



WCCRC

Westcoast Child Care
Resource Centre

Administration &
Management for
Child Care Training
Program for Early
Childhood Educators

May 2022

FINAL REPORT





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Overview

In 2019, Westcoast Child Care Resource Centre (WCCRC) developed an Administration & Management for Child Care (AMCC) training program for early childhood educators (ECEs). This initiative was funded through the Canada-British Columbia Early Learning and Child Care (ELCC) Agreement between the Government of Canada and the Province of British Columbia.

In this report, we demonstrate how we successfully used this funding to advance the government's goal of increasing the availability and accessibility of quality professional development opportunities for ECEs and child care professionals throughout B.C.



Project Goals

The goals of the AMCC training program consist of the following:

- Reach and educate ECEs throughout B.C.
- Enable ECEs to receive training certification, to enhance their skill set and level of leadership
- Help ECE staff and students become trained leaders
- Build capacity to deliver training in child care leadership administration & management, including the number of trained instructors, training sessions and locations where training is offered
- Elevate the standards of child care throughout the province, including pertinent pedagogical learnings in inclusiveness, Truth & Reconciliation, the BC Early Learning Framework (BC ELF) and inquiry-based approaches
- Improve access to leadership, administration and management training for ECEs in rural, remote and Indigenous communities
- Develop and deliver a pilot session of this program using an online service delivery platform, and evaluate its viability

Our Approach

To make the most impact and create a shared community resource, we partnered with a variety of organizations (ECEBC, BCFCCA, ECPN, BCACCS)¹ to develop the BC Early Years Professional Development Hub (BCEYPDH), a one-stop online professional development hub for educators working within the B.C. early years sector.

“

I took the course the first time it was offered, then took it again a few months later because I'd learned so much from the instructor, the materials and my classmates. There was so much wisdom in the room.

- WCCRC AMCC Learner

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Through the BCEYPDH, we created a comprehensive 40-hour Administration & Management for Child Care (AMCC) course, with teachings in:

- Governance
- Human Resources
- Financial Management
- Enrollment & Attendance
- Health & Safety
- Facilities & Equipment
- Programming & Curriculum
- Community Connections

To meet individual learner needs, this course is available as both an online cohort (instructor-led group) and self-guided option. Learners receive professional development certificates for the course hours they have completed. While this training program is largely geared to non-profit child care programs, its lessons also apply to for-profit programs.

Most importantly, thanks to provincial and federal funding, we are able to offer this course at an affordable rate for learners throughout the province.

We believe that learning is a lifelong process that best thrives on a variety of resources and approaches, as well as the support of communities.

This is why, in addition to the AMCC course, we created the WCCRC Knowledge Base, a comprehensive online information database for ECE leaders. The WCCRC Knowledge Base contains detailed guidance on all areas of child care leadership, as well as tools and resources to support ECE leaders on an ongoing basis.

In support of our project goals, we also built out capacity to deliver learnings, including training CCRR (Child Care Resource & Referral) leaders on how to deliver training in their communities.

Finally, to create a community of learners, we also developed online Communities of Practice for both ECE leaders and trainers. This enables ECE leaders to connect with and learn from one another, and helps build a province-wide community of child care leaders. Similarly, the Community of Practice for trainers provides a forum for our trainers to exchange knowledge and build their skills.

¹ Early Childhood Educators of BC, British Columbia Family Child Care Association, Early Childhood Pedagogy Network, BC Aboriginal Child Care Society

Our Progress & Accomplishments

The AMCC training project is truly an ambitious initiative. To make the best use of ministry funding, and ensure a successful outcome, we used a comprehensive, multi-faceted approach, including engagement with experts, utilization of best practices and technology, flexibility in our processes, and the creation of a pilot to test and refine our approach.



We engaged in the following steps:

Creating the Foundation

From mid 2019 to early 2020, we laid the initial foundation for this project. We focused on establishing goals, building out technical requirements and creating core educational materials.

Foundational Materials

To create our core educational materials, we engaged ECE leaders and experts throughout B.C., including ECEBC and Aboriginal Head Start, as well as HR, financial and communications experts. This engagement helped us ensure our materials reflect current practices and learnings in inclusiveness, Truth & Reconciliation, the BC ELF and inquiry-based approaches.

