

Child Care Human Resources Sector Council



ANNUAL REPORT 2011-2012

MESSAGE FROM THE CHAIR AND EXECUTIVE DIRECTOR

It is our pleasure to share the 2011–2012 Annual Report detailing the work of the CCHRSC in our 9th year of operation. In addition to the tremendous work invested in projects that truly support our workforce, this has not only been a year of opportunities for the CCHRSC, but also a year to take stock. The CCHRSC Board and staff also implemented many recommendations from a comprehensive governance and organizational effectiveness review and communications plan undertaken in 2010-11. While the review confirmed how effective the CCHRSC has been in so many respects, it also provided an opportunity to make improvements and to focus on new communications objectives and increased engagement with our stakeholders. The CCHRSC has taken great strides to improve human resources in the ECEC sector since it began in 2003 and has built a reputation for high calibre work as well as a large network of stakeholders who use our work to benefit Canada's ECEC workforce.

A busy year of achievements

Over the past year the CCHRSC has continued to make great strides to strengthen human resources in the ECEC sector. 2011-2012 accomplishments include:

- The completion of the *Occupational Standards for Early Childhood Educators* which ensures a current and detailed picture of the Early Childhood Educator (ECE) occupation and describes the required skills, knowledge and abilities necessary to be capable in the ECE occupation.
- The development of the *HR Toolkit* that provides accessible and easy to use tools and resources to help busy managers work more effectively to improve the skills and working conditions of staff.

- *The Employer/Employee Survey* – the most comprehensive HR survey since the 1998 **You Bet I Care!** study – is set to provide data that will allow employers, employees, unions and policy makers to establish human resource management benchmarks and better plan for the future.
- The CCHRSC *Communications and Web* project provided an excellent opportunity to build upon what the sector wants, update the original CCHRSC website (developed in 2005), and create exciting new tools and resources, including the very popular video profile series.

We are particularly proud of the overwhelmingly positive comments and results gathered through an evaluation survey undertaken by an independent firm. The findings from the survey clearly indicate that the ECEC sector relies upon our products, making extensive and valued use of them – particularly the Occupational Standards for ECEs and Administrator documents. These achievements and project results are detailed throughout the Annual Report.

Opportunities and challenges

In spite of the several projects approved in 2011, the Council is facing some significant challenges. In July 2011, we learned that the HRSDC Sector Council Program, as we know it, will no longer be in place after March 2013. As a result, core funding for all councils will cease. How project funding is delivered will also change, as funds will no longer be allotted directly to sector councils and sectoral organizations on an annual basis.

As the primary funder of projects as well as office operations, this news has serious implications for how CCHRSC can continue to fulfill its mandate and address HR management needs of the ECEC sector into the future. The CCHRSC will work to respond and adjust to these new realities in the coming months.

What's next for the CCHRSC

A key objective in the coming year will be to consider how best the CCHRSC can continue to make available the suite of HR tools and strategies so much in demand by the ECEC sector. High importance is placed on ensuring a legacy of tools and resources for the sector into the future. The successful completion of the projects currently in progress, as well as any new projects approved for 2012-2013, will also be of high priority.

The CCHRSC and the many stakeholders engaged in our work can be proud of their achievements. The Board and staff have worked diligently together, supported by exceptional and expert consultants. The leadership, vision and hard work of the staff, board and others have made a significant contribution to the organization's success over the past year. We thank you!

Denise Gilbert
Chair

Diana Carter
Executive Director



“Occupational Standards for ECEs is a very useful document that all those working in the ECE field should own.”
– CCHRSC Survey Response



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

The Child Care Human Resources Sector Council (CCHRSC) is the hub for information on human resource issues in Canada's early childhood education and care (ECEC) sector. CCHRSC is a pan-Canadian not-for-profit organization that brings together national partners and other stakeholders to enhance the ability of the sector to improve HR management practices.

