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## Not for Profit Guidelines & Samples

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Sample Forms for your Operation

*The Blueberry Playhouse and Learning Centre is a fictitious not for profit organization in Alberta. The following policy document is typical of those found in not for profit organizations around the province.*

*The policy document provides the Board with direction, purpose and the boundaries for its work. It also clarifies how the organization shares responsibility with the Executive Director whom the Board employs to carry out the child care program. These sample by-laws are intended as a template for any childcare centre to use. Feel free to adapt them to your centre's operation, by cutting and pasting and adding and deleting items appropriate to your needs.*

The Blueberry Playhouse and Learning Centre (the Centre) is a not for profit organization and was formed in 1983 by a coalition of parents and health care professionals in the community of Blueberry Hill, Alberta.

### **Mission**

The Centre will provide a child care centre with enriching full time and half day daycare and kindergarten programs for two to five year old children from Blueberry Hill.

### **Vision**

The Blueberry Playhouse and Learning Centre will provide a safe place for pre-school children to learn and grow. The program will provide a stimulating and diverse combination of creative, participatory, multicultural, and outdoor experiences, as well as free play activities. Over time, the Centre plans to add a Preschool Program, a Before and After School Care and a Day Home Agency to the existing full and half time daycare programs.

### **Basic operating principles**

1. A culturally rich, safe and friendly environment
2. Small group sizes and a well educated staff
3. Significant parent involvement and support
4. A structured early education curriculum, emphasizing literacy and language development
5. Available additional staff support for children with special learning needs
6. Practices consistent with federal laws and provincial standards.
7. Lunches and snacks that meet Canada's Food Guide standards

### **Governance**

The Board of the Blueberry Playhouse and Learning Centre is focused on the Centre's long term success.

### **Governing Style**

1. The Board of Directors (Board) will use a policy making model for governing the Society, and governance of the Society will be the primary concern of the Board.
2. The Board will delegate responsibility and corresponding authority for managing the Centre to an Executive Director.
3. Co-operation and collaboration will be the foundation for work between the Board and the staff.

### **Board Structure and Authority**

1. The Blueberry Playhouse and learning Centre is a not for profit organization, registered as a society in Alberta, and managed by a volunteer Board of Directors.
2. The Board will be composed of between five to nine parent and non-parent volunteers from the surrounding service area.
3. The Executive Director will be ex officio on the Board of Directors.
4. Board members will have a demonstrated understanding and commitment to the mission and vision of the Centre, and will make decisions based on community need, best childcare practices and in accordance with the Blueberry Playhouse and Learning Centre Mission.
5. Board members will work together with each other as colleagues, incorporating diverse viewpoints, and encouraging mutual support and good humour.
6. Board members are accountable to the parent members of the Centre.

### **Terms of Office**

1. Board members will be elected by the membership of the organization at the Annual General Meeting (AGM), for a usual term of three years.
2. Board members can be elected for only one additional term.
3. Executive Officers will be selected by the Board every year.
4. Executive Officers can serve a maximum of only two terms.
5. The Vice President will usually succeed the outgoing President.

### **Committees of the Board**

1. The Executive officers of the Board will form the Executive Committee.
2. The Executive Committee will be called as needed by the President.
3. The Executive Officers of the Board are the President, the Vice-President and the Secretary Treasurer.
4. Other committees or task forces with a defined task and duration will be periodically set up by the Board to assist with recruiting Board members, preparing policy, researching new directions, developing a marketing approach, managing finances or doing other Board tasks as assigned.
5. Board committees report directly to the Board and speak on the Board's behalf only when authorized to do so by the Board.

### **Recruitment and Nomination Process**

1. The Board will set up a Nominations Committee every year, three months before the AGM.
2. The Vice-President will chair the Committee and include two other Board members.
3. The Committee will locate candidates for the Board who bring interest, talent, ideas, special skills and experience to the Centre's governance role.
4. All nominees will be required to give prior consent.
5. Board vacancies will be filled to ensure continuity on the Board, by overlapping terms. If needed, a Board candidate can be nominated for only a one year term initially.
6. The Chair of the Nominations Committee (the VP) will present a slate of potential candidates to the Board for review, prior to the AGM.
7. Candidates for the Board will be introduced, then elected by ballot at the AGM.
8. A slate of proposed Executive Officers will then be presented to the membership at the AGM, for approval by a show of hands.
9. An election of Executive Officers by ballot is required only for positions for which additional candidates are nominated from the floor.

## Decision Making

### The Board

1. Board meetings will be held once a month, ten months of the year, at an established day and time.
2. The Board will utilize "Robert's Rules of Order".
3. The President will chair Board meetings, and in his/her absence, the Vice President will chair.
4. Board decisions require a quorum. 50 % of the 's Board will constitute a quorum of the Board.
5. Wherever possible, Board decisions will be made by consensus. When that is not possible, a majority vote will carry the decision.
6. The President will decide whether a contentious Board decision requires consensus, unanimity, simple majority, a super majority of 75%, or a polling of the membership.
7. In the event of an irresolvable conflict at the Board level, a mediator may be brought in to assist the Board with resolution.
8. Board members who miss more than two consecutive meetings without sufficient justification, will automatically be removed from the Board. However, The Board can decide to reinstate the member.
9. All decisions will be recorded in the Minutes at every meeting. The Minutes of the previous meeting will be mailed to Board members within a week of that Board meeting.

### Annual General Meeting

10. Board and Committee members, parents of children registered at the Centre, and Centre volunteers are the members of the Centre.
11. An AGM must be held annually, no later than April 1.
12. Notification of an AGM or Special General Meeting must be received by all members two weeks prior to the meeting date.
13. The Annual General Meeting, and any Special General Meeting, requires a quorum to proceed with any decisions.
14. 25% of the members will constitute a quorum at meetings of the membership.
15. A Chair will be nominated from the floor at the beginning of the AGM, so the President can participate in the meeting.
16. Annual reports, annual budgets and any special motions that will be presented for passage at the AGM, must be available to the members two weeks in advance of the meeting.
17. Minutes of the AGM and Special General Meetings will be approved by the membership prior to the close of the meeting.

### Board Orientation and Training:

1. The President will call the first Board meeting within a month of the AGM.
2. The President, in co-operation of the Executive Director, will provide an orientation to Centre operation and Board responsibilities within a month and a half of the AGM.
3. Every Board member will receive a copy of the Policy and Procedures Manual, the Business Plan, and job descriptions for Board members and the Executive Director.
4. Executive Officers of the Board will also receive an outline of their specific duties.
5. The President will periodically identify relevant and supportable training experiences for Board members.

**Code of Conduct**

1. Board members will not benefit financially from Centre activities.
2. Board members will avoid any conflict of interest between Centre business and professional or personal business.
3. Board members will commit themselves to honest and ethical practices in the conduct of Board business. They will also behave in a businesslike and professional manner when representing the Centre publicly.
4. Board members will identify any potential conflict of interest prior to consideration of a conflicting issue, and will absent themselves from discussion and decision making on that subject.
5. If a Board member wishes to apply for a staff position with the Centre, he or she will first resign from the Board.
6. Information exclusive to the Centre will not be used by Board members for personal gain, or for the gain of a family member or associate.
7. Board members who abuse the trust of the Board will be removed from the Board prior to the completion of their term, upon receipt of a letter from the President.

**CONFIDENTIALITY**

1. Board, Committee and staff members are legally obligated to keep the personal business of clients completely confidential.
2. Board members will not be given access to Centre client information. However, any knowledge Board members do have of client business will remain confidential.
3. Board and staff will be governed by provincial FOIP and PIPA legislation. The maintenance and retention of personal information in written and electronic records will be governed by these laws as well.
4. Board business and discussion conducted at Board meetings will remain private.

**Legal Liability**

1. The Board will assume overall responsibility for the good management and financial health and of the Centre.
2. All Board members will submit a security clearance before assuming a Board position.
3. The Board will ensure that the Centre has adequate and current safety, health and liability insurance coverage, to protect the children in their care, and the staff and Board of the Centre.
4. The Board will ensure that the necessary reports for government and funders are submitted punctually and accurately.
5. The Board will identify a lawyer who could assist them upon request.

**Human Resources****Executive Director**

1. The Board will recruit a full time Executive Director to manage the ongoing work of the Centre.
2. In the absence of an Executive Director, or until the Board has recruited the best candidate, the President of the Board will assume leadership of the Centre.
3. The President will make a written offer employment on behalf of the Board to the selected Executive Director, stating the position title, compensation, and start date, and requesting a reply to the offer within a week. A copy of the Executive Director's job description will be enclosed.
4. The President will ensure that a signed employment agreement for the Executive Director is filed at the Centre.

5. The President will meet monthly with the Executive Director, to keep current on Centre program delivery, achievements and issues of concern, and to address any management concerns directly.
6. The President of the Board will strike a three person evaluation team once annually to evaluate the Executive Director. The President will share the results with the Executive Director, and take responsibility for following up on any recommendations.
7. The substance of the Executive Director's evaluation will remain confidential, though the President will report to the Board any recommendations coming out of the evaluation.
8. In the event of employment difficulties with the Executive Director, the President will outline concerns and necessary actions for change in a letter to the Executive Director, including a timeline for implementation.
9. If after review, insufficient change can be documented, the President will record the reason for dismissal in a letter to the Executive Director.

### **Staff**

1. Although the Executive Director manages the Centre staff, the Board will approve all staff positions required to operate the Centre.
2. The Board will establish a graduated salary scale for every staff position at the Centre, based on suitable levels of education, experience and personal suitability for childcare workers and managers.
3. The Board will review the salary scale for fairness against current standards and practice, every few years.
4. The Board will develop a competitive staff benefits package, which considers health care and dental care; life insurance; pension, RRSP contributions, or a savings plan; travel costs, professional development, and training costs.
5. The Board of the Centre will host an appreciation get together once a year, at the Board's cost, for Board and staff members and their families.

### **Finances**

1. The Board will ensure that the Centre operates with sound financial practices.
2. The signing officers for the Centre will always be the President, the Executive Director and the Treasurer.
3. Any two of the three signing officers will always sign for the Centre's bank accounts, contracts, all cheque payments.

