

### POSITION DESCRIPTION: MANAGER OF PROGRAM EXCELLENCE

#### SECTION ONE: POSITION TITLE, REPORTING AND STATUS

Position Title: Manager of Program Excellence	
Reports to: Director of Childcare Programs	Direct Reports: Ministry and Licensing Specialist, Equity, Diversity and Inclusion Specialist and Pedagogy and Program Development Specialist
Job Status: Full Time	Hours of Work: 37.5 hours per week
Effective Date: May 2021	Revision Date: January 2023

#### SECTION TWO: POSITION SUMMARY

As a member of the Management Team, this position will work collaboratively with each Umbrella location, providing leadership in the areas of pedagogy and program development, equity, diversity and inclusion and ministry and legislative compliance, while providing connections with our shared values and child centered curriculum philosophy in our daily practices. Responsible for the development and implementation of a continuous quality improvement framework to align with the mission, vision and values of the Umbrella Family.

#### SECTION THREE: DUTIES AND RESPONSIBILITIES

The key responsibilities of the Manager of Program Excellence comprise of the following:

##### **3.1 Resource to the Director of Childcare Programs**

- (i) Inform the Director of Childcare Programs of any relevant legislation and/or regulations that will have implications to the Program Excellence,
- (ii) Inform the Director of Childcare Programs of trends that will influence the overall performance of Umbrella Family;
- (iii) Prepare background information as required by the Director of Childcare Programs in relation to Program Excellence; and
- (iv) Attend meetings of the Board of Directors as requested by the Director of Childcare Programs.

##### **3.2 Compliance with Legislation, Regulations and Organizational Policies and Procedures**

- (i) Ensure compliance with applicable legislation, regulations and contractual agreements pertaining to Umbrella Family;
- (ii) Ensure compliance with the organizations policies, procedures and the collective agreement; and
- (iii) Inform the Director of Childcare Programs of any areas of non-compliance with legislation, regulations, contractual obligations, organization policies and procedures and/or the collective agreement.

##### **3.3 Risk Management**

- (i) Inform the Director of Childcare Programs of situations that could create potential risk and liabilities for the Umbrella Family; and

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- (ii) Implement the risk management plan of the organization, as required.

### **3.4 Operational Management**

- (i) Participate in the development of an annual operational management plan in collaboration with the Leadership Team;
- (ii) Manage the Program Excellence processes of Umbrella Family in accordance with applicable legislation and organization policies and procedures;
- (iii) Ensure the program related policies and procedures are implemented and kept up to date that directly supervised employees received proper orientation and training to be informed of these guidelines;
- (iv) Ensure that the practices, policies and procedures related to program excellence of the organization are current;
- (v) Build and maintain effective relationships with the management team, supervisory employees and directly supervised employees; and
- (vi) Attend and actively participate in staff meetings chaired by the Director of Childcare Programs.

### **3.5 Management Priorities and Performance Outcomes**

- (i) Determine in collaboration with the Director of Childcare Programs the priorities and performance outcomes for Program Excellence within the context of the strategic plan approved by the Board of Directors;
- (ii) Monitor performance outcomes/indicators of success related to program excellence including quality of programs, ministry compliance, diversity metrics, implementation of pedagogy;
- (iii) Monitor and evaluate the results achieved against specified performance outcomes/indicators of success (as they are determined) in relation to Program Excellence; and
- (iv) Identify to the Director of Childcare Programs any variances in performance from established outcomes and articulate the corrective action taken.

### **3.7 Program Excellence Management**

- (i) Develop and implement a consistent program model, focusing on pedagogy and How Does Learning Happen to be applied to all locations within the Umbrella Family;
- (ii) In collaboration with the Pedagogy and Program Development Specialist support reflective practice curriculum explorations and the development of observation and documentation skills;
- (iii) Implement pedagogical orientation and ongoing training for all employees;
- (iv) Develop a professional development plan to address any areas where development is required in all areas of Program Excellence, inclusive of an annual training calendar;
- (v) Strengthen and monitor program documentation using the pedagogical documentation framework;
- (vi) In collaboration with the Ministry and Legislative Compliance Specialist, conduct regular audits to ensure compliance with CCEYA and provide recommendations for improvement;
- (vii) In collaboration with the Equity, Diversity and Inclusion Specialist Ensure EDI principles are embedded within program activities, policies and day to day operations of the childcare centres;
- (viii) Support the Development and implementation of the organization's diversity and inclusion initiatives;

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- (ix) Support the Organization in fostering and achieving a culture of respect, equity and accessibility that is free of discrimination; and
- (x) Lead the implementation and ongoing maintenance of the parent communication software.