CCHRSC PROJECTS APRIL 1, 2011 – MARCH 31, 2012

Occupational Standards for Early Childhood Educators

Project Timeframe: October 2008 – June 2011

This project focused on updating the Occupational Standards for Child Care Practitioners, originally developed by the Canadian Child Care Federation (CCCCF) in 2003, to ensure that they reflect the current range of skills, knowledge, and abilities early childhood educators need to work effectively. Since the standards' release in March 2010 over 17,000 were downloaded or distributed in response to print requests. Several tools were developed to accompany the standards including:

Task Profile Chart, and “How-To” Guide. A Training Gaps Analysis was also conducted to provide an understanding of the differences between available curriculum and what ECEs require to be effective on the job. In Spring 2011, the CCHRSC also partnered with the Early Childhood Community Development Centre (ECCDC) to produce a “Checklist” tool that allows practitioners to evaluate themselves on their job tasks and reflect on their skills, knowledge, and abilities.

In addition to the occupational standard's creation, this project also sought to explore and document the unique aspects of infant care within the ECE profession. An Infant Care Profile was developed to accompany the Occupational Standards for ECEs and document infant care-specific skills, knowledge, and abilities. Due to budget considerations, the Infant Care Profile will be released next year along with a School-Age Profile currently slated for development under a new project.

HR Toolkit

Project Timeframe: November 2010 – May 2012

The HR Toolkit project focuses on developing human resource management tools in order to support ECEC employers and contribute to improving human resource management (HRM) practices in the sector. The project seeks to:

- provide ECEC employers (centre directors) with an HR Toolkit that contains ECE-specific tools designed to improve their human resource management practices;
- enhance centre's capacity to retain staff; and
- improve overall job satisfaction among ECEs.

Since the kick-off meeting in March 2011, HR tools and resources have been collected from across Canada and adapted to the ECEC sector. All the tools were then compiled and validated over 2 days in September 2011 by ECEC employers from across Canada. Efforts since then focused on creating a comprehensive, interactive, bilingual toolkit that is simple and easy to use – perfect for busy centre directors and managers on the go. The final Toolkit will be available on the CCHRSC web site in Spring 2012, include a variety of valuable materials such as sample HR policies, job analysis tools and job descriptions, ECEC specific templates, etc. Following the launch, presentations will take place online and in-person to train employers on best practices in HRM and how to use the Toolkit.



Communications and Website Update

Project Timeframe: April 1, 2011 – March 31, 2012

This project focused on updating the CCHRSC website and developing a variety of new communications and outreach products and tools. The goals of the project were to:

- Connect to new and current target audiences through use of social media and website.
- Position the CCHRSC as a hub for information and discussion about the pressing HR issues facing Canada's ECEC sector.
- Position the CCHRSC as an organization that provides key research, tools and planning information for target audiences (e.g. education, employers, etc.).
- Develop an online community to promote and increase utilization of CCHRSC tools and resources amongst key stakeholders.

The project was completed over the course of one year and resulted in a dynamic new website that is more visual and engaging, and incorporates CCHRSC's social media tools, including LinkedIn and Twitter. Fourteen video profiles were also developed that provide a first-hand glimpse into what it means to work as an Administrator or Early Childhood Educator in the sector. The videos are a great resource for anyone looking for more information about potential careers in Canada's ECEC sector. Fact sheets for specific target audiences, including employers and post-secondary trainers, were also completed as a tool to help promote which CCHRSC tools and resources they would find beneficial and useful.



Employer-Employee Survey

Project Timeframe: May 2011 – December 2012

In order to understand and address key labour market and HR issues in the ECEC sector (e.g. turnover, job satisfaction, and recruitment and retention), it is important to have current, first-hand data examining HR dynamics from the perspective of employers and employees. This project seeks to address that need and is especially important as it has been more than a decade since the first 1998 employer-employee survey of the ECEC sector (You Bet I Care!) was completed. Fittingly, the Steering Committee named this survey, You Bet We Still Care!

By providing the sector with quantitative information looking specifically at ECEC employers (centre directors) and employees (ECEs), this project will be beneficial for long term planning in the sector. While the survey began to be promoted in advance of its release, the survey questions will be finalized and released in Summer 2012.

Occupational Standards: ECE Profiles & Administrator Update

Timeframe: March 2012 – March 2013

This project focuses on further documenting the occupation specific knowledge, skills, and abilities Early Childhood Educators and Administrators need to effectively deliver services to Canadian families. Two main components of the project include:

1. Creating a **School-Age Profile** to be part of the Occupational Standards for Early Childhood Educators that defines the knowledge, skills and abilities required to work effectively in this specialized area of ECEC.
2. Updating the **Occupational Standards for Child Care Administrators** to reflect changes in the scope of the occupation since the Standards were initially developed in 2006.