### **Budget**

4. The Centre's fiscal year will end on December 31st.
5. With the Executive Director's assistance, the Board will prepare a balanced annual budget, prior to the beginning of the new fiscal year.
6. The Board will budget for protection of the Centre's assets.
7. The Board will budget for the cost of an annual audit.
8. The Board will approve the annual fee scale for the Centre.
9. The Board will consider an across the board salary increase, bonus or a new inclusion in the benefit package during its annual budget preparation.
10. The Board will budget for a Directors and Officers insurance policy.
11. The Board will include the cost of an annual Board Orientation and any staff or Board training or conferences in the Centre's annual budget.
12. Funds accumulated in excess of the Centre's operating costs will be invested. The Board will decide where to invest these funds and how they will be used to further Centre business.
13. The Board will annually review the need to sponsor fundraising activities to assist Centre operation.
14. The Executive Director manages all operating expenditures, but the Board will approve all capital expenditures in advance.

**Protection of Assets**

1. The Board will provide a leased or purchased property and basic operational equipment for the Centre. The Board will rely on the Executive Director for advice on essential operating requirements.
2. The Board will insure the facility and equipment against fire and external theft.
3. The Board will insure Board members and staff against liability for personal harm or injury to children or staff members.
4. The Board will insure Board members against liability due to internal fraud or theft.
5. As owners of the Centre, only the Board can dispose of the facility and the equipment.

**Quality Standards****Program**

1. The Board will ensure that the Centre provides an excellent program in a safe environment, incorporating the cultural and ethnic differences of the children, and utilizing qualified, caring staff.
2. The Board will ensure that the program incorporates the best in childcare practice as well as suggestions from the children and their parents, into sound plans for the present and visionary plans for the future.

**Planning**

3. Within the first year of operation, and in co-operation with the Executive Director, the Board will develop a Business Plan for the Centre, incorporating an operations plan, a financial plan, a marketing plan and a risk analysis.
4. The Board will review the Business Plan every three years and amend when necessary.
5. The Board will prepare a longer term Strategic Plan to guide the Centre's development over several years. This plan will include a general statement of direction for the Centre, targeted goals and timelines for completion.
6. The Board will actively work with the Executive Director to meet accreditation requirements for the Centre.
7. The Board will review the Centre's goals and direction every three years for currency and attainability.
8. Significant changes in the Business Plan and the Centre's goals and direction will be referred to the next Annual General Meeting.

**Accountability**

1. The Board is also accountable to the parents for child safety, program excellence, and business efficacy at the Centre.
2. The Board is accountable to the community for fulfilling its mission and for maintaining open communications about Centre programs and Centre direction.
3. The Board is accountable for utilizing government sponsored grant and foundation funds as initially agreed and for notifying funders of changes as they occur.
4. Board members will determine a process for evaluating their own work, and putting the results into practice.
5. The Treasurer will review the bank statement every month.
6. The Board Treasurer will review the Centre's monthly income and expenses statement, before presentation to the Board.
7. The Board will review the monthly financial statement at the monthly Board meeting.
8. The Board will ensure that an external review of the Centre's financial processes and a year-end financial report is completed by the end of February.
9. The President will report annually to the AGM about Board achievements and future plans for the Centre.

10. Copies of the deed for the Centre's lease, all insurance policies, government funding agreements, bank statements, Annual General Meeting minutes, Registered Society status filings, all Revenue Canada filings, and employment agreements; will be made available to the Board Executive on request.

### **Delegation of Authority And Responsibility**

1. The Board will recruit a full time Executive Director to manage the ongoing work of the Centre.
2. The Board will delegate the management of business operations and program delivery functions to the Executive Director.

### **Human Resources**

*The Executive Director will:*

- recruit, orient, supervise and evaluate all staff
- maintain a code of staff professional conduct.
- maintain up to date personnel files
- resolve employee performance issues
- maintain the staffing "ratio" during Centre operations
- maintain a list of approved on call staff substitutes

### **Finances**

*The Executive Director will:*

- prepare a balanced annual budget for Board approval, before the new fiscal year.
- manage timely collection of child care fees and overdue accounts.
- submit funding proposals to government and foundation funders periodically.
- manage all operating expenses within the Centre's budget.
- secure Board approval for capital purchases.
- prepare an annual financial report for the Board, prior to the end of the fiscal year.
- hold Centre legal and tax documents in the Centre. These will be made available to Board Executive officers upon request.
- maintain current insurance policies, funding agreements, leases for property and equipment, and any contracts and keep them on file at the Centre.

### **Planning**

*The Executive Director will:*

- develop an operations plan, a financial plan and a marketing plan for Board inclusion in the Centre's Business Plan.
- maintain high quality standards for Centre operation, ensuring all licensing and legal regulations are met.
- support the Centre's application for Accreditation and ensure that the status is maintained once achieved.

### **Ambassadorship and Advocacy**

1. Board members will always act as goodwill ambassadors for the Centre, speaking positively in public about programs and activities.
2. The Board Chair and the Executive Director will be the official spokespersons of the Centre and speak publicly on behalf of the Centre.
3. A Public Relations Committee may be established by the Board for a limited period of time, to develop a marketing plan for the Centre and to assist the Centre with public communications.
4. The committee will be composed of Board and staff members and the Chair will be appointed by the Board.

5. The Centre will lobby local MLA's, MP's and Municipal Councillors periodically, if the Board decides to champion a particular childcare issue.
6. With Board foreknowledge, Board, committee and staff may participate in an organized response to a childcare issue.

### **Transition Policy**

1. Board policies will remain in effect until changed by the Board and approved by the membership.
2. The Board will establish a task force every three years to review the Centre's Policy and Procedures Guidelines for currency and usefulness, and to recommend changes to the Board.
3. Additions to or deletions of operating principles, essential services, or revision of the By-Laws, must be approved by the membership, either at an AGM or at a Special General Meeting called for that purpose.

### **Dissolution Procedure**

1. If the Board finds it necessary to close the Centre or dissolve the Centre for any reason, the full Board must be in unanimous agreement. The Board will then take this decision to the membership for approval, at a Special General Meeting called for that purpose.
2. The decision to dissolve the Centre requires a 75 % majority decision by all members present.
3. The membership of the Centre will be given three weeks written notice of a Special General Meeting.
4. Day Care parents and staff will be notified of the closure decision and closure date in writing, at least one month in advance of closure.
5. The President will inform the Centre's accountant, funders, lawyer, insurance companies and bank of the closure decision as it is recorded in the minutes of the Special General Meeting, in writing, as soon as possible after the decision.
6. The Board will then develop a plan describing how the Centre will dispose of remaining assets, settle outstanding debts, and return any revenue owed to funders. Remaining revenue will be utilized first to pay outstanding wages to staff, then to settle any remaining bills.
7. The provincial government will be informed in writing of the Centre's dissolution.

### **Attachments**

- Constitution
- Job Descriptions for Board President, Executive Officers and Executive Director
- Business Plan
- Strategic Plan
- Procedures Guidelines

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## Why is a Policy and Procedures Guidelines Manual Important?

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*“Policies tell people what to do. Procedures tell them how to do it.”*  
United Way Board Development

**A Policy and Procedures Guidelines Manual** provides the centre with direction for its current work in the community, as well as a framework for the business operation. The by-laws in the Policy document and the rules and regulations in the Procedures Guidelines represent the basics for centre operation.

Your centre may already have a Constitution and be a Registered Society, in which case you will know whether your centre operates as a Not for Profit ( or “public”) or a For Profit (or “private”) organization. Not for Profit organizations are governed by a Board of Directors, while For Profit organizations are managed entirely by the Owners. Your Constitution will already include some definition of the purpose of your childcare centre and will define your governance structure as well. You can draw on it when preparing your Policy and Procedures manual, to form Vision and Mission statements, Operating Principles, and for writing the by-laws regulating your organization’s governance and management structures. The Policy document defines the Board’s role and responsibilities, and the authority it delegates to the Executive Director for managing the Centre. The Procedures Guidelines provides basic direction and regulations for staff operations of the Centre.

The Policy and Procedures Manuals clarify the different but collaborative roles staff and Board members play in running an effective and efficient childcare centre, and is particularly helpful when new people come on board. The Manuals will form the basis of orientations for new Board and staff members, to help them understand who does what and help them avoid any future misunderstandings.

A Policy and Procedures document will be the first place to look for help in the event of a question or dispute regarding management practices. It is a reference point when determining your fee schedule, formulating your salary grid, developing job descriptions for volunteers and staff, checking on accountability procedures and developing a Business or Strategic plan. This document is where you start when considering new directions for centre programming.

Unlike many Constitutions, the Policy and Procedures document is intended as a “living document”, serving both as a compass and a map for present and future operations. It is intended to provide scope and direction for a centre, not just operating restrictions. For that reason, it is important that the document be reviewed every few years, to make sure that it is still current and useful.

*Blueberry Playhouse and Learning Centre is a fictitious Childcare Centre in Alberta. The Procedures outlined here are typical of those found in a Procedures manual for any not for profit childcare centre around the Province. They have been drawn from many acknowledged sources and adapted to generic use.*

*This sample manual is intended as a template for any childcare provider to use. It is an internal document intended for the use of the Executive Director and staff. Feel free to adapt it to your centre's operation, by cutting and pasting, adding and deleting items, or writing in your specifics, appropriate to your needs.*

*The Addendums at the end of the document are there as a reminder of the very specific pieces you will need to include in your document to make it truly represent your centre.*

## **PROCEDURAL GUIDELINES**

These Guidelines outline Centre standards, describe the program operation and stipulate the rules and regulations for the operation of Blueberry Playhouse and Learning Centre (the Centre).

### **MISSION**

The Blueberry Playhouse and Learning Centre will provide a child care centre with enriching full time and half day daycare and kindergarten programs for two to five year old children from Blueberry Hill.

### **VISION**

The Blueberry Playhouse and Learning Centre will provide a safe place for pre-school children to learn and grow. The program will provide stimulating and diverse combination of creative, participatory, multicultural, and outdoor experiences, as well as free play activities. Over time, the Centre plans to add a Preschool Program, a Before and After School Care and a Day Home Agency to the existing full and half time daycare programs at the Centre.

### **CODE OF CONDUCT**

The Centre is committed to promoting and facilitating the social, emotional physical and cognitive development of children in this community. To do this, it employs child care professionals who are nurturing and who are committed to facilitating each child's development.

**\*\*N.B.** In this document, "Executive Director" can be substituted by "Manager" or "Director".

The Centre recognizes that families are the primary caregivers of their children. Staff at the Centre will foster communications with families and involve them in their children's program, because families who understand the lives of their children can speak with them more easily and provide them with a healthier and happier home environment in which to learn and grow.

### **DIVERSITY AND INCLUSION**

- We welcome a diverse range of families and their children at the Centre.
- We attempt to employ staff members who reflect the diversity of the children at the Centre.
- We also welcome children regardless of gender identity, family income or differing abilities, and work with community support organizations to help us with inclusion.
- We encourage parents to share information about their home language, culture, religion, important festivals, and eating restrictions.