Based on our engagement efforts, we completely updated and rewrote our Westcoast INFORM Guide. (In use since 2006, the Westcoast INFORM Guide is an industry standard for child care leaders.) We also put all of the content online, and renamed it the WCCRC Knowledge Base.

To accompany the WCCRC Knowledge Base, we created and updated over two dozen tools and forms for ECE leaders to use in their practice, from sample job descriptions to financial planning documents. We also included over 200 links to child care resources and programs throughout the province.

Technical Build

We engaged in a robust content analysis and discovery process to determine needs and best practices for the WCCRC portion of the BCEYPDH. We also began the initial design and build, ensuring our efforts align with our partner organizations.

Project Reassessment

When the pandemic hit in 2020, we reassessed project and user needs, and shifted our strategy accordingly. We had originally intended to create face-to-face learning, but re-strategized to accommodate the need for online learning.

Accordingly, we changed our learning delivery method to online cohort training (i.e., online training of groups led by a live instructor) in conjunction with video modules offered on the Early Years Hub. By shifting to an online approach, we were also able to provide learners in rural and remote communities with easier access to learning opportunities.



Collaborating with our Partners

We believe we are stronger when we all work together. The BC Early Years Professional Development Hub is a collaborative partnership between Westcoast Child Care Resource Centre, BC Family Child Care Association, Early Childhood Educators of British Columbia, and the Early Childhood Pedagogy Network.

By working together as a community, we have created a powerful learning resource for ECE leaders. Besides offering a variety of learning opportunities across the ECE field, the BC Early Years Hub offers discussion groups, training resources, tips and tools, to educate and empower ECE leaders, and support the ministry's goal of advancing ECE throughout B.C.

What's in the WCCRC Knowledge Base?

The WCCRC AMCC Knowledge Base is a comprehensive online information database for ECE leaders, with detailed guidance on all areas of child care leadership, including Governance, Human Resources, Enrollment & Attendance, Health & Safety, Facilities & Equipment, Programming & Curriculum and Community Connections.

Formerly known as the Westcoast INFORM Guide, the WCCRC Knowledge Base has been completely revised to reflect current practices and learnings in inclusiveness, Truth & Reconciliation, the BC Early Learning Framework and inquiry-based approaches. A valuable tool for all child care staff, it includes comprehensive lists of online resources, as well as tools and forms ECE leaders can use in their own practice.

AMCC Program Build

With our foundational materials in place, we began the process of creating online learning materials, and recruiting training instructors.

“Everything I learned was honestly important. It was a great course to get me more comfortable in my role as a manager at a facility. The most important takeaway was the importance of building relationships with families, children and the community, and being inclusive of all cultures, sexual orientations and gender identities.

- WCCRC AMCC Learner



Curriculum & Learning Materials

An online cohort curriculum was completed, to form the basis for a comprehensive 40-hour ECE offering. We ensured learnings were created across all areas of child care leadership.

To best engage learners, we created comprehensive and informative animated video modules within the BCEYDPDH. To enhance the videos, we created Reflection Questions and workbooks to help students apply the learnings.

Our subject matter experts continued to play a key role in content creation. We engaged their assistance to create activities -- including group discussions, scenario-based role playing and break-out room sessions -- to help bring the lessons to life. A survey mechanism was implemented to solicit feedback from instructors and subject matter experts.

To ensure learners fully understand learnings and quality for ECE certification, we created quizzes throughout each module. Learners can also access their workbooks and certificates directly on their personalized Hub dashboard.

13 CCRR Staff in B.C.

were trained to deliver AMCC courses, increasing the capacity to deliver training, and reaching communities throughout B.C.

Improving ECE Leadership Skills

Our AMCC courses span a range of topics, with comprehensive information on all aspects of ECE leadership.

Governance

This course covers best practices in child care governance and leadership, including how to create (and improve) policies & procedures (p&ps), and other foundational documents. This course includes information about written records, insurance and governing legislation.