Project work has just begun. A consultant team and steering committee will be selected in Spring 2012. Subsequent activities will include the development, and validation of the updated standards and school-age profile and the delivery of “how-to use the standards” and “train-the-trainer” workshops across the country in Winter 2013.

COMMUNICATIONS AND OUTREACH ACTIVITIES

For the ninth year in a row, use of the CCHRSC website remains brisk, with a noticeable increase in downloads of CCHRSC material. See the graph below for a detailed breakdown of the number of users visiting the site.

WEBSITE	2010-11	2011-12
Number of User Sessions	133,258	142,079
Number of Downloads	83,726	105,989
Average Length of Sessions	00:15:07	00:12:26

“I hope that the CCHRSC continues to produce such useful and relevant tools and products. They are used extensively across the country.”

– CCHRSC Survey Response



TOP 10 PRINT ORDERS AND DOWNLOADS 2011-12

TITLE OF DOCUMENT	DOWNLOADS	PRINT	TOTAL
1 Working For Change: Main Report (2004)	20,210 EN; 2,706 FR	—	22,916
2 Child Care Wages & A Quality Child Care System (2005)	9,062 EN; 1,844 FR	—	10,906
3 Supporting Employers in Canada's ECEC Sector-Employer Models in Canada's ECEC Sector (2008)	2,744 EN; 6,174 FR	—	8,918
4 Occupational Standards for Early Childhood Educators: How To Guide (2010)	1,214 EN; 516 FR	1,046	2,776
5 Occupational Standards for Early Childhood Educators (2010)	1,697 EN; 32 FR	916	2,645
6 Working for Change: Profiles and Case Studies (2004)	2,070 EN; 466 FR	—	2,536
7 Workforce Shortages – Recruitment and Retention Challenges and Strategies (2009)	1,569 EN; 753 FR	—	2,322
8 What Factors Influence Wages and Benefits in Early Learning and Child Care Settings (2006)	2,034 EN;	—	2,034
9 Workforce Shortages – Literature Review of Socioeconomic Effects and Net Benefits (2009)	1,697 EN; 368 FR	—	2,065
10 Pathways to Credentialing in Canada's ECEC Sector: Main Report (2010)	1,594 FR; 139 FR	15	1,748

OUTREACH AND 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 an annual face-to-face forum. In November 2010, 81 participants attended the annual forum held in Vancouver, B.C. The event was primarily focused on faculty teaching in ECE training programs across the country where participants had the opportunity to attend presentations, explore relevant emerging issues, take part in workshops, and network with others in the field.

The Alliance of Sector Councils (TASC)