### **3.8 Human Resources Management**

- (i) Manage performance of directly supervised employees;
- (ii) Provide professional guidance to directly supervised employees in the resolution of concerns and issues;
- (iii) Promote a positive, fair and learning environment within the organization;
- (iv) Review and revise job descriptions of directly supervised employees in collaboration with the Director of Childcare Programs to accurately reflect responsibilities, authority, accountability and qualifications;
- (v) Ensure that confidential employee files of directly supervised employees are maintained with up-to-date information;
- (vi) Conduct probationary and Annual Performance Evaluations of directly supervised employees;
- (vii) Coordinate and lead monthly meetings with directly supervised employee to review program quality, enrollments and address any situations that require support;
- (viii) Provide oversight to ensure that the recruitment, selection, orientation, training and development processes are implemented for directly supervised employees;
- (ix) Ensure that directly supervised employees are informed of policies and procedures of the organization;
- (x) Ensure that employee complaints and concerns are responded to in an effective and timely manner;
- (xi) Implement disciplinary action for directly supervised employees in accordance with policies and procedures of the organization; and
- (xii) Recommend the termination of any directly supervised employee to the Director of Childcare Programs, when required.

### **3.9 Financial Management**

- (i) Provide input into the development of a program excellence budget in collaborations with the Sr. Manager of Finance and Director of Childcare Programs;
- (ii) Authorize program related expenditures within the approved budget; and
- (iii) Monitor the program specific budgets and identify any variance/issues and report to the Director of Childcare Programs on a monthly basis.

### **3.10 Information Management**

- (i) Ensure appropriate protocols are followed to ensure that personal information of employees, children and families are protected and safeguarded according to applicable privacy legislation, regulations and best practices;
- (ii) Provide oversight on the overall quality and accuracy of any applicable data collection;
- (iii) Complete monthly statistical report(s) based on a format and schedule developed in collaboration with the Director of Childcare Programs; and
- (iv) Oversee the review of ministry binders to ensure they are complete, current, accurate and implement any corrective action, if required.

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### **3.11 Health and Safety Management**

- (i) Ensure that appropriate and safe working conditions exist to enable directly supervised employees to carry out their duties;
- (ii) Identify and address any identified health and safety issues; and
- (iii) Advise the Director of Childcare Programs of health and safety issues that require a broader organizational response.

### **3.12 Communications Management**

- (i) Maintain regular communications with the Management Team, directly supervised employees and applicable community partners;
- (ii) Implement the Crisis Communications Plan, as directed by the CEO.

### **3.13 Community Relations Management**

- (i) Build positive partnerships with any applicable community partners, including ministry personnel; and
- (ii) Foster an organizational culture that is rooted in integrity.

### **3.14 Representation of the Organization**

- (i) Represent Umbrella Family in external meetings as assigned by the Director of Childcare Programs.

### **3.15 Professional Development**

- (i) Participate in a performance evaluation process conducted by the Director of Childcare Programs and follow up on any stated actions and/or goals; and
- (ii) Attend professional development opportunities recommended by the Director of Childcare Programs to enhance overall management knowledge and/or performance.

## **SECTION FOUR: AUTHORITY**

The Director of Childcare Programs delegates authority to the Manager of Program Excellence to:

- (i) Provide leadership and manage their responsibilities within the established policies, priorities and outcomes;
- (ii) Manage the area of Program Excellence in an effective and efficient manner; and
- (iii) Interpret and implement the policies and procedures of the organization.

## **SECTION FIVE: ACCOUNTABILITY**

The Manager of Program Excellence is accountable to the Director of Childcare Programs to:

- (i) Exercise leadership to implement quality programs;
- (ii) Ensure that any applicable legislation, regulations, contractual obligations, policies, procedures and collective agreements of the organization are not violated;
- (iii) Ensure that programs and related support services are delivered within the approved budget;
- (iv) Ensure that directly supervised employees have the proper support, supervision, orientation and training to carry out their responsibilities;
- (v) Ensure a safe, healthy and productive work environment;

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- (vi) Maintain a harmonious working relationship with employees;
- (vii) Provide reliable and timely information to support the decision-making processes of the organization;
- (viii) Develop and maintain a positive working relationship with any applicable community organizations;
- (ix) Ensure that the organization is perceived by the community in a positive manner; and
- (x) Minimize any risks and legal liabilities to the organization.

### **SECTION SIX: QUALIFICATIONS**

The **minimum** qualifications for the Program Manager – Inclusion are as follows:

#### **6.1 Education, Professional Designation and Certification Requirements**

- (i) Bachelor's degree (or equivalent) in Early Childhood Education or a related field is required; and
- (ii) Registered Early Childhood Educator (RECE) in good standing; and
- (iii) Certificate in Not for Profit Leadership would be considered an asset.

