help manage our current projects as well as three additional projects set to begin.

We move into 2008-09 having accomplished many of the goals set out in our internal five-year plan, the *Labour Market Strategy*. This could not have been achieved without the dedication and support of our partner organizations, board of directors, project steering committees, and many others who contributed to CCHRSC research through surveys, focus groups, interviews and meetings. We look forward to working more closely with you as we move forward with our priorities for the next phase of our development.

Joanne Morris  
CCHRSC Chair

Diana Carter  
Executive Director

## WHAT IS THE CHILD CARE HUMAN RESOURCES SECTOR COUNCIL (CCHRSC)?

The Child Care Human Resources Sector Council (CCHRSC) is a pan-Canadian not-for-profit organization dedicated to moving forward on human resource issues in Canada's early childhood education and care sector. By bringing together national partners and other stakeholders, the CCHRSC examines and responds to labour market issues such as recruitment and retention, training, skills development, and more. The following strategic priorities guide the work of the CCHRSC:

- Provide leadership and coordination on human resource issues in the sector;
- Foster enhanced human resource management practices in the sector;
- Foster enhanced skills development practices in the sector;
- Develop mechanisms to increase the portability /recognition of credentials;
- Increase access to, and understanding of, labour market information, trends, and issues in the sector.

## ACTIVE CCHRSC PROJECTS 2007-08

### **A Training Strategy for the ECEC Sector**

*Project timeframe:*

*December 2005–November 2007*

The Training Strategy project began in 2005 with a focus on identifying ways to:

- improve the quality and consistency of training in early childhood education, and
- increase the size and capacity of the trained early childhood workforce.

By the time the project was complete in November 2007, more than 1,000 trainers, students, employers, policy makers, and labour and government representatives had contributed through interviews, focus groups, and surveys. The result was: **People,**

**Programs, and Practices: A Training Strategy for the ECEC Sector.** The comprehensive pan-Canadian strategy makes recommendations in three key areas:

- **People:** Recommendations related to the workforce and defining core roles;
- **Post-secondary programs:** Recommendations related to the voluntary accreditation of programs;
- **Practices:** Recommendations related to professional development, mentoring/coaching, methods of ECE delivery, PLAR, and international credentials.

In October and November, the strategy was presented to key stakeholders in face-to-face sessions across the country. The sessions provided valuable feedback that the CCHRSC will draw on when developing a follow-up project to build on the strategy's recommendations.

### **Supporting Employers in the ECEC Sector**

*Project timeframe: June 2007–December 2009*

The Supporting Employers began in June 2007 with a focus on:

- defining the range of ECEC employer governance models;
- identifying employer needs by governance model; and
- determining what tools should be developed to meet those needs.

This year the research phase of the project was in full swing. Close to 1,000 ECEC employers participated in an in-depth survey that gathered information on everything from the type of employer governance models<sup>1</sup> that exist and their distribution across the country to the strategies employers are using to reduce staff turnover. In addition, focus groups and key informant interviews conducted with more than 200 additional stakeholders helped to provide a picture of employers in ECEC. The research phase wrapped up this spring, with the final reports due to be released in late 2008.

<sup>1</sup>For the purpose of the employers project governance models were defined as: Commercial/Private; Not-profit board; Aboriginal; Work site/private company; Educational institution/hospital; and government.

## Addressing Workforce Shortages in ECEC

*Project Timeframe: December 2007–March 2009*

The Workforce Shortages project began in December 2007 and is intended to enhance the sector’s capacity to address shortages by:

- Documenting the current workforce shortages facing the ECEC sector and improving the quality of data available;
- Examining the impacts of existing shortages;
- Developing innovative strategies to address the shortages; and
- Exploring the feasibility of developing a forecasting model to predict future shortages.

Project research is set to begin in Spring 2008, with a focus on gathering and analyzing provincial/territorial data to determine the extent of the current shortages.