## HEALTH AND SAFETY PROTOCOLS

*The health and safety of children, families and employees at the Centre is important above all.*

1. The Executive Director will ensure that Health and Safety procedures are current.
2. The Executive Director will ensure that all staff maintain current certification in first aid, CPR, food handling, medication distribution, and emergency procedures.
3. Staff members will be responsible for the cost of keeping their required child care certification current.

### FOOD HANDLING (LUNCH & SNACKS)

1. All staff will be required to attend a food handling course.
2. The Centre will provide nutritious, hot lunches for the children every day.
3. The Centre will provide nutritious snacks for the children twice a day.
4. Parents must alert staff to any food restriction (due to allergies, religion, etc.) at intake.

### FOOD PREPARATION

1. Staff will consult the children's allergy sheet prior to any food preparation.
2. All treats brought in by parents must first be delivered to a staff member, and are discouraged except for special occasions.
3. Lunches or snacks must never contain nuts, peanuts, peanut butter or nut oil/flavourings.
4. Snacks must include two food groups.
5. All meals and snacks will be prepared on the premises.
6. The use of a deep fat fryer, broiler or griddle is not permitted on site.
7. Food will be served once only and prepared food will not be stored or carried over.
8. Children will use only disposable utensils.
9. Every staff member will take responsibility for preparing snacks, according to a schedule established by the Executive Director.

### CLEANING AND DISINFECTING

1. Staff will sanitize food preparation areas and reusable utensils after every use.
2. Staff will clean and disinfect furnishings, equipment and play materials daily, and all staff will share this responsibility.
3. Staff will sanitize diapering surfaces after each use.
4. Staff will store soiled diapers, soiled linen and garbage in closed containers, and empty them daily.
5. Bedding is provided by the Centre. Staff will wash all linens weekly.

### HAND WASHING

1. Children will be taught proper hand washing procedure and will be encouraged to practice it:
  - Upon arrival and after outdoor play
  - After toileting
  - After blowing the nose
  - After touching pets
  - After doing painting and crafts
  - Before eating food
  - After touching raw meat, poultry, fish or eggs.
  - Whenever hands come in contact with soiled items.

2. Proper hand washing pictures and signs will be posted in the Centre and hand sanitizer bottles will be erected at the doorways.
3. Staff will follow the same hand washing procedures at all times.

## **SICK CHILDREN**

As well as being concerned for the health of any sick child, the Centre has a responsibility to protect all the other children from contagious disease. Also, children who feel sick often require more one on one attention and this takes staff time and attention away from the other children.

*The following rules will be strictly enforced:*

1. Sick children with a temperature of 38 degrees Celsius or more will not be accepted at the Centre.
2. Children who have had diarrhea in the past 24 hrs should be kept home for a day, until they are accident free for a day or until stools are formed.
3. Children who are vomiting must stay at home for 24 hrs after the vomiting has ended.
4. Children with runny noses, accompanied by fever, crankiness or difficulty in breathing should be kept at home until they are better.
5. Children with itchy, watering eyes (which may be "pink eye") should stay at home until evaluated or treatment has begun.
6. Children with skin rashes should stay at home until evaluated.
7. Children who appear "sick" or whose behavior indicates they are unable to participate in daily activities at the Centre will be sent home.
8. Children with lice will be sent home and not allowed to return until they have been treated and are free of lice and nits.
9. If a child becomes sick while at the Centre, staff will call the parents, guardian or emergency contact to pick up the child as soon as possible.
10. Centre staff may require a signed doctor's note proving that a child is cleared of contagion or illness. The doctor's visit is a parental responsibility.

## **MEDICATION ADMINISTRATION**

1. All medications (prescribed, patent and herbal) will be delivered to the Centre in original containers, with the child's name and directions marked on the label. Labels for prescription drugs must also state the date, the prescribing doctor and the name of the pharmacy.
2. All medications will be given directly to the Executive Director or the Program Supervisor. Medications will be locked in an inaccessible cabinet designated for that purpose, except those that may be needed in an emergency.
3. Staff will have parents fill out a medication sheet for each child at intake. Parents are responsible for providing information to staff in writing regarding any changes to a medications or herbal remedies regimen.
4. Leftover medications will be returned to the parents when the authorized period has ended or the child leaves the Centre.
5. The Executive Director is responsible for communicating to all staff which children use emergency medications, how to administer them if necessary and where they are stored.
6. Staff assigned to administer medication will fill in the medication sheet immediately, noting time of administration and dosage.
7. Children with special needs will be assigned to a staff person, who will be responsible for the child's medications and additional care procedures and for documentation of these procedures.

## **CENTRE SAFETY**

1. A security system will be installed on the exits to the Centre and will be tested annually.
2. Doors will be locked between 9:00 am. and 4:30 pm. daily.
3. The Executive Director will maintain staff ratios during program hours and will produce a strategy for maintaining the ratio during staff absences.
4. The Executive Director will ensure a fire and safety inspection is completed annually.

## **EQUIPMENT AND APPLIANCES**

1. All play furniture and equipment will be maintained in safe operating condition.
2. Appliances will be maintained in good working order. The Executive Director will make a request for replacement to the Board before appliances break down, if possible.

## **PLAYGROUND AND SAND BOX**

1. Staff will inspect the playground area and the sandbox, and remove any debris and unsafe objects before children go out to play.
2. Children must always wear shoes to play on the playground and in the sand.
3. Two staff must be present on the playground while children are outside.
4. Children will not play outside when the temperature exceeds 18 below C.

## **TOXIC CHEMICALS**

*The following products are prohibited in the Centre:*

1. Aerosol products
2. Pesticides
3. Toxic arts and crafts supplies

## **TECHNOLOGY**

1. The Centre will not allow children to bring MP3's, I-Pods, cell phones or hand held video games on-site at the Centre.
2. Staff will use discretion in presenting audio visual programming.

## **SMOKING**

1. Staff will not smoke on the Centre premises, nor within the Centre grounds.
2. Parents will be requested not to smoke near the Centre doors or windows.

## **BULLYING *The Centre has zero tolerance for bullying.***

1. Children will be taught to interact with each other with respect and tolerance.
2. Staff will intervene promptly when aggressive action or bullying occurs.
3. Children, and parents if necessary, will be educated on the effects of bullying.
4. Continued abuse will result in termination of care.

## **EMERGENCIES**

1. The Executive Director will ensure that staff are trained and assigned specific roles for managing different emergency procedures, in advance.
2. The Executive Director will ensure that fire inspection occurs annually and that all fire regulations are met.
3. Children and staff will practice fire drills monthly and lock down drills semi - annually.

## ACCIDENTS

### ***Follow the “Six Steps”***

1. Attend to the emergency needs of the child.
2. Call another staff member to stay with the child.
3. Call for outside help, if required.
4. Inform the Executive Director, who will notify the child’s emergency contact.
5. Return to the child.
6. Fill in the accident report form by the end of the day, and make sure the parent signs it.

## LOST CHILD

Staff will always prepare children before going on a field trip or excursion about what to do if they are separated from the group or lost.

### ***Children should know these five rules:***

1. **Stay put.** (We will be looking for you and it will be much easier to find you if you stay where you are.)
2. **Stay calm.** (We will find you soon.)
3. **Wait for a staff member.** (Do not go with anyone else.)
4. **If someone wants to help, ask them to phone the numbers on your wristband.** Our cell number is your wristband, and so is the daycare number. (If someone calls, they can tell us where you are.)
5. **If you see police or a firefighter in uniform, you can ask them for help.**

### ***Staff: In the event of a lost child, within the first 15 minutes, you should:***

1. Leave one staff member with the group
2. Look for the child by going back on the route you have just come.
3. Keep calm but move quickly.
4. Take the cell phone with you, but only if it is quickly available.
5. Call the Centre, or have someone else call.
6. If you see other staff members, tell them about the missing child.
7. As other staff members find out about the missing child, double up the supervision of the remaining group of children, so the rest of the staff can join the hunt for the child.

### ***Staff: If the child is not located within 15 minutes, you should:***

1. Phone the day care voice mail to check for messages:
2. Phone Police at “911”. Tell them who you are, where you work, and that you need help locating a missing child. Give them your location and cell no.
3. Phone the parents, guardian or emergency contact.
4. After the incident is over, complete an accident report.

## EVACUATION

In the event of an evacuation:

1. Centre staff and children will walk next door to the Community Centre.
2. Assigned staff will take the child registry, the portable first aid kit and the emergency cell phone with them.
3. Parents will be kept informed of the evacuation and any program changes that may occur.

**LOCK-DOWN:**

In the event of a lock down:

1. Staff and children will remain in the building, with locked entrances, until notified by the police of an “all clear”.
2. Staff will keep children, and themselves, away from doors and windows.
3. Assigned staff will keep the child registry, the portable first aid kit and the emergency cell phone with them.
4. Parents will be informed of the incident after the “all clear”.

**ADMINISTRATION****PUBLIC RELATIONS**

1. The Executive Director will be the official spokespersons of the Centre and speak publicly on behalf of the Centre.
2. Staff members will always act as goodwill ambassadors for the Centre in the community, speaking positively in public about Centre programs and activities.
3. The Director and his/her designate will manage all visits to the Centre and any subsequent interviews by prospective customers or social workers.
4. Staff will maintain cordial and frequent communications with the Centre’s parents.
5. A Suggestion Box and a public Notice Board will be located beside the front door of the Centre.

**FINANCES**

The Executive Director will manage all Centre funds, including collection of all fees, subsidy income, grants income, payroll, purchasing for operations, and payment of bills.

**REVENUE**

1. No cash will be kept on the Centre’s premises.
2. The Executive Director will establish a fee scale for Centre programs and services.
3. The Executive Director will ensure that children who might receive subsidies are pre-qualified.
4. Parents will be asked to provide a copy of the Child Care Subsidy Estimator Results at intake.
5. The Executive Director will keep fully informed about available parent subsidies and any other government subsidies or operational grants, and make whatever applications are appropriate.

**FEE COLLECTION**

1. The Executive Director will assign and collect all fees and child subsidy payments on a regular basis, according to the approved fee schedule.
2. Parents must pay one third of the first fee payment in advance; to hold their registration.
3. Parents must pay fees with a direct deposit, a post dated cheque or a bank draft.
4. Parents of subsidized children will be required to deposit one month’s fees per child in advance. Once the subsidized income is received regularly, the deposit will be refunded.
5. Staff enrolling their children at the Centre will pay full fees.
6. Late payments will be penalized with a 15% surcharge.
7. An NSF cheque payment will be charged an additional \$25.00 for the first returned cheque, and \$30.00 for the second returned cheque. Subsequent fee payments will be required in cash.
8. Cash payments will be deposited in the bank on the same day they are received.

