

# Child Care Human Resources Sector Council

Annual Report 2005-2006





## MESSAGE FROM THE CHAIRPERSON AND EXECUTIVE DIRECTOR

Our second annual report provides a chance to reflect on a fast-paced and productive year that brought substantial project work and a number of operational changes to the CCHRSC. Highlights include the completion of the Occupational Standards for Child Care Administrators and the start of the Training Strategy project—two critical pieces designed to provide practical knowledge and encourage skills development in the sector. These projects, along with the Career Promotions and Recruitment Strategy project, provide a strong foundation for building a strong, well-supported early learning and child care workforce in communities across Canada. This work is especially important now, as both government and the public continue to express the need for early learning and child care services to support Canadian families and strengthen communities.

On the operational side, the development of a Communications Strategy and launch of a new web site put CCHRSC in a strong position to communicate more effectively with child care, labour and employer organizations, trainers/educators, policy makers, and provincial/territorial directors of child care. In addition, a move to new office space means a more central location and increased administrative effectiveness, enhancing the CCHRSC's ability to connect and build relationships with key stakeholders.

The work of the CCHRSC would not be possible without the enthusiasm and expertise of the Board, Committees and staff members as well as the financial support of HRSDC Sector Council Program. We take this opportunity to express sincere appreciation to:

- the dedicated Board members who provide the strategic vision and guide the work of CCHRSC;
- the project steering committees, researchers, and consultants for their expertise on important projects and initiatives;
- the staff for their capability and proficiency in supporting the administration of the organization and projects.

Joanne Morris  
*Chair*

Diana Carter  
*Executive Director*

## WHO WE ARE

The CCHRSC is a pan-Canadian, non-profit organization that addresses human resource issues in the child care sector.

Our 18-member volunteer board brings together national child care and labour organizations, trainers, government, early learning and child care staff and employers and other stakeholders from across the country. Through projects, the council engages the sector broadly in the development of resources and strategies designed to respond to the identified needs of Canada's early learning and child care workforce.

## OUR PROJECTS 2005-06

Each project is developed within the framework of the council's labour market strategy. The strategy—which draws on recommendations made in the 2004 sector study *Working for Change*—provides a clear roadmap for building a knowledgeable and skilled child care workforce in Canada and focuses on four key areas:

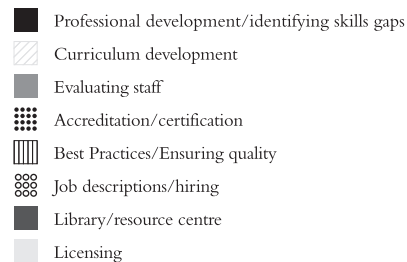
- Sector development through the creation of tools and initiatives designed to improve recruitment, retention, wages, benefits, and working conditions;
- Research to increase knowledge of labour market trends, human resource issues, and the role of the workforce;
- Communications strategies to increase awareness of the child care workforce;
- Outreach and partnership development to create dialogue and consensus among decision makers, analysts, researchers, and the education and child care sectors.

## OCCUPATIONAL STANDARDS FOR CHILD CARE ADMINISTRATORS (CREATED AS PART OF THE SUPPORTING ADMINISTRATION AND MANAGEMENT IN CHILD CARE PROJECT OR SAM)

This year brought the development of the Occupational Standards for Child Care Administrators, a critical first step in addressing the need for tools to support and enhance leadership capacity in the sector (as identified in *Working for Change*, 2004). To ensure that the standards accurately described the core knowledge child care administrators need to do their job effectively, much of 2005-06 was dedicated to an extensive consultation and validation process. More than 160 administrators, managers, directors and other key stakeholders from across the country participated in that process. The result is a comprehensive document that reflects best practices

in the administration of early childhood settings and provides the practical knowledge that can be used by employers, educators, administrators, government, and others in a variety of ways. The pie chart below illustrates the most common anticipated uses:

Distribution of Requests for Occupational Standards for Child Care Administrators (as of March 31, 2006)



\* Based on 1,100 requests received in advance of the summer 2006 release. Some respondents identified more than one use for the standards.

The standards are available on-line at: [www.ccsc-cssge.ca](http://www.ccsc-cssge.ca).  
Area of Labour Market Strategy addressed: Sector Development  
Project Steering Committee: Karen Chandler, Mary Goss-Prowse, Marta Juorio, Dixie Mitchell, Gay Pagan, Kathy Reid  
Consultant team: Chapman and Chapman  
Staff: Diana Carter and Kathryn Ohashi

## TRAINING STRATEGY PROJECT

Work on the Training Strategy project began in late 2005 in response to the need for a consistent approach to training in the child care sector, as identified in the *Working for Change* study. The project focuses on the creation of a strategy that recommends ways to improve the quality of, and standardize approaches to, early learning and child care training in Canada. In turn, the strategy can help provinces and territories meet increasing demands for a skilled and knowledgeable workforce.