## Pathways to ECEC Credentialing

*Project timeframe: February 2008–March 2010*

The Pathways project began in February 2008 and represents an important first step to improving workforce mobility in the sector—a critical factor in the retention of skilled early childhood educators (ECEs). Project research will begin in fall 2008, with a focus on clearly documenting existing certification/registration practices across Canada, in order to ensure that a credential achieved in one province or territory can be interpreted and understood in another.

## A note on projects under development in the 2007–08 period

In addition to the projects that were active this fiscal year, the CCHRSC also completed preliminary work on three projects scheduled to begin in 2008-09. They include:

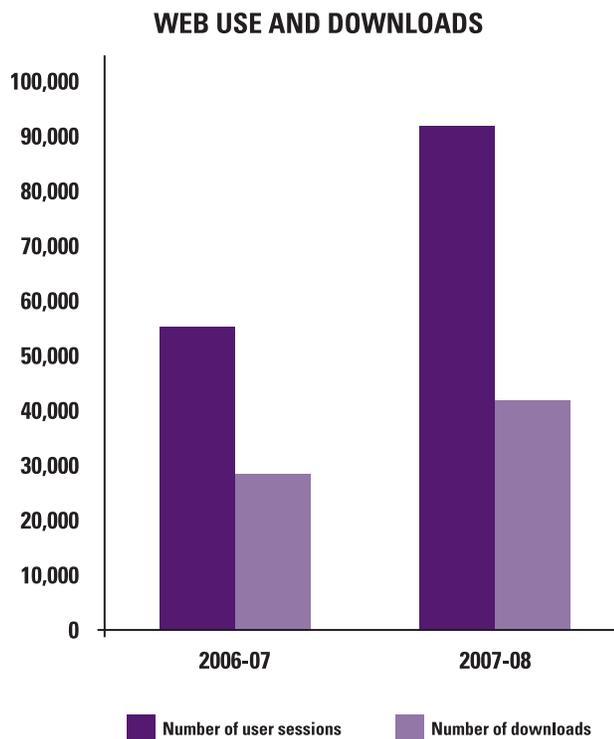
- *A Labour Market Information Agenda for Canada’s ECEC Sector*
- *Occupational Standards for ECE’s Update*
- *Curriculum Development for Child Care Administrators*

More detailed information and updates on the status of these projects can be found on our web site:

[www.ccsc-cssge.ca](http://www.ccsc-cssge.ca)

## COMMUNICATIONS & OUTREACH ACTIVITIES 2007–08

For the fourth year in a row, the CCHRSC saw a significant increase in web use and downloads. See the graph below for a detailed breakdown.



DOWNLOADS TOP TEN 2007-08	NUMBER OF DOWNLOADS
Child Care Wages — Research paper (2006)	5,160 (3,332 English / 1,828 French)
Working for Change: Main Report — Sector study (2004)	3,853 (2,516 English / 1,337 French)
What Factors Influence Compensation — Research paper (2006)	2,598 (1,947 English / 651 French)
Career Promotions & Recruitment Strategy — Executive Summary (2006)	1,757 (1,402 English / 355 French)
People, Programs, and Practice: — A Training Strategy (2007)	1,672 (1,390 English / 282 French)
Profiles and Case Studies — Sector study (2004)	1,615 (1,141 English / 474 French)
Student Perspective — Research paper (2005)	1,493 (1,050 English / 443 French)
Special Issue on Inclusion — Bulletin (2007)	1,172 (920 English / 252 French)
A Snapshot of the Workforce — Research paper (2005)	1,026 (605 English / 421 French)
Occupational Standards for Child Care Administrators (2006)	981 (471 English / 510 French)

## Outreach & Partnership Activities

### *ECE Affinity Group*

A joint initiative of the Association of Canadian Community Colleges and the CCHRSC, the ECE Affinity Group brings post-secondary ECE trainers together on-line and through a face-to-face forum. This year more 80 participants attended the annual forum held at George Brown College, in Toronto, Ontario. The event was a chance to share best practices, discuss common issues, and learn more about initiatives like the CCHRSC's *Training Strategy Project* and the CCCF's *National Training Guidelines*.