9. The Executive Director will actively pursue overdue accounts and will determine when to send accounts to a collection agency.
10. The Executive Director will ensure that outstanding fees have been collected by the end of the fiscal year.
11. The Executive Director will expel non-subsidized clients overdue more than two months.

## **FUNDING**

1. The Executive Director will keep knowledgeable about public and private funds available to support and subsidize Centre operations.
2. The Executive Director will prepare proposals and submit applications for additional funds to support Centre operations.
3. The Executive Director will manage any contracts for services from the Centre.
4. The Executive Director will consult the Board before applying for any funds beyond the Centre's current mandate.
5. The Executive Director will circulate any funding proposals and contracts requiring Board signatures, to the Board Executive for review, two weeks prior to the submission date.

## **FUNDRAISING**

1. The Executive Director will apply to register the Centre for charitable status, on behalf of the Board.
2. Donations will be welcome from the community. Any donations of \$20.00 or more will receive a charitable receipt.
3. Bequests and large donations will be invested by the Board.
4. The Executive Director will identify to the Board the need for them to organize additional fundraising activity.
5. Staff members are encouraged to support Centre fundraising events.

## **EXPENSES**

1. The Centre will pay invoices and payroll on a monthly basis.
2. The Executive Director will utilize one credit card for all purchasing.
3. The Executive Director will require Board approval for purchases exceeding \$800.00.
4. Capital purchases must always be approved by the Board.
5. The Executive Director will manage Centre's and the Centre's operating expenses within the approved budget.
6. The Executive Director will ensure that outstanding bills have been paid prior to the end of the fiscal year.
7. The Executive Director will ensure timely renewal of any leases for property and equipment.

## **PAYROLL**

1. Staff will be paid a salary once they have completed the probationary period. Until that time, they will submit a time sheet and be paid on an hourly basis.
2. Payday will be once monthly, on the last day of the month.
3. The Executive Director will prepare salary cheques for signature a week in advance of the end of every month.

## PROGRAMMING

### PLANNING

1. The Executive Director will incorporate several components into the Blueberry Play house and Learning Centre Business Plan: an operations plan, a financial plan, a risk analysis and a marketing plan.
2. The Executive Director will work with staff to develop the Centre's program and service delivery.
3. Staff will consider children's needs, interests and opinions first, in planning daily activities, menus, fieldtrips and enrichment activities. Children will be invited to share their cultural experiences and preferences.
4. The Executive Director will periodically encourage staff to investigate alternate program and service delivery methods. The Executive Director will request remuneration for staff committing extra hours to planning, if necessary.
5. Staff will be encouraged to share their culturally different backgrounds through programming.

### DELIVERY

#### On-Site:

1. The Executive Director will ensure that a Program Supervisor is on site at all times during open hours.
2. The Centre will provide a creative, varied program for all age groups, incorporating an educational emphasis, a multicultural flavor, structured indoor play and outdoor free play.
3. The indoor space will be set up to facilitate safe and welcoming, group and individual play.
4. Children will enjoy free play out of doors at least once every day.
5. All children will have a rest period daily.
6. The full time program for 1-3 yr. olds will include a 2 hr. rest period. The ratio of staff to children will decrease during the rest period.
7. Children are expected to participate in all Centre activities, to the best of their ability.

#### Off- Site:

1. Staff will ensure child safety during off-site excursions, and will always inform parents in advance of plans to go off-site.
2. By signing the Admission Agreement, parents have given permission to Centre staff to take their children off-site periodically for walks and visits to recreational facilities and the library in the area. Off site field trips or special excursions require parent to sign a special authorization form.
3. Children may not attend a field trip or special excursion without receiving parental permission on a special authorization form.
4. Parents/guardians need to provide the Centre with current contact information, in case of an emergency or field trip cancellation.
5. If a parent does not wish to have the child participate in a field trip, the child can be kept home that day or the parent must remain at the Centre with the child.
6. While on a field trip, children will wear wristbands with Centre identification and an emergency phone number.

## INTAKE

1. Staff will not discriminate against children at any time because of ethnic background, religion, gender, family income or differing abilities.
2. Because of high demand for our quality program in Blueberry Hill, the following criteria will be applied to applicants:
  - Available space in the program
  - Repeat child – a previous registrant
  - Prior intake of a family member, in any of the programs
  - Current Board member – children of Board members
  - Program volunteer – children of volunteers
  - Referral by social worker or other centre.
  - Order on the waiting list
3. The waiting list will be established on a first come first serve basis, and will be reviewed and renewed by the Executive Director every six months.
4. The Executive Director will advertise the Centre's program as needed, through a variety of personal, print and technological media.
5. Parents will complete the Admission Agreement Form, the Off-Site Permission Form, and the Information Sharing Form at intake.
6. Parents will make a payment to hold the registration.
7. Withdrawals must be submitted in writing a month in advance of withdrawal date, to receive any refund. The notice period is un-refundable. However, the Centre will refund 100 % of the fees remaining after the withdrawal period.

## FAMILY INVOLVEMENT

1. Parents will receive a Parents Handbook when they register at intake.
2. One parent will be expected to participate in the gradual introduction and orientation of the child to the Centre, over the first two to four days. This will mean staying with the child at the Centre initially and may mean leaving the child for only partial days at first.
3. Families are invited to share their cultural experiences, heritage and program preferences with staff.
4. Parent ideas will be incorporated into program and service delivery whenever practical.
5. Parent volunteers may be requested to provide additional supervision on field trips.
6. Any concerns about child performance or treatment, programming, or staff behavior, should be shared directly with the Executive Director.
7. Approved child visitors and pick up persons will be recorded during intake at the Centre. Staff will be diligent about signing family visitors in and out of the Centre, and will refuse entry to anyone who is not recognized by the staff.
8. Parents will be invited to attend the children's program several times a year.
9. Donations of toys, books, children's DVD's and clean clothes in good condition, are welcome at any time.
10. A Parents Group will be established to enable parent newcomers to meet and to give all parents an opportunity to discuss child rearing techniques and share concerns.

## CHILD BEHAVIOUR

***Every child is seen as unique, growing in different ways and developing at different times.***

1. Staff will ensure the care and safety of every child at the Centre.
2. Staff will create a positive, stimulating classroom environment which encourages children to become involved.
3. Each child will be assigned a locker for their own clothing and grooming items.

4. Staff will ensure children and parents are clear about classroom behavior expectations, through clear and consistent explanation.
5. Staff will model appropriate behavior and use positive messages, reinforcing appropriate behavior, warning children of inappropriate behavior and allowing them time to follow through.
6. Children will be encouraged to make their own choices.
7. Dependant on the child's age, children who exhibit consistent inappropriate behaviour (e.g. hitting, biting, screaming, bad words, throwing objects) will be taken aside for time out, redirected activity or a discussion about alternate behavior responses.
8. Disciplinary action does not include physical punishment, restraint or confinement, verbal or physical degradation or emotional deprivation.
9. Staff meetings will provide an opportunity for staff to share possible solutions for continually disruptive children.
10. The Executive Director will contact parents directly regarding the need to resolve their child's repeatedly disruptive behaviour.

## **HUMAN RESOURCES**

1. Staff will be offered the opportunity to buy into the Centre's Staff Benefits Package. They are free to opt in or out of the package when they are hired.
2. A staff member's salary will be determined by the Executive Director at the time of hiring. After that, dependant on satisfactory performance, the salary will progress according to the Centre's salary grid.
3. The Executive Director will be fully informed about provincial standards for Childcare workers salaries, available wage subsidies and MERC allowances to boost salaries and apply for the same as appropriate.

## **EMPLOYEE RESPONSIBILITIES**

- Above all, the health and happiness of the children in their care.
- Reading the Policy manual when hired, and knowing and following the rules and regulations included in the Procedures Manual.
- Clean, appropriate dress for work with children
- Arriving at work punctually.
- Professional behavior and regular communication with parents.
- Working with families to resolve child behavior problems.
- Following the Centre schedule and fulfilling programming responsibilities as as signed, to the best of one's abilities.
- Sharing the food preparation and clean-up duties equitably. Staff who work over the lunch period will be provided the same lunch as the children.
- Maintenance of an accurate child registry and keeping the daily attendance record.
- Filling in required reports fully and on time.
- Consulting with the Executive Director regarding concerns about children or other staff, or with ideas for Centre programming or improvement.
- Attendance at staff meetings.
- Maintaining required training and certification.
- Following all safety procedures.
- Limited use of cell or telephone during business hours.

**STAFF RECRUITMENT**

1. The Executive Director will hire or contract staff to deliver the Centre's program.
2. The Executive Director will recruit staff to vacant staff positions as soon as possible.
3. One third of the staff will reflect multi ethnicity, if at all possible. If the required experience and skill are present, preference will be given to applicants with a multiracial and multilingual background similar to the children in the program.
4. The Executive Director will peg the beginning salary of each new employee on the Centre's salary scale.
5. The Executive Director will ensure that every staff member submits a security clearance before beginning work at the Centre.
6. The Executive Director will ensure that every staff member has a signed employment agreement filed at the Centre.
7. The Executive Director will ensure that every staff member, volunteer and student working at the Centre has signed the Child Protection Pledge.
8. The Executive Director will develop and maintain a list of approved on call staffing substitutes, for use during staff absences.

**PROBATION**

1. The Probationary period for the Executive Director is three months.
2. The Probationary period for all other staff is one month.
3. The President of the Board will send confirmation and termination of employment for the Executive Director, in writing.
4. The Executive Director will send confirmation and termination of employment for staff, in writing.

**CONTRACTING**

1. The Executive Director may contract services needed to keep the Centre operational, such as trades and appliance repair services.
2. Staff functions cannot be contracted out without Board approval.

**STAFFING RATIO**

1. The Executive Director is responsible for maintaining staff/child ratios according to the Centre's provincial license, at all times.
2. The Executive Director will develop and maintain a list of staff substitutes, at all levels, for use during staff absences.

**ORIENTATION AND TRAINING**

1. The Executive Director will provide every new staff member with a copy of the Board Policy and Procedures Manual, a copy of the Business Plan, and a personal orientation to the Centre's operation.
2. The Executive Director will establish a schedule and call regular staff meetings.
3. The Executive Director will identify opportunities staff to attend refresher training sessions or childcare consultations periodically.
4. Staff members are responsible for keeping their child care or safety certification current.