#### **6.2 Experience, Knowledge and Skill Requirements**

- (i) Ten (10) years of experience working within a childcare centre and five (5) years of people management experience;
- (ii) Experience working in a not-for-profit organization;
- (iii) Experience working within a unionized environment is considered an asset;
- (iv) In-depth knowledge of applicable legislation and regulations, to carry out job responsibilities;
- (v) Working knowledge and skill to provide professional expertise and guidance to directly supervised employees;
- (vi) In-depth Knowledge and understanding of "How Does Learning Happen" principles;
- (vii) In-depth knowledge and understanding of CCEYA;
- (viii) Working knowledge of Equity, Inclusion and Diversity initiatives within the workplace;
- (ix) Strong written and verbal communication skills;
- (x) Effective and well-developed interpersonal skills;
- (xi) Working knowledge of MS Office Suite is preferred, including Word, Excel and Outlook.
- (xii) Confident and consistent decision-making skills;
- (xiii) Resourcefulness and flexibility to meet the needs and demands of the position;
- (xiv) Ability to work independently and as a team member to achieve outcomes and meet deadlines; and;
- (xv) Ability to balance demands and priorities and to manage effectively.

#### **6.3 Competencies and Judgment**

- (i) Manage in an ever-changing and evolving environment;
- (ii) Use professional judgment on a daily basis;
- (iii) Handle emergencies, crises and hostile behaviour;
- (iv) Maintain control in difficult and frustrating situations;
- (v) Accommodate competing demands;
- (vi) Communicate orally and in writing with colleagues and professionals;
- (vii) Make effective group presentations; and

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- (viii) Maintain confidentiality.

### **SECTION SEVEN: WORKING CONDITIONS**

The working conditions for the Manager of Program Excellence are as follows:

- (i) The position is performed in an office environment, with a regular requirement to attend work at Childcare Centres;
- (ii) Occasional requirement for multi-tasking, simultaneous multiple urgent demands and / or work requiring attention to detail, subject to frequent, regular interruptions or peak periods requiring an accelerated work pace or deadlines;
- (iii) Occasional exposure to uncomfortable, challenging and hazardous conditions such as dust, noise, odours, driving in inclement weather / poor road conditions, verbal or physical conflict, aggression or abuse, etc.;
- (iv) Frequent requirements for manual dexterity / coordination for computer use; Frequent requirements for light physical exertion, such as sitting, standing, walking and operating office equipment; Seldom requirements for heavy physical exertion, including the ability to lift up to 25 lbs (e.g. lifting a child, moving a heavy box of office supplies);
- (v) Regular requirement for low-intensity mental, visual or aural concentration for such activities as reading, inputting data, taking notes; Seldom requirement for high intensity mental, visual or aural concentrations such as analysing large volumes of data, listening to calls / presentations or face – to face interactions of a more complex nature;
- (vi) Salaried position based on 37.5 hours/week, Monday to Friday. Availability to work a flexible schedule to meet the needs of the organization is required.
- (vii) Regular travel is required within the Greater Hamilton Area; and
- (viii) This position is not required to be on-call.

### **SECTION EIGHT: INTERNAL AND EXTERNAL RELATIONSHIPS**

The Manager of Program Excellence will maintain regular contact with the following:

#### **Internal Relationships**

- (i) Director of Childcare Programs: To liaise closely to develop Umbrella Family's operational plan, and to achieve goals to sustain the organization's values; to report on progress and receive direction as needed (Weekly);
- (ii) Directly Supervised Employees: To provide oversight and leadership; to provide coaching, feedback and performance management, to provide approvals (Weekly)
- (iii) Management Team: To collaborate on the organizations operational goals and objectives (Weekly);
- (iv) Manager of Human Resources: To receive support regarding HR related issues (Weekly);
- (v) Sr Manager of Finance: To coordinate regarding budgets (Monthly); and
- (vi) Board of Directors: To provide updates regarding Program Excellence initiatives (Monthly).

#### **External Relationships**

- (i) Community Partners: & Vendors: To develop and maintain positive working relationships (Monthly).

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### SECTION NINE: EMPLOYMENT CONDITIONS

Specific employment conditions of the Program Manager – Inclusion include the following:

- (i) Satisfactory Police Reference Check for the Vulnerable Sector;
- (ii) Medical clearance indicating free from Tuberculosis and up to date immunizations;
- (iii) Valid Ontario Driver's License, Insurance and Reliable Transportation.

*This job profile provides an overview of the minimum requirements of the position and does not include all of the duties inherent, included or associated with the job or with the performance of the job. The Leadership Team reserves the right to make changes to the job profile as it sees fit to meet the needs of the organization.*