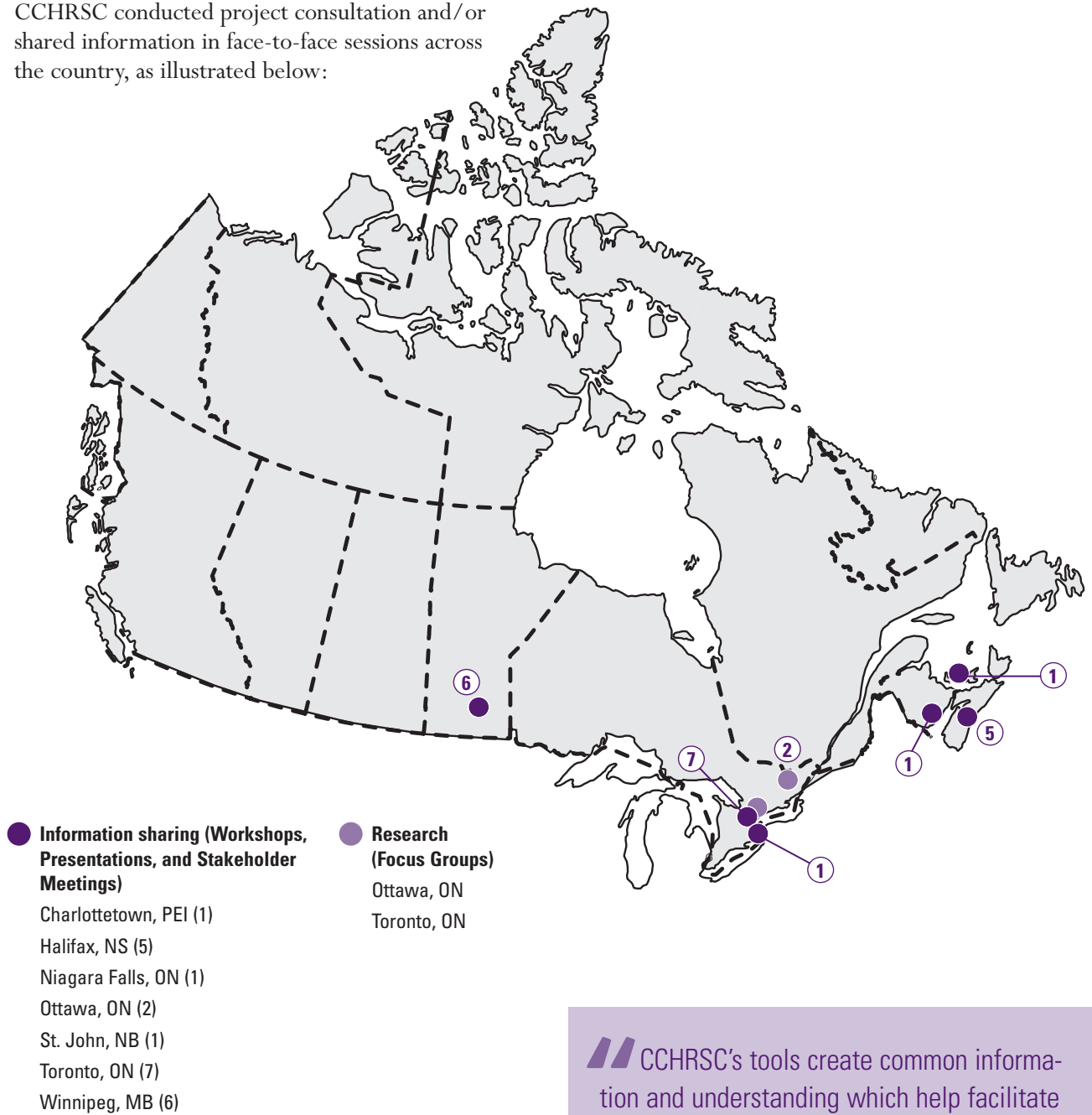
The Alliance of Sector Councils is the coordinating body for all 37 sector councils. While the subject matter each council explores is different, many of the issues are similar. As a result, TASC provides many opportunities for councils to work together, learn from one another, and develop shared resources. Throughout the past two years, CCHRSC has been an active member of TASC including the following committees and working groups: Audit, Administrative Issues, Career Issues, Communications, Governance, Labour Market Information, Self-Employment and Standards/Certification.

HR Council for the Non-Profit Sector

The CCHRSC has had a close and collaborative working relationship with the HR Council for the Non-Profit Sector and would like to recognize their important contribution to the CCHRSC current HR Toolkit project. The HR Council has agreed that the CCHRSC can adapt or adopt any relevant aspects of the HR Toolkit.

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:



“CCHRSC’s tools create common information and understanding which help facilitate dialogue with key stakeholders across Canada and direct us towards an improved and more stable ECEC sector.”
 – CCHRSC Survey Response

CHILD CARE HUMAN RESOURCES SECTOR COUNCIL

FINANCIAL STATEMENTS

MARCH 31, 2012



INDEPENDENT AUDITORS' REPORT

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

We have audited the accompanying financial statements of Child Care Human Resources Sector Council, which comprise the statement of financial position as at March 31, 2012, and the statements of changes in net assets, operations and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

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 comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Child Care Human Resources Sector Council as at March 31, 2012, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Emphasis of Matter

Without qualifying our opinion, we draw attention to Note 1 in the financial statements which indicates conditions that cast significant doubt about the Council's ability to continue as a going concern.