**SUPERVISION**

1. The Executive Director will regularly provide staff supervision.
2. The Executive Director will ensure that "ratio" is maintained during Centre operations and that staff meet childcare regulations at all times.
3. The content of personnel matters that the Executive Director is dealing with will not be shared at staff or Board meetings.

**EVALUATION**

1. The Executive Director will evaluate every staff member annually.
2. The evaluation recommendations will be recorded, remain confidential, and will be followed up by the Executive Director.

**CONFLICT RESOLUTION**

1. Employee misconduct or poor performance will be dealt with by the Executive Director.
2. The Executive Director will attempt to resolve employee performance issues with staff through recommendations for change and/or mediation. If after a stated period, the unsatisfactory performance remains unchanged, the Executive Director may terminate the employee.
3. All recommendations and resulting action during this process will be recorded by the Executive Director and kept confidential.

**ABSENTEEISM**

1. Staff absences of more than three days will require a doctor's certificate.
2. Staff absences of more than three consecutive weeks will require a resignation or an application for a leave of absence.
3. Repeated staff absences will become a disciplinary matter and will be managed at the discretion of the Executive Director.

**GRIEVANCE**

1. The employee has the right to respond to stated performance concerns in writing to the Executive Director, and to request mediation or a third party's involvement in an evaluation.
2. If after a stated period of time, recommendations have not been followed, or the performance issue remains, the Executive Director may terminate the employee.

**TERMINATION**

1. In the event of irreconcilable staff difficulties, the Executive Director will record the recommended action, a description of the reason for dismissal, the anticipated cost to the Centre, and inform the Board prior to any employee termination.
2. The Executive Director will provide a notice of termination to the employee in writing.

**STUDENT PLACEMENTS**

1. From time to time, the Executive Director may place in the program a limited number of students completing their practicum.
2. Students will be required to provide a security clearance before working at the Centre.
3. Students will observe the Policies and Procedures of the Centre while working there.
4. The Executive Director or designate will supervise and evaluate students.

**VOLUNTEER INTEGRATION**

1. Volunteers will be placed in the program and supervised and evaluated by the Executive Director or designate.
2. Volunteers will observe the Policies and Procedures of the Centre while working there.
3. Volunteers will be required to provide a security clearance before working at the Centre.

**OVERTIME:**

1. Overtime is discouraged and must fall within budget limitations.
2. The Executive Director must approve all overtime in advance.
3. Overtime will be paid at a pre-set hourly rate.
4. Only the Executive Director can approve time in lieu of pay, on a limited basis.

**VACATION AND LEAVES*****Parental Leave***

1. According to federal law, a new mother is entitled to 15 weeks sick leave and 37 weeks maternity leave. The employee will apply in writing to the Executive Director stipulating leave term dates.
2. According to federal law, a new father is entitled to 37 weeks paternity leave,. The employee will apply in writing to the Executive Director stipulating leave term dates.
3. According to federal law, a new adoptive parent is entitled to 37 weeks parental leave. The employee will apply in writing to the Executive Director stipulating leave term dates.
4. A job will be available to the employee upon completion of the leave term.

**VACATION**

1. Annual vacation leave for Centre staff is two weeks. After five years, vacation leave will increase to three weeks.
2. Annual vacation leave for the Executive Director is three weeks. After five years, vacation leave will increase to four weeks.
3. Unpaid leave may be approved only for exceptional reasons and on an individual basis, after five years of employment. A written application must be submitted to the Executive Director.
4. Unpaid leave cannot be granted to an employee for more than three weeks, and not more than once every five years.

**BEREAVEMENT LEAVE**

1. A four day leave will be granted for the death of an immediate family member.
2. Additional absences required for family business related to a death, will be approved on an individual basis, by the executive Director.

**ILLNESS**

1. Staff will call in if sick, and will secure their own substitute from the Substitute List..
2. Staff will be allowed three days sick leave without a doctor's certificate.
3. Staff requiring an extended leave of absence due to illness, will present a letter from the attending doctor to the Executive Director, stipulating when the employee will be fit to return to work in the same position. If the individual has been impaired, the doctor must describe the extent of the disability. The maximum allowable leave for illness is six months.
4. Staff can request a limited number of paid absences annually, from the Executive Director, for dental and medical appointments.

**CONFIDENTIALITY**

1. The privacy of the Centre's employees is protected under the FOIP and PIPA legal confidentiality guidelines.
2. The results of employee salary negotiations, evaluation recommendations or termination are entirely confidential.
3. All personal files will be reviewed annually by the Executive Director for accuracy and currency, and will be kept secure by the Executive Director.
4. Closed personnel files will be destroyed after three years.

## PRIVACY AND INFORMATION SHARING

1. The Centre is committed to protecting your staff personal information, as laid out in provincial and federal law.
2. The Centre is governed by the Alberta Personal Information Protection Act(PIPA) and Freedom of Information and Privacy (FOIP) legislation, which instructs that staff will maintain client confidentiality. These laws bind the Centre as to how it can collect, use and disclose personal information. Personal information includes information such as someone's name, home address, social insurance number, sex, income and family status.
3. The Centre shares limited information about its clients with Alberta Children's Services, the Corporate Collections Agency, the ABC Headstart Program, appropriate child welfare agencies and supportive health professionals, when required to do so by law.
4. Parents will be required to give consent in writing during intake, for the collection, use, and disclosure of information, and for the collection of their child's photo for the display in the Centre. Should parent's wish to cancel this consent for information disclosure, the Centre can refuse service and revoke intake status.
5. The Executive Director, who is responsible for ensuring the retention of personal information in written and electronic records, will be governed by these laws as well.
6. Parents or guardians can have access to information kept on their child's file at any time.
7. Staff members are obliged to keep private any personal business of Centre families.
8. Board members do not have access to Centre client information.

## ACCOUNTABILITY

### *Monitoring And Evaluation*

1. The Executive Director will monitor program delivery on a regular basis to gauge staff effectiveness, quality of learning experiences for the children; effectiveness of safety and security measures; responsiveness to needs of registered families and the community, and the satisfaction of parents and their children.
2. The Executive Director will conduct evaluations of all staff annually.
3. The Executive Director will institute an annual program evaluation, involving staff and parents.
4. The Executive Director will take responsibility for carrying out Centre policies and procedures.
5. The Centre will undergo an Accreditation review every three years.

## RECORD KEEPING

1. The Executive Director will ensure that staff members have all signed Child Protection Pledge.
2. The Executive Director will file all employee pledges and employment agreements, as well as all parent permission and child health forms at the Centre.
3. The Executive Director will ensure that all parents have signed the admission, medication and off-site permission forms upon intake of a child in the Centre.
4. The Executive Director will ensure that staff members are completing current and complete forms for reporting illness, accident, injury and emergency situations.
5. The Executive Director will ensure that medication administration is appropriately recorded.
6. The Executive Director, or a designated staff member, will maintain all records containing information about children's medical history, parent contacts, allergic reactions, medication distribution, accident reports, and Centre response or treatment.
7. The Executive Director will file originals of the deed for the Centre's lease, all insurance

policies, government funding agreements, Revenue Canada filings, bank statements and annual audits. Annual General Meeting minutes, Registered Society status filings and employment agreements will also be filed at the Centre.

8. The Centre will use Quick Books software to track the Centre's financial activity.
9. The Executive Director will maintain ongoing and accurate financial records on a monthly basis.
10. The Executive Director will maintain receipts for all purchases and a record of same.
11. The Executive Director will maintain a payroll journal, including a record of all staff time worked, leaves taken and overtime approved and accrued.
12. The Executive Director will maintain the currency of Centre insurance policies and funding agreements.

## REPORTING

1. The Executive Director will file complete punctual and accurate reports for funders.
2. The Executive Director will prepare a monthly financial statement incorporating all Centre financial activity.
3. The Executive Director will prepare a monthly financial statement for the Treasurer before every Board meeting.
4. The Executive Director will present a written monthly report to the Board.
5. The Executive Director will prepare a year-end financial report an annual activity report for the Centre, prior to the end of the fiscal year.

## LICENSING REGULATIONS

1. The Executive Director will ensure compliance with all provincial and federal regulations and laws governing child care agencies, including those stated below:
2. The Executive Director will review and renew all required licenses and permits annually.
3. The Executive Director will send revised copies of the Business and Strategic Plans, and approved policy changes, to the necessary government agencies in order to maintain intake and funding status.

## ADDENDUMS

*These information items often appear in a Parent Handbook.*

- Hours of Operation
- Intake dates
- Specific Program Instructions for parents with children registered for Full-time, Half time or Kindergarten programs
- Childcare Centre's Fee scale
- Various Information and Permission Forms (see below)

*These information items often appear in an Employee Manual.*

- Hours of Operation
- Policy and Procedures documents
- Staff Salary Grid
- Staff Benefits package
- Child Protection Pledge (see below)
- Job Descriptions (see below)

## ATTACHMENTS

### FORMS

#### *For Parents*

- Admission Agreement form
- Field Trip Permission Form
- Information Sharing Form

#### *For Staff*

- Child Protection Pledge
- Confidentiality Agreement
- Critical Incident Report

#### *For Director*

- Job Descriptions
- Licensing Checklist
- Medication Record

### TIP SHEETS

- Why Is A Policy And Procedures Guidelines Manual Important?
- What Does It Mean To Be A Board Member?
- Job Descriptions: Board and Executive
- How to Prepare For a Board Meeting.
- How to Chair a Board Meeting.
- Chairing an Annual General Meeting or Special General Meeting.
- Board and Director's Insurance: Why Is It Important?

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## An Overview of the role of the Board in Childcare

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Annual General Meeting

How to Conduct an AGM

A Sample AGM Agenda

The role of a Board Member

Job Descriptions

Board Member

President

Vice President

Secretary

Treasurer

Executive Director

Common problems that may arise

## Annual General Meeting

The Annual General Meeting, or AGM, is the formal meeting required once a year for child care centres or organizations to retain their Registered Society status. Although it is a formal meeting with the members ( or “parents”, or “customers”, or “clients”, or “shareholders”), it is also an opportunity to communicate what the Centre is accomplishing, as well as to discuss any future plans with the Centre’s major supporters. It is a chance to show goodwill, to explain business intentions and to gather support. It is most of all, a time to be accountable for the programming being offered to the community.