Financial Management

We focus on effective financial management to create a strong, resilient child care organization. This course covers the basics of financial management, including financial planning, bookkeeping and reporting. It includes guidelines on creating effective p&ps.

Health & Safety

This course contains an overview of H&S best practices, including how to create H&S p&ps. It covers over a dozen areas pertinent to safe and healthy practices, including emergency response procedures, immunizations, field trip safety and much more.

Programming & Curriculum

Leaders learn how to create safe, ethical and quality programming that is respectful of communities and cultures. It includes learnings in inclusiveness, Truth & Reconciliation, the BC ELF, and inquiry-based approaches.

Human Resources

Learners take a deep dive into the entire employee cycle, from initial hiring and onboarding to performance management and termination. They receive comprehensive, easy-to-implement information on creating and improving HR p&ps.

Enrollment & Attendance

This course covers solid enrollment & attendance practices, helping to ensure ECE leaders best serve the needs of their families and community. Topics range from enrollment planning and waiting lists to custody and access issues.

Facilities & Equipment

Participants learn how to run their facility in the safest, most cost-effective manner. The course includes teachings on facilities p&ps, building records, inspections and maintenance.

Community Connections

ECE leaders learn to build community connections to build support and collaboration, attract families and retain staff. This includes advocating on behalf of families and educators. We also explore tools to help ECE leaders communicate and connect with others.

Pre-Launch

With our staff and curriculum in place, we then completed all support materials needed for launch of the pilot online cohort training. This was an extensive process that included the creation of numerous elements.

Instructor Materials & Training

We want to ensure our instructors are set up for success. To do this, we created comprehensive support materials for instructors, including:

- PowerPoint lesson plans to be used in their online sessions
- Lesson plans at-a-glance, including timings, activities, instructions and breaks
- A comprehensive train-the-trainer manual
- Compensation structure based on required skills and time needed

We conducted a thorough training of all instructors, including:

- Initial training from a student's point of view, to ensure familiarity with materials
- Subsequent train-the-trainer sessions
- Consistent support from the master facilitator and project coordinator.
- Information and resources to ensure instructors have the capability and confidence to implement the training in their own communities
- Initial hosting support with an experienced host, to guide the learning process on the online platform, and support with online learning techniques
- Support and flexibility in the learnings, enabling instructors to tailor the content to best meet the needs of their communities

“

I liked how it focused on the proactive planning of developing and implementing solid policies and procedures that are so crucial for a successful child care program.

-WCCRC AMCC Learner

”

Knowledge Base

To supplement the learnings, we finished the build of our WCCRC Knowledge Base to house all of our learnings. We housed Knowledge Base on the Early Years Hub platform so learners can conveniently find it.

The Knowledge Base uses search-based functionality and a user-oriented platform. It includes all tools and resources, so users can have all information at their fingertips.

The Knowledge Base is sold on a subscription basis. Enrollees in an AMCC WCCRC course are provided with an initial free subscription to the Knowledge Base, to support them in their work.

Community of Practice

Connecting with communities is critical to this work. This has been particularly true during the pandemic.

To do this, we created an online Community of Practice, providing a safe, private forum for students throughout the province to interact, exchange ideas and share knowledge. A separate Community of Practice was created just for Instructors, ensuring they have a private online space to share ideas, advance their own teaching methods and expand their professional networks..

These communities have provided vital connection points for educators. We also engage with participants through the discussion portion of our courses.

Our support includes a dedicated hub moderator who shares resources, answers questions and supports our Communities of Practice.



Ongoing Survey & Feedback Mechanisms

To measure our success and be able to respond to feedback from learners, we created an evaluation plan and ongoing surveys to:

- Assess student needs in advance of each course, ensuring we respect each student's skills, challenges, learning needs and individual learning styles
- Identify the unique learning needs of CCRR communities throughout B.C., especially those in rural and Indigenous communities
- Capture feedback (from both instructors and students) after each session, to help us improve further programming

Over 350 Members of the ECE Community

Have joined our Community of Practice, helping us educate ECE leaders throughout B.C. By coming together as a community, we are sharing ECE best practices and aligning on a common framework.