## COMMUNICATION & WEB SITE PROJECT

Initial research activities conducted to date include:

- Surveys of faculty and students at training institutions across Canada to document the current state of training;
- Follow-up surveys of the students consulted during the development of the Working for Change study to explore their experience after graduation and identify training needs/trends;
- Initial consultation with other ECEC employers, decision-makers, and other key stakeholders.

These activities—along with those to be conducted in 2006-07—will ensure that the strategy’s recommendations are focused on strengthening the delivery of formal educational and ongoing professional development.

Area of Labour Market Strategy addressed: Sector Development/Research

Steering Committee: Karen Chandler, Gyda Chud, Corine Ferguson, Marta Juorio, Diane Lutes, Joanne Morris, Arlene Ross  
 Consultant team: Beach and Associates  
 Staff: Diana Carter and Kathryn Ohashi

## CAREER PROMOTIONS AND RECRUITMENT STRATEGY DEVELOPMENT

This project focuses on creating a career awareness and recruitment strategy for the child care sector. It responds to the Working for Change study, which identified a critical shortage of early childhood educators and an urgent need to increase respect for child care as a career. The project began in early 2006 with a review of existing career promotions activities and a series of key informant interviews. Work will continue through 2006-07, with the goal of developing a strategy that will outline ways to increase understanding of the value of child care as a career, and in turn, encourage more people to seek employment in the sector. The strategy will also examine ways to encourage skills development among the existing workforce.

Area of the Labour Market Strategy addressed: Sector Development, Communications Strategies

Steering Committee: Sheila Davidson, Geneviève Issalys, Zeenat Janmohammed, Kathy Reid, Rosie Robertson, Marjolaine St.Pierre, Stephanie Seaman, Lynn Smyth  
 Consultant team: Blueprint Public Relations  
 Staff: Samantha Peek

In the second year of this three-year project a number of key activities occurred, including the creation of an internal communications strategy that defined target audiences and outlined the most effective ways to communicate with them. As part of this project, we also developed and launched a new web site, designed with end users in mind. Unveiled in January 2006, the site exceeded expectations as the number of user sessions and downloads increased dramatically.

Average monthly useage in 2004-05 to average in 05-06

	2004 - 2005	2005 - 2006
Number of user sessions	15,476	49,297
Sessions per day	40	145
Number of downloads (all material)	34,668	61,947

A critical vehicle for connecting with target audiences and sharing information on the workforce, the web site will continue to grow and evolve in 2006-07.

Area of the Labour Market Strategy addressed: Communications Strategies, Outreach & Partnership Development

Steering Committee: Jamie Kass, Mary Goss-Prowse, Gay Pagan  
 Consultant: Blueprint Public Relations, Leverus  
 Staff: Samantha Peek

## RESEARCH 2005-06

This year the council released a series of short research papers on key issues in the sector. Interest in the documents was high, with the Child Care Wages and a Quality Child Care System paper being the most in demand.

All of the papers are available for download on the web site at: [www.ccsc-cssge.ca](http://www.ccsc-cssge.ca). Due to the high level of interest, the council plans to continue developing short papers on key issues each year. Look for the next paper—focused on Compensation—in late 2006.

Area of the Labour Market Strategy addressed: Research

## OUTREACH & PARTNERSHIP ACTIVITIES

### **ECE Affinity Group**

The ECE Affinity Group is a joint initiative of the Association of Canadian Community Colleges and the Child Care Human Resources Sector Council. The group brings individual members of the ECE public post-secondary training community together on-line to share ideas, best practices, and discuss current trends and issues. As a new initiative (formed in March 2005), this year the focus was on building awareness of the group. A number of activities are planned for 2006-07. For more information or to sign-up visit: <http://www.accc.ca/networking>.

### **Partnership**

This year representatives of the sector council participated in the following initiatives:

### **Canada Career Consortium**

Member of the Sectoral Broadcast Campaign project steering committee, overseeing the development of promotional videos for a national campaign promoting careers.

### **HR Council for the Voluntary/Non-profit Sector**

Member of the council's working group on Labour Force Information.

### **Government of Ontario**

Member of the Expert Panel on Quality and Human Resources Issues in Early Learning and Child Care.

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

Member of several committees guiding the work and development of TASC.

### **Work and Learning Knowledge Centre**

Member.

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## CCHSRC WORKSHOPS, PRESENTATIONS, AND INFORMATION SHARING

The sector council provided information or delivered workshops across the country, as illustrated below.