Following the forum CCHRSC published *ECE Affinity Group: Something to Share*, a summary of best practices identified at the forum. Interest in the document was high and more than 800 copies were downloaded this year.

### *The Alliance of Sector Councils (TASC)*

The Alliance of Sector Councils is the coordinating body for all 29 sector councils. While the subject matter each council explores is different, many of the issues are similar. As a result, TASC provides many opportunities for councils to work together, learn from one another, and develop shared resources. CCHRSC is a member of the following TASC committees and working groups:

- Audit
- Administrative Efficiency
- Aboriginal Engagement
- Career Issues
- Communications
- Foreign Credential Recognition and Immigration
- Labour Market Information
- Legal Issues
- Self-Employment

*Members of the CCHRSC also participated in the following sectoral initiatives in 2007–08:*

**Government of Alberta:**

Recruitment and Retention Campaign: Consultant selection committee

**Government of Ontario:**

Expert Panel on Quality and Human Resource Issues in Early Learning and Child Care

**British Columbia:**

BC Training Strategy Committee

**Newfoundland and Labrador:**

Child Care Workforce Recruitment and Retention Industrial Adjustment Services Committee  
 Provincial Child Care Services Advisory Committee

**Ontario:**

Mentoring Advisory Committee for the Child Care Administrators Mentoring Project

**Table nationale sur le développement de la petite enfance**

**CCHRSC FOCUS GROUPS, WORKSHOPS, AND INFORMATION SHARING.**

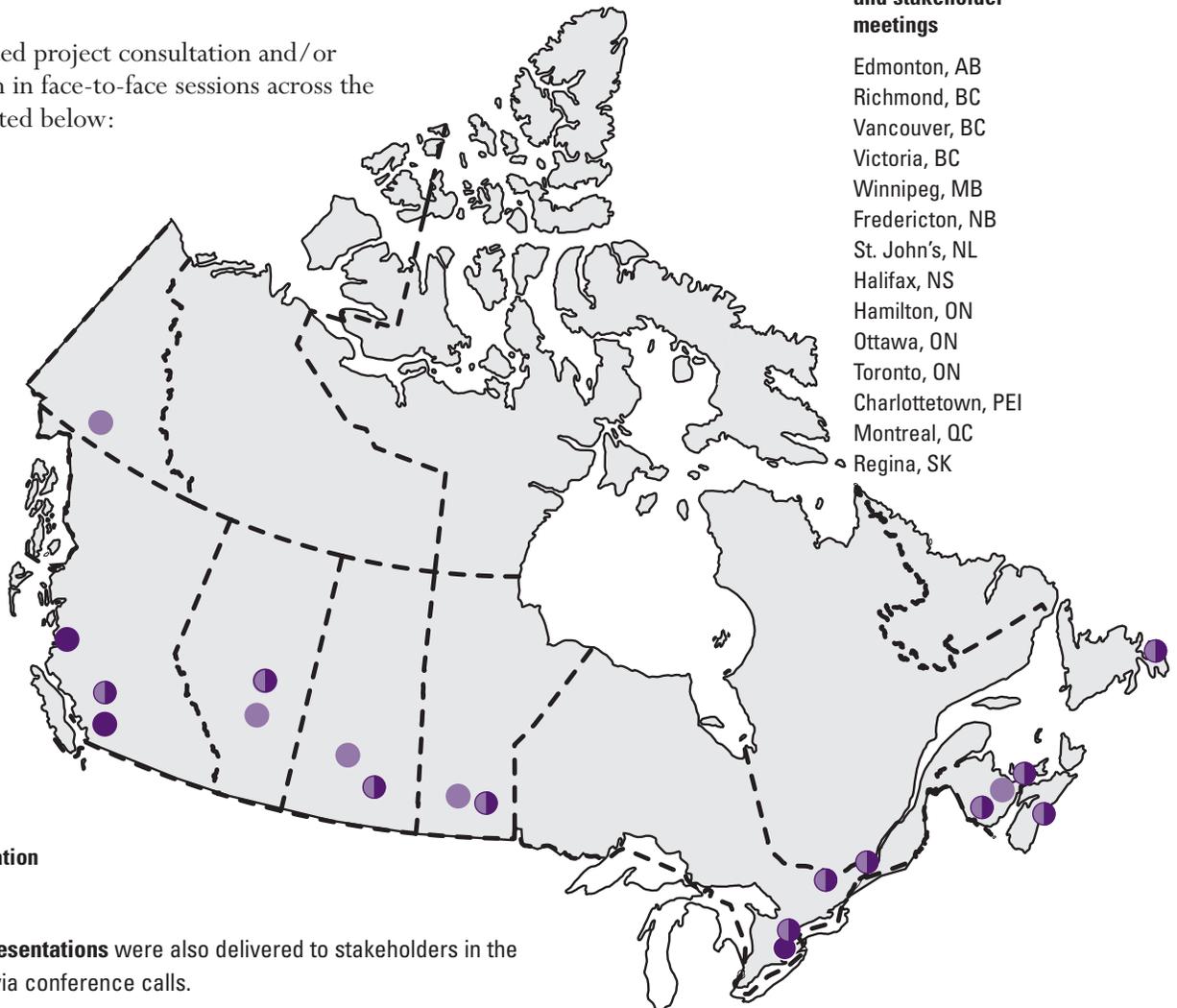
CCHRSC conducted project consultation and/or shared information in face-to-face sessions across the country, as illustrated below:

- **Research (Focus Groups)**  
 Edmonton, AB  
 Red Deer, AB  
 Vancouver, BC  
 Portage la Prairie, MB  
 Winnipeg, MB  
 Fredericton, NB  
 Moncton, NB  
 St. John’s, NL  
 Halifax, NS  
 Whitehorse, NWT  
 Ottawa, ON  
 Toronto, ON  
 Charlottetown, PEI  
 Montreal, QC  
 Regina, SK  
 Saskatoon, SK

- **Research and Information Sharing**

- **Information sharing — Workshops, presentations, and stakeholder meetings**

- Edmonton, AB
- Richmond, BC
- Vancouver, BC
- Victoria, BC
- Winnipeg, MB
- Fredericton, NB
- St. John’s, NL
- Halifax, NS
- Hamilton, ON
- Ottawa, ON
- Toronto, ON
- Charlottetown, PEI
- Montreal, QC
- Regina, SK



Focus groups and presentations were also delivered to stakeholders in the Yukon and Nunavut via conference calls.

## AUDITORS' REPORT

To the Board of Directors,  
Child Care Human Resources Sector Council:

We have audited the statement of financial position of Child Care Human Resources Sector Council as at March 31, 2008 and the statements of changes in net assets and revenue and expense for the year then ended. These financial statements are the responsibility of the Organizations' management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes

examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of Child Care Human Resources Sector Council as at March 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Ottawa, Ontario  
June 06, 2008

OUSELEY HANVEY CLIPSHAM DEEP LLP  
Licensed Public Accountants

<b>Statement of Financial Position as at March 31, 2008</b>	<b>2008</b>	<b>2007</b>
<b>CURRENT ASSETS</b>		
Cash	\$ 75,496	\$ 78,584
Accounts receivable	17,271	22,488
Prepaid expenses	891	641
	<b>\$ 93,658</b>	<b>\$ 101,713</b>
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	84,982	98,424
Deferred revenue	8,132	4,074
	<b>93,114</b>	<b>102,498</b>
<b>NET ASSETS (DEFECIT)</b>		
Unrestricted	544	(785)
	<b>544</b>	<b>(785)</b>
	<b>\$ 93,658</b>	<b>\$ 101,713</b>

<b>Statement of Changes in Net Assets as at March 31, 2008</b>	<b>2008</b>	<b>2007</b>
<b>UNRESTRICTED NET ASSETS (DEFICIT)</b>		
Balance — beginning of year	\$ (785)	\$ (13)
Net revenue (expense) for the year	1,329	(772)
Balance — end of year	<b>\$ 544</b>	<b>\$ (785)</b>