Making Learning Affordable

Thanks to ministry and federal funding, we've been able to offer the AMCC course and Knowledge Base at an affordable rate. This makes it more inclusive, ensuring it's possible for all ECE leaders throughout B.C. to participate. This includes ECE leaders who are living and working in remote, rural and Indigenous communities, where there are traditionally fewer opportunities for professional development.

Communications Plan

We created a communications strategy and plan to outline our approach for communicating with ECE leaders throughout B.C. This included a social media calendar to capture frequency and delivery methods.

We then created all communications materials, including blog posts, social media posts and email correspondence, to ensure a comprehensive, consistent roll-out of the online cohort program. We continue to gather analytics to inform the progression of the social media campaign over time.

Learners & Instructors Throughout B.C.



Learner

Locations:

Hornby Island
Ladner
Tsawwassen
Vancouver
Burnaby
Surrey
Powell River
Chilliwack
Richmond
North Vancouver
Coquitlam
Squamish
Whistler
New Westminster
Summerland
Nanaimo
Golden
Invermere
Cranbrook
Port Coquitlam
Langford
Victoria
Port Moody
Revelstoke
Penticton
Oliver
Osoyoos
Vancouver Island

Instructor

Locations:

Sooke
Quesnel
North Vancouver
Vancouver
Nanaimo
Victoria
Kitimat
Terrace
Surrey
Penticton
Prince Rupert
Haida Gwaii
Maple Ridge

Technical Implementation

To ensure a positive user experience, we addressed all technical areas related to the online cohort learning, including:

- Creation of emails, including a semi-automated system to efficiently generate emails
- Implementation of registration functionality on Hub
- Creation of user accounts, enabling learners to sign up for and access courses and certifications, including a user account
- Creation of all courses on the Hub
- Seamless integration of video modules with PowerPoint lessons and online-based learning
- Process to ensure certification requirements have been met
- Certification creation
- Integration with Knowledge Base
- Integration with Communities of Practice
- Integration with payment processing systems
- Alignment with learning options offered by our partners

Launch of Pilot

From November 2020 to March 2021, we launched a pilot of the online cohort component of our WCCRC AMCC training program. As part of this offering, we provided all students with a one-year subscription to the WCCRC Knowledge Base.

“**This course offered a lot of detail. I enjoyed the breakout sessions. Getting to talk about roles, responsibilities and ideas in groups allowed us to build connections and broaden our scope of understanding. The world of child care feels so siloed, it was lovely to make that community.**

- WCCRC AMCC Learner



The success of this pilot launch has been tremendous:

- On November 2, 2020, we launched four online cohort sessions. These sessions sold out within 24 hours.
- On the first day of registration alone, there were 3,439 page views on the BC Early Years Hub.
- There were an average of 721 page views per day during the pilot launch period.
- When we launched an additional two online cohort sessions on November 9, they sold out within 30 minutes.
- From November 2-9 (when we released our courses), there were 10,850 visits to the Hub. This is over three times the number of visits in the previous week.
- This pilot has resulted in nearly 13,000 targeted views across all our social media outlets. This is in addition to views generated by other content.
- During the pilot, over 241 students completed the AMCC courses.
- We trained 15 instructors throughout the province; 14 went on to deliver the courses.
- 10 additional ECEs have asked how they can become an AMCC instructor.

241 Students

completed the AMCC courses during the pilot period, enhancing ECE skills throughout the province.

Growing the Program

Due to impacts caused by the COVID-19 pandemic, WCCRC was granted an extension on this project, to December 2021. This provided us with the opportunity to further develop the program, best address individual community needs and adapt our teachings to an online environment.

We also made prudent use of funding to expand our offerings beyond the original pilot.