## BOARD MEMBERS

### Executive Committee

#### **Joanne Morris - Sector Council Chair**

Faculty, Early Childhood Education, College of the North Atlantic  
Director at large  
Newfoundland & Labrador

#### **Barbara Coyle**

Executive Director, Canadian Child Care Federation  
Representative: Canadian Child Care Federation  
Ontario

#### **Jamie Kass**

Child Care Coordinator CUPW  
Representative: Canadian Union of Public Employees  
Ontario

#### **Raymonde Leblanc**

Conseillère syndicale, Confédération des syndicats nationaux  
Representative : Confédération des syndicats nationaux  
Quebec

#### **Christine McLean**

Past Chair, Child Care Advocacy Association of Canada  
Representative: Child Care Advocacy Association of Canada  
Newfoundland & Labrador

#### **Dixie Lee Mitchell**

Child Care Consultant  
Director at Large  
New Brunswick

### Council Members

#### **Karen Chandler**

Professor, George Brown College  
Representative: Canadian Child Care Federation  
Ontario

#### **Sheila Davidson**

Child and Youth Advocate, City of Vancouver  
Representative: Child Care Advocacy Association of Canada  
British Columbia

#### **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**

Director of Child Care, YWCA Child Development Centre  
Representative: Child Care Advocacy Association of Canada  
Saskatchewan

## CONTACT INFORMATION:

### **Marcia Lopez**

Toronto Home Child Care Office, Family Day Care Services  
Representative: Canadian Union of Public Employees  
Ontario

### **Gay Pagan**

Manitoba Government and General Employees' Union  
Representative: National Union of Public and General Employees  
Manitoba

### **Kathy Reid**

Director, Manitoba Child Care Program, Manitoba Dept. of  
Family Services and Housing  
Provincial/Territorial Director  
Director at Large  
Manitoba

### **Josée Roy**

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

### **Stephanie Seaman (October '05 – April '06)**

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

### **Trista Thompson (April '05 – September '05)**

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

### **Bonnie Traverse**

Day Care Director, Lake St. Martin's Day Care  
Director at Large  
Manitoba

### **Staff**

#### **Tina Bergeron**

Administrative Coordinator

#### **Diana Carter**

Executive Director

#### **Kathryn Ohashi**

Finance & Project Officer

#### **Samantha Peek**

Communications & Project Officer

### **Child Care Human Resources Sector Council**

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## AUDITOR'S REPORT

To the Directors of 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, 2006 and the statement of revenue and expense for the year then ended. These financial statements are the responsibility of the Council's 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 the Council as at March 31, 2006 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 1, 2006  
OUSELEY HANVEY CLIPSHAM DEEP LLP  
Chartered Accountant



STATEMENT OF FINANCIAL POSITION AS  
AT MARCH 31, 2006

	<b>2006</b>	<b>2005</b>
<b>CURRENT ASSETS</b>		
Cash	\$ 78,083	\$ 6,935
Accounts receivable	18,557	144,435
Prepaid expenses	7,330	-
	\$ 103,970	\$ 151,370
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	90,448	151,370
Deferred revenue	13,535	-
	103,983	151,370
<b>NET ASSETS</b>		
Unrestricted (deficit)	(13)	-
	(13)	-
	\$ 103,970	\$ 151,370

UNRESTRICTED NET ASSETS (DEFICIT)

Balance – beginning of year	\$ -	\$ -
Net expenses for the year	(13)	-
	(13)	-
Balance – end of year	\$ -	\$ -



STATEMENT OF REVENUE AND EXPENSE FOR THE YEAR  
ENDED MARCH 31, 2006

		<b>2006</b>		<b>2005</b>
<b>REVENUE</b>				
Contributions – Government of Canada	\$	811,966	\$	490,351
Interest		38		26
Other		1,290		3000
	\$	813,294	\$	493,377
<b>EXPENSES</b>				
Salaries and benefits		189,093		144,833
Contract personnel and professional fees		205,604		127,251
Printing, production and dissemination		90,838		51,580
Hospitality		23,575		7,728
Translation		19,442		5,818
Interpretation		27,107		15,198
Overhead		92,284		66,043
Travel		165,364		74,926
		813,307		493,377
<b>NET EXPENSES FOR THE YEAR</b>	\$	(13)	\$	-

**ECONOMIC DEPENDENCE**

During the year the Council received approximately 99.8% of its revenue from Human Resources and Skills Development Canada. This revenue was applied to expenses in the following areas:

		<b>2006</b>		<b>2005</b>
Infrastructure	\$	485,137	\$	405,081
Communications Framework and Website Development		90,176		28,449
Supporting Administration and Management in Child Care		199,729		57,517
Training		32,458		-
Career Awareness		4,466		-
Core		1,328		2,330
	\$	813,294	\$	493,377