The time of year for the AGM depends on the organization’s fiscal year end. Usually, the meeting follows the year end by a month or so, to give time for all who must prepare year-end reports. Please refer to the Society’s bylaws for specific timelines. Remember to allow time before the AGM for publishing all reports, and if not mailed out in advance to members, at least have them available to pick up at the meeting. This time will be clarified in your policy document. Another important timing issue is also described in the policy document. That is the time legally required to notify members and the public of the upcoming meeting, so they are well aware of the date of the AGM. This is the time that members and the public can raise issues with the Board about management of the Centre, as well as influence the leadership of the organization. It is also the time when the Board can suggest changes to by-laws, propose another direction for the Centre, or introduce new programs.

This AGM is a business meeting for reporting on the fiscal health of the organization and on what has been accomplished in the previous year. It is the occasion for electing Board members, appointing an auditor and for getting an explanation of management plans and the upcoming budget. It is an occasion to discuss the future of the organization. Make sure you have an audio and sound system on hand, should you need it, so that everyone can see and hear all the information and discussion.

This is a meeting called by the Board of Directors, and all Directors should be present for the meeting. Because this meeting is so vital to the organization’s survival, it is important to find someone other than the Board President to chair the meeting. The President may want to be free to speak to some important issue, or to vote, particularly if there are contentious issues under discussion. The Executive Director’s presence should be small in this forum. . An “outsider” skilled at running meetings is often the best choice for AGM Chair.

Quorum is another requirement for running a legal and effective AGM. The quorum states how many voting members you must have at the meeting in order to run it and make decisions. The required quorum for your organization will be stated in your policy document as well. It also states what you must do if insufficient members respond to your invitation for an AGM. When all the business is done, this is the best chance for the Centre to socialize with well wishers and to celebrate its accomplishments. Always serve refreshments, have brochures on hand, and put up an attractive display of some sort. Some organizations even offer light entertainment following their business meeting.

## **Annual General Meeting Agenda- *how to do it***

**Coffee and AGM registration:** This is an informal half hour or so before the formal meeting, to greet people, help them relax, circulate reports, and make sure that voting members are on a registration list. It is useful to provide members with ballots and voting slips, so you can see from the front who can vote during a “show of hands”.

Non-voting members or the general public are welcome to attend the meeting, and may participate in discussions, if allowed by the Chairperson. However, non-voting participants may be asked by the Chairperson to leave the meeting, if the majority votes to exclude them at any point. Proxy voting is discouraged.

The President must determine if there is a **quorum** sufficient to continue with the meeting, before the Opening. The Policy states the required quorum.

**Opening:** This is entirely optional, and can be a prayer, a poem, or a short appropriate presentation which sets the tone for the meeting. A performance by children always assures a good attendance of parents.

**Welcome and Introductions:** this is an opportunity for the President to greet the guests, declare that there is a quorum, and introduce the purpose of the meeting. It is also an opportunity to introduce any Board and Committee members, the Executive Director, and any staff members who are present.

**Confirmation of meeting Chairperson:** the President introduces the proposed **Chairperson** for the meeting. This is usually quickly confirmed by the membership, with a show of hands. If for some reason the crowd doesn't approve, then someone will have to be nominated from the floor and approved by those gathered. The Chairperson now takes over the meeting and introduces the rules of order for this meeting and how he/she intends to conduct business. For example, a basic rule is that there is no discussion of a motion or a resolution until it has been moved and seconded.)

**Approval of the Agenda:** a show of hands is sufficient.

**Reading of last year's minutes:** the Secretary of the Board reads out the minutes from last year's AGM, indicating they have already been approved by the meeting the previous year. Everyone should have a copy of the printed Minutes already. Amendments are unlikely.

- The Secretary of the Board has several important roles at the AGM: ensuring that the minutes from the previous year, all reports, the agenda for the AGM, and any upcoming special resolutions and are all printed and ready for the members well before the meeting. In taking the minutes, it is vital that he/she record all motions and the names of those proposing them, as well as any decisions taken at the meeting; record the results of all votes taken at the meeting, and record the date of the meeting the following year, if that is known. If there is a close vote, the Secretary should ensure that the numbers are counted and recorded.
- Business arising from the minutes: The Chairperson asks if anyone has any business to bring forward from the Minutes. Any items are noted by the Secretary, and are dealt with under New Business later in the meeting.

## **Annual Reports:**

**President:** The President delivers his/her report from the front of the gathering, even though a printed copy should be available to those present. No motion of acceptance is required.

**Executive Director:** the Executive Director delivers his/her report from the front of the gathering, even though a printed copy should be available to those present. This is really the only involvement of the Executive Director during an AGM. No motion of acceptance is required.

**Committee and special projects reports:** It is a matter of preference whether Committee Chairpersons present their reports, or whether the reports are available in print for member to pick up. It does provide an opportunity to show off the leadership of the organization though. No motions of acceptance are required.

**Treasurer:** The Treasurer plays a big role in most AGM's, as he/ she presents the annual financial report, or presents the auditor if one is present to do the job, but must in any case be prepared to answer questions about the report and financial management of the organization. The Treasurer calls for a motion from the floor to accept the Financial Report. This requires one person moving that the report be accepted and another to second that motion. Many organizations present their annual budget for the coming year at this time. Printed copies should be available. The Treasurer goes through the budget and takes questions from the floor. Then, he/she requests approval of the budget by a show of hands.

**Appointment of an Auditor:** the Treasurer then puts forward the name of the proposed auditor for the next year, even if it is the same auditor, and requests a mover and seconder. The members approve with a show of hands.

**New Business:** the Chairperson identifies the "Business Arising" from the beginning of the meeting, if there is any. Then, the Chairperson introduces any special resolutions. These should be available in printed form for members and have already been sent out with the announcement of the meeting.

**Special resolutions:** It is wise to reiterate how the chair will deal with each resolution (i.e. one at a time, by reading out loud, then calling for a mover and a seconder, then taking a vote.). If a resolution does not get moved and seconded, it is automatically defeated, and there is no further discussion on it. If it is moved, the Chairperson then asks for any discussion and fields any questions. Questions of substance should be redirected to the President or the person proposing the resolution. Questions of procedure are dealt with by the Chairperson. When the Chair decides that there have been sufficient questions and discussion, he/she calls for the vote. Contentious or close decisions should be voted on by ballot.

If someone wants to propose an amendment to a resolution, the resolution must first be defeated, then the amendment can be moved, seconded and voted on. It helps the Secretary, for the Chair to always indicate out loud whether motions are carried, defeated or amended, at the conclusion of every vote.

**Nominating Committee Report:** Election of Board members: The Nominating Committee has already shared its slate of nominees with the Board of Directors, and all nominees have already agreed to the nomination, so there should be no surprises. The Chairperson of the Committee presents the names to the gathering and asks if there are any other nominations from the floor. If any more names are proposed, the persons should be present to give their assent to the nomination and to be introduced to the gathering. All nominations must meet acceptable criteria for Board members, as described in the policy guidelines for the organization. If the individuals are acceptable and agree, their names are posted with the names proposed by the Nominating Committee, on a whiteboard visible to all.

If the number of names proposed exceeds the number of available Board positions, a vote will be necessary. Use of a ballot is advised. Be prepared with blank ballots. The easiest way to manage this is to ask the members to choose names for the number of available positions and write them on the empty ballot. The Chairperson will select two uninvolved individuals to count the ballots.

**Introduction of new Board of Directors:** the Chairperson announces the results of the election and introduces the new Board members to the gathering.

**Acknowledgement of retiring Board members:** the Chairperson will request that the President, or the Vice-President if the President is retiring, come up and thank the retiring Board members and make any presentations.

**Any other Business?** the Chairperson always asks if there is any more business to be introduced, before closing the business part of the meeting. Ask people to stand if they are speaking from the audience, and to begin by identifying themselves.

**Conclusion of Business portion of the meeting with reading and approval of the minutes:** Before the conclusion of the meeting, the secretary reads out the minutes as recorded, after which the Chairperson requests acceptance of the minutes by asking for a “mover” and a “second” and the group’s approval by a show of hands. The Chairperson then hands the meeting back over to the new President.

**Closing:** This is usually brief and cordial.

**Refreshments:** Always a good idea.

N.B. If a meeting is adjourned due to **lack of a quorum**, the meeting must be reconvened the following week. If after half an hour, there is still insufficient quorum, the AGM may proceed.

N.B. There is little difference between running an Annual General Meeting and a **Special General Meeting**, except that the only business of a Special General Meeting is considering “special resolutions”. Although there is less business to be dealt with at these meetings, because these resolutions usually suggest change that can’t wait till later in the year, emotions may run higher. For those meetings, the resolutions should be sent out to members in printed form, with the notice of the Special General Meeting.

N.B. The time at which you schedule your AGM and the accessibility of the venue may be the largest factors in determining attendance. As a child care agency, you are in the best position to provide childcare for parent members to encourage them to attend.

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## Annual General Meeting Agenda

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Coffee and AGM registration

Opening

Welcome and Introductions

Confirmation of meeting Chair

Confirmation of a quorum

Reading of last year's minutes

- Business arising from the minutes

Annual Reports

- President
- Executive Director
- Committee and special projects reports
- Treasurer

Appointment of an Auditor

Nominating Committee Report & Election of Board members

Introduction of new Board of Directors

Acknowledgement of retiring Board members

- New Business

Special motions

Conclusion of Business portion of the meeting with reading and approval of the minutes

Closing

Refreshments

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## Roles and Responsibilities

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### WHAT DOES IT MEAN TO BE A BOARD MEMBER?

Board members of not-for-profit childcare centres are primarily responsible for governance. This includes making sure the centre has:

- Clear and concise vision and mission statements for the centre. The vision statement describes the overall purpose for the centre and the dream for its future. The mission statement is a more concrete description of the business the centre is in.
- A comprehensive business plan spells out how the vision and mission will be achieved. This plan focuses on operations, and how programs and services will be delivered by this particular centre. The Board's role is to ensure that this plan is in place and that it includes key components such as a community needs assessment, a marketing plan, a statement of annual operational goals, an operations plan, and a financial plan.
- A clear set of policies that will guide the operator, staff and program volunteers in providing centre programs and services. Generally, these stipulate how far the centre should go in providing service, the expected standard of quality, any legal requirements, and how much risk is acceptable. They will usually describe the need for such basics of a well run centre as: a staff salary grid, a staff benefits package, vacation policies, opportunities for staff training; distinct evaluation plans for both the Executive Director and the Board; ratio management policies; financial management policies, programming standards, and asset management.
- Role descriptions for both members of the Board and the Executive Director, clarifying their different but compatible roles and responsibilities. A stated communications strategy for working in co-operation with the Executive Director at the Board level, is also a good idea.
- Accurate and current records, both financial and descriptive, for the Board's review, for any funder audits and for any other legal and tax reporting requirements.
- A safe and acceptable facility in which to operate the centre. This would include the provision of space and equipment and approval of any legal documents to ensure this.
- A competent Executive Director, who has certification and experience in child care and skill in business management.
- Insurance to protect staff and Board members from liability in the case of accident, fire, theft or fraud.
- Directors and Officers Liability Insurance to protect Board members from personal liability or costs incurred because of wrongful acts or financial failure of the organization.