OHCD LLP

OUSELEY HANVEY CLIPSHAM DEEP LLP
Licensed Public Accountants

Ottawa, Ontario
June 26, 2012

CHILD CARE HUMAN RESOURCES SECTOR COUNCIL

**STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2012**

	2012	2011
CURRENT ASSETS		
Cash	\$ 130,695	\$ 52,965
Accounts receivable	32,933	17,746
Prepaid expenses	16,612	3,288
	<u>\$ 180,240</u>	<u>\$ 73,999</u>
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 71,670	\$ 40,442
Deferred revenue (note 4)	61,729	23
	<u>133,399</u>	<u>40,465</u>
NET ASSETS		
Unrestricted	46,841	33,534
	<u>46,841</u>	<u>33,534</u>
	<u>\$ 180,240</u>	<u>\$ 73,999</u>

Approved on behalf of the Board:

_____ Director

_____ Director

CHILD CARE HUMAN RESOURCES SECTOR COUNCIL

STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED MARCH 31, 2012

	2012	2011
UNRESTRICTED NET ASSETS		
Balance - beginning of year	\$ 33,534	\$ 8,378
Net revenue for the year	13,307	25,156
Balance - end of year	\$ 46,841	\$ 33,534

CHILD CARE HUMAN RESOURCES SECTOR COUNCIL

STATEMENT OF OPERATIONS FOR THE YEAR ENDED MARCH 31, 2012

	2012	2011
REVENUE		
Contributions - Government of Canada	\$ 954,585	\$ 689,621
Other income	15,893	33,299
	<u>970,478</u>	<u>722,920</u>
EXPENSE		
Salaries and benefits	378,735	346,678
Contract personnel and professional fees	293,035	121,180
Printing, production and dissemination	16,086	5,572
Hospitality	7,816	7,201
Translation	36,402	12,201
Interpretation	-	5,090
Overhead	143,410	100,027
Travel	81,687	99,815
	<u>957,171</u>	<u>697,764</u>
NET REVENUE FOR THE YEAR	\$ 13,307	\$ 25,156

CHILD CARE HUMAN RESOURCES SECTOR COUNCIL

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED MARCH 31, 2012

	2012	2011
CASH PROVIDED BY (USED FOR)		
OPERATING ACTIVITIES		
Net revenue for the year	\$ 13,307	\$ 25,156
Changes in non-cash working capital items:		
Accounts receivable	(15,187)	60,745
Prepaid expenses	(13,324)	8,038
Accounts payable and accrued liabilities	31,228	(105,942)
Deferred revenue	61,706	(8,202)
INCREASE (DECREASE) IN CASH	77,730	(20,205)
CASH BEGINNING OF YEAR	52,965	73,170
CASH END OF YEAR	\$ 130,695	\$ 52,965

CHILD CARE HUMAN RESOURCES SECTOR COUNCIL

NOTES TO FINANCIAL STATEMENTS MARCH 31, 2012

1. FUTURE OPERATIONS

Child Care Human Resource Sector Council (the Council) has been notified that all infrastructure funding from HRSDC will be discontinued as at the end of the 2013 fiscal year - March 31, 2013. Furthermore, HRSDC's project spending budget has been cut back significantly, leaving a much smaller potential for the Council to access HRSDC project funding, after March 31, 2013. HRSDC funding represents more than 98% of the Council's revenue in 2012.

These financial statements have been prepared on a going concern basis, which assumes the Council will be able to realize its assets and discharge its liabilities in the normal course of business for the foreseeable future. These financial statements do not include any adjustments relating to the carrying value of assets and liabilities, the reported revenues and expenses and statement of financial position classifications used, that would be necessary if the going concern assumption were not appropriate.

2. SIGNIFICANT ACCOUNTING POLICIES

a) Organization

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 through HRSDC Sector Council Program funding is charged directly to expense. In the current year, \$1,269 (2011 - \$4,942) in capital assets were purchased through this 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.

CHILD CARE HUMAN RESOURCES SECTOR COUNCIL

NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2012

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(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.

3. FINANCIAL INSTRUMENTS

Financial instruments are measured at the initially recognized amount less appropriate allowances. 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 and that carrying amounts approximate their fair value.

4. DEFERRED REVENUE

Deferred revenue consists of HRSDC project funding received in the current year that will be used to cover expenditures incurred in the following year.