<b>Statement of Revenue and Expense for the year ended March 31, 2008</b>	<b>2008</b>	<b>2007</b>
<b>REVENUE</b>		
Contributions – Government of Canada	\$ 785,639	\$ 900,443
Interest	267	33
Other	676	538
	<b>\$ 786,582</b>	<b>\$ 901,014</b>
<b>EXPENSE</b>		
Salaries and benefits	241,484	212,742
Contract personnel and professional fees	206,368	308,854
Printing, production and dissemination	42,822	71,195
Hospitality	7,500	11,486
Translation	29,670	37,834
Interpretation	14,890	23,895
Overhead	111,949	112,859
Travel	130,570	122,921
	<b>785,253</b>	<b>901,786</b>
<b>NET REVENUE (EXPENSE) FOR THE YEAR</b>	<b>\$ 1,329</b>	<b>\$ (772)</b>

## NOTES TO FINANCIAL STATEMENTS MARCH 31, 2008

### 1. SIGNIFICANT ACCOUNTING POLICIES

#### *a) Organization*

The Child Care Human Resources Sector Council (the council) was incorporated without share capital under Part II of the Canada Corporations Act on November 16, 2003. The corporation became active effective April 1, 2004.

The Council is a non profit organization dedicated to moving forward on the human resources issues in child care.

#### *b) Capital assets*

The cost of capital assets acquired for specific projects is charged directly to project expenditure. In the current year, \$7,899 (2007–\$10,789) in capital assets were purchased through project funding.

#### *c) Revenue recognition*

The Council follows the deferral method of recognizing revenue. Unrestricted amounts are recorded as revenue when received or receivable. Restricted

amounts are recognized as revenue when the related expenses are incurred.

#### *d) Use of estimates*

The preparation of these financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

#### *e) Contributed services*

Volunteers contribute many hours per year to assist the Council in carrying out its mandate. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

#### *f) Financial instruments*

The Council's financial instruments consist of cash, accounts receivable and accounts payable and accrued liabilities. Unless otherwise noted, it is management's opinion that the Council is not exposed to significant interest, currency, or credit risks arising from these financial instruments.

**Notes to Financial Statements**  
**March 31, 2008**

**2008**

**2007**

**ECONOMIC DEPENDENCE**

During the year the Council received approximately 99.9% of its revenue from Human Resources and Skills Development Canada.

Revenue has been recorded in the following program areas:

Infrastructure	\$ 489,734	\$ 515,630
Training	141,507	237,035
Supporting Employers	126,176	-
Addressing Workforce Shortages	28,439	-
Credentialing	50	-
Communications Framework and Website Development	-	14,185
Supporting Administration and Management in Child Care	-	33,950
Career Awareness	-	99,643
Occupational Standards	676	571
	<b>\$ 786,582</b>	<b>\$ 901,014</b>

**COMMITMENTS**

The Council has entered into a lease for office premises which expires on July 31, 2010. Minimum annual lease payments are \$20,737 per year. In addition, annual operating costs are currently estimated to be \$20,074.

**BOARD MEMBERS**

This year CCHRSC placed a focus on ensuring the employer perspective was well represented on the board, transitioning from one employer member to five. As a result the size of the board grew from 18 to 19 members. Sector council board members are appointed for two-year terms.