Staff members are responsible for putting Board plans and policies into practice. They are responsible for providing quality programming and services, interacting with both the parents and the children, maintaining health and safety standards, and generally keeping the centre running effectively on a day to day basis.

Board members may have additional roles, depending on the community and the centre, to provide leadership, being ambassadors and promoters of centre programs, fundraising, providing professional expertise and experience to the Board and possibly advocating on behalf of the child care industry.

Board members may be parents of children using centre services, or they may be supportive individuals in the community who have particular expertise to offer the Board. All Board members are expected to attend regular Board meetings, actively participate in the centre's management and be a "face in the community" for their centre. Usually, Board members receive an initial orientation to help them understand the vision and mission of the centre and their role in contributing to its effectiveness. Being a Board member is an important job, and can be very satisfying. It complements the good work being done on a daily basis with your community's children by capable staff.

This is a sample of a job description for one of the Board Executive, for a fictitious child care centre in Alberta. It is intended as a template for your use or adaptation.

## **President of the Board: Job Description**

**Society's Name:** The Blueberry Playhouse and Learning Centre Society

**Mission/Vision:** The Blueberry Playhouse and Learning Centre manages a childcare centre called the Blueberry Playhouse and Learning Centre, which provides full time and half day daycare and kindergarten programs for two to five year old children from Blueberry Hill, Alberta. The Centre provides a stimulating program combining creative, participatory, multicultural, outdoor and free play activities. The Society plans to add additional childcare programs over time.

**Position:** President- Board of Directors, Blueberry Playhouse and Learning Centre Society

### **Major duties:**

- Leadership of the Society
- Management of the Board of Directors
- Collaboration with the Executive Director of the Centre
- Public profile of the Society

### **Specific Responsibilities:**

In addition to fulfilling the responsibilities of all Board members:

- Providing leadership, in conjunction with the Executive, to the organization.
- Ensuring the establishment of a Business Plan for the Society.
- Ensuring evaluation of the Society's effectiveness.
- Enhancing relationships with other community groups and agencies.
- Providing leadership and direction to the Board.
- Preparing for and running meetings according to the Policy.
- Acting as a signing authority for the Centre on cheques and for all legal Society documents.
- Chairing the Executive Committee.
- Setting the agenda for Board meetings, in conjunction with the Executive Committee.
- Representing the Society in the community, as well as to Government and Municipal officials.
- Ensuring Board members receive copies of the Policies and Procedures Manuals, a job description, and timely delivery of agendas and minutes for Board meetings.
- Instigating an Orientation for new Board members.
- Leading the search for an Executive Director.
- Establishing monthly consultations with the Executive Director.
- Setting up and conducting the annual evaluation of the Executive Director.
- Calling an Annual General Meeting of the membership annually, before April.
- Delivering an annual report to the members at the Annual General Meeting.

### **Term of office:**

- All Board members are elected by the parent membership of the organization at the Annual General Meeting.
- The Board will select the President of the Board of Directors.
- The President can serve a maximum of two terms.

**Authority:**

- The President will be the primary spokesperson for the Society.
- The President works collaboratively with the Executive Director, on behalf of the Board.
- The President is obligated to raise concerns about Executive Director performance or Centre management first with the Executive Director, and if no progress is determined, then with the Board.
- The President can act on behalf of the membership and the Board, if behavior is unacceptable and disciplinary action of Board members is necessary between AGM's.

**Accountable for:**

- Ethical and professional conduct in doing Board or Centre business.
- Avoidance of conflict of interest situations.
- The obligation to keep Board and Society business and Centre client information entirely confidential at all times.
- Fulfilling the “Responsibilities” of Board members listed above.

**Time and financial requirements:**

- A time commitment of approximately six hours a month, for preparation for and attendance at Board, committee meetings and Centre consultations.
- Provision of time and expertise as a volunteer, receiving no remuneration.
- Some minimal incidental expenses may be paid, such as travel (i.e. gas or bus) to attend regional meetings or workshops on behalf of the Society.
- Remuneration for child care can be requested for the same events, though it may not be approved.

**Required Skills and Experience:**

- Knowledge of the work of the Society and a commitment to its mission and vision.
- Familiarity with Society policies and Business Plan.
- Minimum of one year’s experience as a member of the Society’s Board of Directors.
- Knowledge and skills in one area of Board governance: policy, finance, programs, or human resources.
- Experience in working collaboratively with individuals and with groups.
- Willingness to be accountable for the Centre’s governance and future development.
- Ability to take responsibility for one’s actions.
- Knowledge of parliamentary procedures.
- Willingness to serve on a least one committee.
- A record of regular attendance at Board meetings.
- An awareness and abstinence from any conflict of interest.
- Particular experience in public speaking, goal planning, program development, group management, and organizational leadership is an asset.
- Positive world outlook.

**Job description approved by the Board:** ----- **Date**

This is a sample of a job description for one of the Board Executive, for a fictitious child care centre in Alberta. It is intended as a template for your use or adaptation.

## **Vice-President of the Board: Job Description**

**Society's Name:** The Blueberry Playhouse and Learning Centre Society

**Mission/Vision:** The Blueberry Playhouse and Learning Centre Society manages a childcare centre called the Blueberry Playhouse and Learning Centre, which provides full time and half day daycare and kindergarten programs for two to five year old children from Blueberry Hill, Alberta. The Centre provides a stimulating program combining creative, participatory, multicultural, outdoor and free play activities. The Society plans to add additional childcare programs over time.

**Position:** Vice-President- Board of Directors, Blueberry Playhouse and Learning Centre Society

### **Major duties:**

- Fill the President's role in the absence of the President.
- Member of the Executive Committee
- Chair of the Nominations Committee
- Public profile of the Society

### **Specific Responsibilities:**

In addition to fulfilling the responsibilities of all Board members:

- In conjunction with the Executive, providing leadership to the organization.
- Attending all Board meetings.
- Taking the Chair in the absence of the President.
- Assuming the Presidency, should the President resign, for the remainder of the President's term.
- Taking an active role in Board planning exercises.
- Participating in the Executive Committee.
- Chairing the Nominating Committee and presenting the Committee's recommendations to the Board, and then to the AGM.
- Preparing for and running meetings according to the Policy.
- Assisting the President with Orientation for new Board members.
- Representing the Society in the community.

### **Term of office:**

- All Board members are elected by the parent membership of the organization at the Annual General Meeting.
- The Board will select the Vice-President of the Board.
- The Vice-President can serve a maximum of one term.

### **Authority:**

- The Vice-President assists the President of the Board upon request.
- The Vice-President can act on behalf of the Board, if requested by the Executive Committee.

**Accountable for:**

- Ethical and professional conduct in doing Board or Centre business.
- Avoidance of conflict of interest situations.
- The obligation to keep Board and Society business and Centre client information entirely confidential at all times.
- Fulfilling the “Responsibilities” of Board members listed above.

**Time and financial requirements:**

- A time commitment of approximately four hours a month, for attendance at Board meetings and for preparation for and attendance at Nominating Committee meetings.
- Provision of time and expertise as a volunteer, receiving no remuneration.
- Some minimal incidental expenses may be paid, such as travel (i.e. gas or bus) to attend regional meetings or workshops on behalf of the Society.
- Remuneration for child care can be requested for the same events, though it may not be approved.

**Required Skills and Experience:**

- Knowledge of the work of the Society and a commitment to its mission and vision.
- Familiarity with Society policies and Business Plan.
- Minimum of one year’s experience as a member of the Society’s Board of Directors.
- Knowledge and skills in one area of Board governance: policy, finance, programs, or human resources.
- Experience in working collaboratively with individuals and with groups.
- Willingness to be accountable for the Centre’s governance and future development.
- Ability to take responsibility for one’s actions.
- Knowledge of parliamentary procedures.
- Willingness to serve on a least one committee.
- A record of regular attendance at Board meetings.
- An awareness and abstinence from any conflict of interest.
- Particular experience in public speaking, goal planning, program development, group management, and organizational leadership is an asset.
- Positive world outlook.

**Job description approved by the Board:** ----- Date

This is a sample of a job description for one of the Board Executive, for a fictitious child care centre in Alberta. It is intended as a template for your use or adaptation.

## **Secretary of the Board: Job Description**

**Society's Name:** The Blueberry Playhouse and Learning Centre Society

**Mission/Vision:** The Blueberry Playhouse and Learning Centre Society manages a childcare centre which provides full time and half day daycare and kindergarten programs for two to five year old children from Blueberry Hill, Alberta. The Centre provides a stimulating program combining creative, participatory, multicultural, outdoor and free play activities. The Society plans to add additional childcare programs over time.

**Position:** Secretary- Board of Directors, Blueberry Playhouse and Learning Centre Society

### **Major duties:**

- Record minutes of Board meetings and maintain Board records.
- Generate Board correspondence
- Attend Executive Committee meetings.
- Be part of the public profile of the Society

### **Specific Responsibilities:**

In addition to fulfilling the responsibilities of all Board members:

- In conjunction with the Executive, providing leadership to the organization.
- Attending all Board meetings.
- Recording minutes of all Board meetings and distributing them to Board members shortly after the meeting.
- Taking minutes at the Annual General meeting and ensuring their accuracy and acceptance before the meeting is adjourned.
- Filing all Board documents at the Centre.
- Assisting the President prepare the agenda and mailing out agendas and reports to Board members before the Board Meeting.
- Maintaining a current and accurate membership list at the Centre.
- Ensuring that the AGM notice is mailed to all members three weeks prior to the AGM.
- Participating in the Executive Committee.
- Ensuring that all Committee minutes are submitted annually by Committee Chairs and filed at the Centre.
- Representing the Society in the community.

### **Term of office:**

- All Board members are elected by the parent membership of the organization at the Annual General Meeting.
- The Board will select the Secretary of the Board of Directors.
- The Secretary can serve a maximum of two terms.

### **Authority:**

- The Secretary assists the President of the Society upon request.

**Accountable for:**

- Ethical and professional conduct in doing Board or Centre business.
- Avoidance of conflict of interest situations.
- The obligation to keep Board and Society business and Centre client information entirely confidential at all times.
- Fulfilling the “Responsibilities” of Board members listed above.

