

HUMAN RESOURCES POLICIES AND PROCEDURES

POSITION DESCRIPTION: PROGRAM MANAGER

SECTION ONE: POSITION TITLE, REPORTING AND STATUS

Position Title: Program Manager	
Reports to: Director of Childcare Programs	Direct Reports: Program Supervisors (x7)
Job Status: Full Time	Hours of Work: 37.5 hours per week
Effective Date: January 13, 2020	Revision Date: August 31, 2022

SECTION TWO: POSITION SUMMARY

As a member of the Management Team, this position provides strategic direction and leadership to the service delivery of the organization. The Program Manager provides tactical leadership on the day-to-day operations and issues regarding the services provided by Umbrella Family. This position manages program development and employee management that align with the Umbrella Family's mission, vision and values.

SECTION THREE: DUTIES AND RESPONSIBILITIES

The key responsibilities of the Program Manager 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 service delivery of the organization;
- (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 service delivery within the organization; 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
- (ii) Implement the risk management plan of the organization, as required.

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3.4 Operational Management

- (i) Participate in the development of an annual operational management plan in collaboration with the Director of Childcare Programs;
- (ii) Manage the service delivery of Umbrella Family in accordance with applicable legislation, organization policies and procedures, and collective agreement;
- (iii) Ensure the organizational policies and procedures are implemented and 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 service delivery 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 management 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 the service delivery of the organization and within the context of the strategic plan approved by the Board of Directors;
- (ii) Monitor performance outcomes/indicators of success related to service delivery including quality of programs, waitlist management, budget management and client satisfaction;
- (iii) Monitor and evaluate the results achieved against specified performance outcomes/indicators of success (as they are determined) in relation to service delivery; and
- (iv) Identify to the Director of Childcare Programs any variances in performance from established outcomes and articulate the corrective action taken.

3.6 Service Delivery Management

- (i) Develop, implement and manage service delivery as defined by Umbrella Family;
- (ii) Ensure quality programming which is aligned with the organizations mission, vision and core values;
- (iii) Act as a resource to program supervisors related to complex situations related to service delivery;
- (iv) Review program enrollment and forecasting within allocated childcare centres; and
- (v) Provides support and direction to direct reports when dealing with challenging program related issues.

3.7 Team Management

- (i) Develop, implement and manage the Childcare Programs of the organization;
- (ii) Monitor and evaluate the results achieved against performance outcomes/indicators of success (as they are determined) for the Programs;
- (iii) Act as a resource to the Manager of Program Excellence related to complex situations related to the Inclusion Program; and
- (iv) Identify to the Director of Childcare Programs any variances in performance from established outcomes and articulate the corrective action taken.

3.8 Human Resources Management

- (i) Manage performance of directly supervised employees;

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- (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 program specific budgets in collaborations with the Controller 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.

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.

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3.12 Communications Management

- (i) Maintain regular communications with the Management Team, directly supervised employees, ministry personnel and applicable community partners;
- (ii) Lead monthly Supervisor and Program Leader meetings based on a format and scheduled developed in collaboration with the Director of Childcare Programs; and
- (iii) Implement the Crisis Communications Plan, as directed by the Director of Childcare Programs.

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 Program Manager to:

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

SECTION FIVE: ACCOUNTABILITY

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

- (i) Exercise leadership to implement services that adapt to the changing needs of children and their families;
- (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;
- (vi) Maintain a harmonious working relationship with employees;
- (vii) Provide reliable and timely information to support the decision-making processes of the organization;

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- (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 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) Strong written and verbal communication skills;
- (viii) Effective and well-developed interpersonal skills;
- (ix) Working knowledge of MS Office Suite is preferred, including Word, Excel and Outlook.
- (x) Confident and consistent decision-making skills;
- (xi) Experience in program planning, development and evaluation;
- (xii) Resourcefulness and flexibility to meet the needs and demands of the position;
- (xiii) Ability to work independently and as a team member to achieve outcomes and meet deadlines; and;
- (xiv) 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
- (viii) Maintain confidentiality.

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SECTION SEVEN: WORKING CONDITIONS

The working conditions for the Program Manager are as follows:

- (i) The position is performed in an office environment, with a regular requirement to attend work at Childcare Centres;
- (ii) Regular 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 required to be on-call.

SECTION EIGHT: INTERNAL AND EXTERNAL RELATIONSHIPS

The Program Manager 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) Human Resources Manager: To receive support regarding HR related issues (Weekly);
- (v) Sr Manager of Finance: To coordinate regarding budgets, fees and funding (Monthly);
- (vi) Parents and Caregivers: To actively engage and support parents and caregivers when required.

External Relationships

- (i) Ministry: To report serious occurrences or to discuss licensing (Monthly);
- (ii) HWDSB Personnel: To collaborate regarding partnership agreement; to resolve concerns (Monthly); and
- (iii) 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 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) Current Level C First Aid and CPR Certification; and
- (iv) 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.