5. ECONOMIC DEPENDENCE

During the year the Council received 98% of its revenue from Human Resources and Skills Development Canada (HRSDC). The HRSDC revenue has been recorded in the following program areas:

	2012	2011
Infrastructure	\$ 488,097	\$ 498,888
Occupational Standards for ECE	11,326	92,661
Curriculum Development	-	37,436
HR Toolkit	196,211	33,075
Emerging Issues	-	22,043
Employee Employer Survey	158,219	4,137
Credentialing	-	1,381
Comm Web	98,896	-
Occupational Standards Update	1,836	-
	<u>\$ 954,585</u>	<u>\$ 689,621</u>

CHILD CARE HUMAN RESOURCES SECTOR COUNCIL

NOTES TO FINANCIAL STATEMENTS
MARCH 31, 2012

6. COMMITMENTS

The Council leases office space under a lease agreement that extends to March 31, 2013. Minimum annual lease payments approximate \$24,900 per year. In addition, annual operating costs are currently estimated to be \$21,700.

7. CAPITAL DISCLOSURE

The Council defines its capital as its net assets, which are not subject to external requirements. Management's objective, when managing capital, is to safeguard the Council's ability to continue as a going concern, so that it can continue to provide services in accordance with its mission.

BOARD MEMBERS (LISTED ALPHABETICALLY)

Sector Council Board Members are appointed for two-year terms. The Board currently has 16 members and one ex officio member, however, some member's terms either ended or began during the 2010-2011 fiscal year.

Board Members Active Between 2010-2011

Darcelle Cottons

Director, UBC Child Care Services
British Columbia
Director at Large

Don Giesbrecht*

Executive Director, Assiniboine Children's Centre
Manitoba
Representative: Canadian Child Care Federation

Denise Gilbert – *Chair, Executive Committee Member*

Executive Director, Schoolhouse Playcare Centres
Ontario
Director at Large

Mary Goss-Prowse, *Vice-Chair, Executive Committee Member*

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

Maureen Hall

Director of Family and Children's Programs, Today's Family
Ontario
Director at Large

Lu Ann Hill-MacDonald

Senior Policy Analyst, Education, Jurisdiction and Governance, Assembly of First Nations
Ontario
Director at Large

Sonya Hooper

Executive Director, Early Childhood Development Association of PEI
Prince Edward Island
Director at Large

Jamie Kass, *Secretary-Treasurer, Executive Committee Member*

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

Ann L. Keizer*

Early Childhood Consultant, Government of the North West Territories
Northwest Territories
Director at Large

Karen Ohlson

Executive Director, KIDS Inc.
Manitoba
Director at Large

Cindy Page

ECEC Instructor, Northern Lights College and Vancouver Island University
British Columbia
Director at Large

Shane Richard*

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

Stephanie Smith, *Executive Committee Member*

Treasurer, Provincial Executive, B.C. Government and Service Employees' Union
British Columbia
Representative: National Union of Public and General Employees (NUPGE)

** Term ended or resigned during the board year:*

- Ann Keizer (term ended September 2011)
- Shane Richard (term ended September 2011)
- Janet Towers (resigned January 2012) replaced by Don Giesbrecht as CCCF representative.

Gail Szautner

Executive Director, Children's Choice Child Development Co-operative
Saskatchewan
Director at Large

Janet Towers*, *Executive Committee Member*

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

Karen Wright

ECE, North End Day Care
Nova Scotia
Representative: Canadian Union of Public Employees (CUPE)

Margot Young

Researcher, Canadian Union of Public Employees (CUPE)
Ontario
Representative: Canadian Union of Public Employees

Lenora Angel

Executive Director, BC Government-Child Care Programs & Services Branch
British Columbia
Ex-officio member representing:
Provincial/Territorial Directors of Child Care

CCHRSC STAFF

Diana Carter, Executive Director
Samantha Peek, Communications & Project Manager
Kathryn Ohashi, Financial & Project Manager
Marie-Anne Ruelland, Administrative Coordinator
Ashley Stewart, Project Manager
Meghan Bedour, Communications & Project Coordinator

Occupational Standards for ECEs Steering Committee

Stephanie Smith (Committee Chair) Treasurer, Provincial Executive, B.C. Government and Service Employees' Union, BC