**EXECUTIVE COMMITTEE**

**Joanne Morris** – Sector Council Chair

Faculty, Early Childhood Education, College of the North Atlantic

Director at large

Newfoundland & Labrador

**Karen Chandler**

Professor, George Brown College

Representative: Canadian Child Care Federation

Ontario

**Jamie Kass**

Child Care Coordinator CUPW

Representative: Canadian Union of Public Employees  
 Ontario

**Christine McLean**

Past Chair, Child Care Advocacy Association of Canada

Representative: Child Care Advocacy Association of  
 Canada

Newfoundland & Labrador

**Dixie Mitchell**

Child Care Consultant

Director at Large

New Brunswick

**Gay Pagan**

Manitoba Government and General Employees Union

Representative: National Union of Public and General  
 Employees

Manitoba

---

## COUNCIL MEMBERS

### **Darcelle Cottons**

Director, UBC Child Care Services  
Director at Large  
British Columbia

### **Sue Delanoy**

Executive Director, Saskatoon Communities for Children  
Representative: Child Care Advocacy Association of Canada  
Saskatchewan

### **Elaine Ferguson**

*(April–September 2007)*

Executive Director, Child Care Connections  
Representative: Canadian Child Care Federation  
Nova Scotia

### **Joanne Fournier**

Enseignante en Techniques d'éducation à l'enfance, Cégep du Vieux Montréal  
Representative: Confédération des syndicats nationaux  
Quebec

### **Denise Gilbert**

Executive Director, Schoolhouse Playcare Centres  
Director at large  
Ontario

### **Mary Goss-Prowse**

Registrar of Certification  
Association of Early Childhood Educators, Newfoundland and Labrador  
Representative: Canadian Child Care Federation  
Newfoundland & Labrador

### **Maureen Hall**

Director, Today's Family  
Director at large  
Ontario

### **Marta Juorio**

Former Director of Child Care, YWCA Child Development Centre  
Representative: Child Care Advocacy Association of Canada  
Saskatchewan/British Columbia

### **Kathy Reid**

Director, Manitoba Child Care Program, Manitoba Dept. of Family Services and Housing  
Representing the Provincial/Territorial Directors of ECEC Working Group  
Director at Large (ex officio)  
Manitoba

### **Shane Richard**

Co-owner / Operator, Little Wonders Child Care  
Director at Large  
Nova Scotia

### **Josée Roy**

Adjointe à l'exécutif, Confédération des syndicats nationaux  
Representative : Confédération des syndicats nationaux  
Quebec

### **Stephanie Seaman**

B.C. Government and Service Employees' Union  
Representative: National Union of Public and General Employees  
British Columbia

### **Janet Towers**

Manager of Child Care and Community resources Programs, Saint John YMCA-YWCA  
Representative: Canadian Child Care Federation  
New Brunswick

### **Margot Young**

Researcher, CUPE  
Representative: Canadian Union of Public Employees  
Ontario

---

## PROJECT STEERING COMMITTEES

The CCHRSC is grateful to everyone who helped guide this year's projects by donating their time as a member of the project steering committee.

### Supporting Employers Project Steering Committee

Darcelle Cottons & Denise Gilbert, Co-Chairs

Linda Cottes

Hubert Fenton-Smedts

Jamie Kass

Gillian Moir

Valerie Nease

Shane Richard

Claude Tremblay

Natalie Weller

### Training Strategy Project Steering Committee

Gyda Chud & Marta Juorio, Co-chairs

Karen Chandler

Corine Ferguson

Diane Lutes

Arlene Ross

### Workforce Shortages Project Steering Committee

Christine MacLean & Margot Young, Co-Chairs

Jan Carrie

Virginia O'Connell

Toby Sanger

Petr Varmuza

Carol Ann Young

The CCHRSC would also like to thank the more than 1,800 people who work in the sector for contributing to sector council initiatives and project research through interviews, focus groups, and surveys this year.

---

## STAFF

**Diana Carter**, Executive Director

**Kathryn Ohashi**, Financial & Administrative Manager

**Samantha Peek**, Communications & Project Manager

**Marie-Anne Ruelland**, Administrative Coordinator

## PROJECT COORDINATORS

**Connie Brigham**

**Ashley Stewart**

### CONTACT INFORMATION

Child Care Human Resources Sector Council

151 Slater St, Suite 714

Ottawa, Ontario

K1P 5H3

(613) 239-3100

Toll-free: (866) 411-6960

[info@ccsc-cssge.ca](mailto:info@ccsc-cssge.ca)