**Time and financial requirements:**

- A time commitment of approximately four hours a month, for attendance at Board meetings and for preparation and mailing of minutes and agendas.
- Provision of time and expertise as a volunteer, receiving no remuneration.
- Some minimal incidental expenses may be paid, such as travel (i.e. gas or bus) to attend regional meetings or workshops on behalf of the Society.
- Remuneration for child care can be requested for the same events, though it may not be approved.

**Required Skills and Experience:**

- Knowledge of the work of the Society and a commitment to its mission and vision.
- Familiarity with Society policies and Business Plan.
- Minimum of one year’s experience as a member of the Society’s Board of Directors.
- Knowledge and skills in one area of Board governance: policy, finance, programs, or human resources.
- Good communication and writing skills.
- Keyboarding experience and secretarial skills.
- Thoroughness and attention to detail.
- Experience in working collaboratively with individuals and with groups.
- Willingness to be accountable for the Centre’s governance and future development.
- Ability to take responsibility for one’s actions.
- Knowledge of parliamentary procedures.
- A record of regular attendance at Board meetings.
- An awareness and abstinence from any conflict of interest.
- Positive world outlook.

**Job description approved by the Board:** ----- Date

This is a sample of a job description for one of the Board Executive, for a fictitious child care centre in Alberta. It is intended as a template for your use or adaptation.

## **Treasurer of the Board: Job Description**

**Society's Name:** The Blueberry Playhouse and Learning Centre Society

**Mission/Vision:** The Blueberry Playhouse and Learning Centre Society manages a childcare centre called the Blueberry Playhouse and Learning Centre, which provides full time and half day daycare and kindergarten programs for two to five year old children from Blueberry Hill, Alberta. The Centre provides a stimulating program combining creative, participatory, multicultural, outdoor and free play activities. The Society plans to add additional childcare programs over time.

**Position:** Treasurer- Board of Directors, Blueberry Playhouse and Learning Centre Society

### **Major duties:**

- Financial “watchdog” for the Society
- Guidance and advice to the Board on financial matters.
- A signatory on cheques for the Centre and legal documents for the Society.
- Presentation of an annual financial report for the past year and an annual budget for the coming year to the AGM.

### **Specific Responsibilities:**

In addition to fulfilling the responsibilities of all Board members:

- In conjunction with the Executive, providing leadership to the organization.
- Providing financial guidance and advice to the Board.
- Reviewing monthly bank and Society financial statements.
- Becoming familiar with the annual budget and scrutinizing budget management.
- Acting as a signing authority for the Centre on cheques and for all legal Society documents.
- Attending all Board meetings.
- Participating in the Executive Committee.
- Chairing the Finance Committee if one is struck.
- Representing the Society in the community.
- Ensuring Board members receive copies of financial statements for Board meetings.
- Consulting with the Executive Director regarding monthly financial statements and the annual budget process, as required..
- Presenting the audited annual statement and the annual budget to the Board.
- Calling the motion at the AGM for the appointment of the Auditor.
- Enhancing relationships with other community groups and agencies.

### **Term of office:**

- All Board members are elected by the parent membership of the organization at the Annual General Meeting.
- The Board will select the Treasurer of the Board.
- The Treasurer can serve a maximum of two terms.

### **Authority:**

- The Treasurer represents financial expertise on the Executive.
- The Treasurer is obligated to raise concerns about The Centre's fiscal health, first with the Executive Committee, and possibly with the Board.
- The Treasurer is empowered by the Board to act on behalf of the Society with the Society's bank and investment agent, as required.

**Accountable for:**

- Ethical and professional conduct in doing Board or Centre business.
- Avoidance of conflict of interest situations.
- The obligation to keep Board and Society business and Centre client information entirely confidential at all times.
- Fulfilling the “Responsibilities” of Board members listed above.

**Time and financial requirements:**

- A time commitment of approximately four hours a month, for review of financial statements and attendance at Board and committee meetings.
- Provision of time and expertise as a volunteer, receiving no remuneration.
- Some minimal incidental expenses may be paid, such as travel (i.e. gas or bus) to attend regional meetings or workshops on behalf of the Society.
- Remuneration for child care can be requested for the same events, though it may not be approved.

**Required Skills and Experience:**

- Knowledge of the work of the Society and a commitment to its mission and vision.
- Familiarity with Society policies and Business Plan.
- Minimum of one year’s experience as a member of the Society’s Board of Directors.
- Ability to read, understand and interpret financial statements for Board members.
- Bookkeeping or accounting skills, if possible.
- Attention to detail.
- Previous experience as an organizational Treasurer, if possible.
- Ability to take responsibility for one’s actions.
- Experience in working collaboratively with individuals and with groups.
- Willingness to be accountable for the Centre’s governance.
- Knowledge of parliamentary procedures.
- Willingness to serve on a least one committee.
- An awareness and abstinence from any conflict of interest.
- Positive world outlook.

**Job description approved by the Board:** ----- **Date**

This job description is intended as a generic template for a not for profit childcare centre in Alberta. Blueberry Playhouse is fictitious, so you can use this as is, or adapt it to your circumstances.

## **JOB DESCRIPTION: EXECUTIVE DIRECTOR**

**Centre Name:** Blueberry Playhouse and Learning Centre

**Mission/Vision:** The Blueberry Playhouse and Learning Centre manages a childcare centre called the Blueberry Playhouse and Learning Centre, which provides full time and half day daycare and kindergarten programs for two to five year old children from Blueberry Hill, Alberta. The Centre provides a stimulating program combining creative, participatory, multicultural, outdoor and free play activities. The Society plans to add additional childcare programs over time.

**Description of Position:** The Executive Director is employed by and works with a Board of Directors which is responsible for the governance of the Society. The Executive Director is the manager of the child care centre and the chief of staff. The Executive Director works with a team of childcare professionals to plan and deliver quality childcare programs in the community.

### **Function:**

- To implement the Policies and Procedures of the Society
- To give leadership and direction toward achieving the Society's mission, vision, objectives, as well as immediate goals stated in the Business Plan.
- With the President, to enable the Board to fulfill its governance function.
- To manage the daily Centre operation effectively and efficiently.

### **Major Duties**

- Financial management of the Centre
- Human resource management
- Program delivery
- Facilities Management
- Board Support
- Public profile for the Centre
- Fundraising Support
- Accountability for operations

**Specific Responsibilities:** More detailed expectations of the Director are included in the Policies and Procedures Manual.

### **For Human Resources:**

- To recruit, orient, supervise and evaluate all staff
- To maintain a code of staff professional conduct.
- To maintain up to date personnel files
- To resolve employee performance issues
- To maintain the staffing "ratio" during Centre operations
- To maintain a list of approved on call staff substitutes

### **For Finances:**

- To prepare a balanced annual budget for Board approval, before the new fiscal year.
- To manage the child subsidy process and the submission of government subsidy documentation on a monthly basis.
- To manage timely collection of child care fees and overdue accounts.

- To submit funding proposals to government and foundation funders periodically.
- To manage all operating expenses within the Centre's budget.
- To secure Board approval for capital purchases.
- To prepare an annual financial report for the Board, prior to the end of the fiscal year.
- To hold Centre legal and tax documents in the Centre. These will be made available to Board Executive officers upon request.
- To maintain current insurance policies, funding agreements, leases for property and equipment, and any contracts and keep them on file at the Centre.

**For Planning:**

- To develop an operations plan, a financial plan and a marketing plan for Board inclusion in the Centre's Business Plan.
- To maintain high quality standards for Centre operation, ensuring all licensing and legal regulations are met.
- To manage the application for Centre accreditation and ensure that the status is maintained once achieved.

**For Organizational Support:**

- To model and maintain co-operation and collaboration in work between the Board and staff.
- To work to incorporate diverse viewpoints and encourage mutual support and teamwork within the staff group.
- To maintain the Code of Conduct and Confidentiality Guidelines outlined in the Policy Document for self and staff.
- To abide by the policies and procedures for the Centre, and ensure that staff members are familiar with both documents.
- To act as ex officio on the Board of Directors.
- To keep private Board business and discussion conducted at Board meetings.
- To commit oneself to honest and ethical practices, and to behave in a businesslike and professional manner when representing the Centre publicly.

**Authority:** Important for a new Director of a not for profit agency to understand.

- The Board delegates the management of business operations and program delivery functions to the Executive Director.
- The Executive Director has the authority to run the daily operations of the Centre in the most effective and efficient manner possible.

**Accountability:** Important for a new Director of a not for profit agency to understand.

- The Executive Director is accountable to the Board of Directors for overall performance and management of the Centre.
- The Executive Director is also accountable to the parents, staff and the funders for delivering on promises.

**Qualifications:**

**Optimum:** You want to have as many of these as possible in an Executive Director.

- Level 3 Child Care certificate
- Work experience in a child care centre, minimum two years
- Business training or demonstrated managerial skills
- People skills
- At least two, personally checked out, positive work references.

**Nice to have- Although an asset, these are not essential.**

- Experience administering provincially or federally funded programs

- Committee or Board volunteer experience
- Accounting or bookkeeping skills
- Group work experience
- Prior work in a not for profit, service agency

**Personal Qualities**

- Relates well to children/enjoys being with children
- Good communicator, with children and adults(listens and speaks well)
- Celebrates differences
- Sees the larger picture
- Sets realistic goals
- Strong work ethic
- Makes realistic commitments and follows through on them
- Effective problem solver
- Takes care of details
- Energetic and engaged
- Has a zest for life
- Exhibits flexibility
- Exhibits consistency and accuracy

**Conditions of employment:** These inform the new employee of what to expect.

- An informed knowledge of the Centre Policies and Procedures.
- A current Security Clearance, a signed Child Protection Pledge, and a signed Confidentiality Agreement.
- Current certification in Child Care, First Aid and CPR and Food Handling.
- A probation period of three months. Confirmation of employment will be sent in writing by the President of the Board.
- A performance review instituted by the Board annually. The President will report to the Board the results of that evaluation and any recommendations coming out of it.
- If there are recommendations for improvement and after a period of time insufficient progress has been made with the recommendations, the President will send a letter of dismissal, recording the reasons, in a letter to the Executive Director.
- A competitive staff benefits package is provided for Centre staff. All employees are expected to participate, unless they can demonstrate they are enrolled in another plan through their partner.
- Salary will be determined by the Board and paid monthly.
- Vacation begins at 3 weeks a year, after 12 months employment.

Signature of Executive Director: \_\_\_\_\_

Signature of the President of the Board \_\_\_\_\_

Date: \_\_\_\_\_