Gilles Cantin, Professor, Université du Québec à Montréal, QC

Karen Chandler, Professor, George Brown College, ON

Darcelle Cottons, Director, UBC Child Care Services, BC

Melanie Dixon, Director of Professional Practice, College of ECE, ON

Joanne Fournier, Faculty, Cégep du Vieux-Montréal, QC

Mary Goss-Prowse, Registrar of Certification, Association of Early Childhood Educators of Newfoundland and Labrador, NL

Robin McMillan, Senior Consultant, Canadian Child Care Federation, ON

Helen Sinclair, Provincial Director of Child Care Services, Government of Newfoundland and Labrador (representing the PT Directors of ECEC Working Group)

HR Toolkit Steering Committee

Arlene Ross (Committee Chair) Executive Director, Global Child Care Service, ON

Lily Chen, HR Director, Association of Neighbourhood Houses of Greater Vancouver, BC

Amanda Hudson, HR Advisor, HR Council for the Nonprofit Sector, ON

Ronna MacPherson, HR Manager, Andrew Fleck Child Care Services, ON

Karen Ohlson, Executive Director, KIDS Inc., MB

Margot Young, Researcher, Canadian Union of Public Employees, ON

Communications and Website Update Working Group

Mary Goss-Prowse (Committee Chair) Registrar of Certification, Association of Early Childhood Educators of Newfoundland and Labrador, NL

Ann Keizer, Early Childhood Consultant, Government of the Northwest Territories

Cindy Page, ECEC Instructor, Northern Lights College and Vancouver Island University, BC

Stephanie Smith, Treasurer, Provincial Executive, B.C. Government and Service Employees' Union, BC

Karen Wright, ECE, North End Day Care, NS

Employer-Employee Survey Steering Committee

Jamie Kass (Committee Chair) Child Care Coordinator, Canadian CUPW, LMIRA Expert Panel, ON

Lynell Anderson, Senior Researcher, University of British Columbia, BC

Martha Friendly, Childcare Resource and Research Unit, LMIRA Expert Panel, ON

Kim Hiscott, Executive Director, Andrew Fleck Child Care Services, Ottawa, ON

Christa Japel, Faculty, Université du Québec à Montréal, QC

Donna Lero, Jarislowsky Chair in Families and Work, Centre for Families, Work and Well-Being, University of Guelph, LMIRA Expert Panel, ON

Occupational Standards: ECE Profiles & Administrator Update Steering Committee

Joanne Morris (Committee Chair) Interim Executive Director, College of the North Atlantic Children's Centre, NL

Athina Basiliadis, ECE, First Avenue Kindergarten and School Age Programs, Ottawa, ON

Mary Goss-Prowse, Registrar of Certification, Association of Early Childhood Educators, NL

Karen Ohlson, Executive Director, KIDS Inc., Winnipeg, MB

Diane Tannahill, Coordinator, University of British Columbia Childcare Services, BC

CONSULTANTS

The CCHRSC would like to thank all of the consultants who worked with us over the past year. Their insightful and dedicated contributions made it possible to work towards addressing the many pressing human resource issues in the child care sector.

PROJECT/RESEARCH CONSULTANTS

Bernadette Allen and **Kim MacLaren**, The Competency Group (Originally Future Learning, Inc.)

Jane Beach and Associates

Connie Brigham at Brigham Consulting

Kathleen Flanagan & Associates, Inc.

Joanne Glaser and the team at Cornerstones Management Solutions Inc.

Jeff Horne and the team at Industrial Media

Robyn Osgood and the team at Blueprint Public Relations

COMMUNICATIONS CONSULTANTS

Bozica Costigliola, Writer/Editor

Sylvie Payeur, Translator

Richard Proulx, Designer

Jocelyne Tougas, Translator

ECEC SECTOR

The CCHRSC would also like to thank the more than 2,000 people from the ECEC sector for contributing to sector council initiatives and project research through interviews, focus groups, and surveys during the course of the year.

CONTACT INFORMATION

Child Care Human Resources Sector Council

151 Slater St, Suite 505

Ottawa, Ontario

K1P 5H3

Local: 613-239-3100

Toll-free: 866-411-6960

E-mail: info@ccsc-cssge.ca