AMCC: Supporting Quality Child Care

The WCCRC Knowledge Base and AMCC training materials support the building of a quality, inclusive and affordable child care system in the following ways:

- The WCCRC Knowledge Base provides an ideal foundational document for creating common policies and procedures for child care programs throughout B.C.
- WCCRC materials reflect current practices and learnings in inclusiveness, Truth & Reconciliation, the BC Early Learning Framework and inquiry-based approaches. As such, it directly supports professional development and related resources required to support implementation of BC's ELF and pedagogical networks.
- Our materials have been developed based on extensive consultation with provincial experts in child care, ensuring teachings that are aligned with high industry standards.
- The WCCRC Knowledge Base is a key learning tool ideal for post-secondary institutions. As such, it helps raise educational and professional standards of ECEs.
- Our programs directly support the facilitation of child care/community networks, including extensive information and teachings on building community connections, and the creation of Communities of Practice that facilitate community networks.
- We also provide information on creating crisis management strategies, and engaging, supporting and nurturing ECE staff.

The work of growing the program included the following:

Community Outreach

Communities throughout B.C. are all unique in terms of their training needs: they each face individual challenges including IT issues, environmental factors, financial constraints and staff issues.

In late 2021, we surveyed CRRs throughout B.C. to better understand additional educational topics that would be of assistance to them. We also addressed resource and time constraints, and site-specific needs/challenges, to ensure our offerings address their concerns.

As a result of this survey, we made adjustments and additions to our training modules, as outlined below.



Enhanced Training Modules

We enhanced our existing training modules to best support learners. We further supported our instructors in tailoring the modules to best meet the needs of their communities.

We also made adjustments and updates to the modules based on feedback from our learners, and to address industry best practices. We continue to adapt our training modules as needed.

Individual courses were also developed, enabling learners to take a single course in any of our topic areas. This makes the training more accessible to ECEs with little professional development time or budget to attend the longer 40-hour course.

Crisis Management Module

With issues such as the pandemic and climate change at the forefront of public consciousness, we created a new course on crisis management. This provides ECE leaders with the skills, competencies and processes to plan for and manage their program during a crisis.

As an added benefit, this course directly supports the ChildCareBC Vision by assisting child care programs in implementing a crisis management strategy. Our course provides ECE leaders with a universal crisis management approach that can be used throughout the province.

We began offering this course in April 2021, supplementing it with additional crisis management information on the Knowledge Base.

Staff Communication Module

In response to community requests, we created a new course on staff communication and engagement. By following best practices in employee engagement, ECE leaders are more likely to create a skilled, high-functioning team that delivers quality child care.

This course directly supports the ChildCareBC Vision, helping ensure early child care educators are a well-supported profession.

By making prudent use of funding, we were able to expand our program beyond the initial pilot, offering additional courses tailored to community needs.

Bringing the WCCRC Knowledge Base to Educators & ECE Students

The WCCRC Knowledge Base contains extensive information to help support ECE educators and students throughout B.C., including:

- Information on a variety of topics pertinent to students, including program development, health & safety, and best practices in early childhood education
- Dozens of downloadable tools and forms for classroom use
- Comprehensive lists of online resources, for educators and students who want to dig deeper or update their reading lists
- A new section on crisis management, to help students navigate the complexities of leading a program during difficult times
- Extensive information on the BC Early Learning Framework, with content and exercises that make the BC ELF more accessible and easy to implement



This course should be mandatory for people who are joining the child care field as a manager.

- WCCRC AMCC Learner



Knowledge Base

We continue to expand the WCCRC Knowledge Base to encourage the creation of common operating policies and procedures that respect the unique culture of individual programs while supporting equitable access and improved quality.

Some additions we made in 2022:

- **The Early Learning Framework** We created a new section that simplifies and explains ELF to make it more accessible to students and leaders. This content is a great starting point for people wanting to learn about ELF, and includes tips and exercises to help participants in their journey.
- **Master policies and procedures** This is a handy, at-a-glance document that provides an overview of all the policies and procedures that should be kept at a child care program.
- **Staff hiring and engagement** We've added more robust information and resources on staff hiring and engagement practices, critical for helping retain staff, build stronger teams, and save time/resources. This includes a comprehensive job interview guide and tips for successful staff meetings to engage staff and keep them involved.
- **Crisis management resources** We added valuable content to help ensure early childhood educators have the skills, competencies and practices to plan for and manage their program during a crisis. This includes:
 - **Leadership skills during a crisis** Information on developing and improving leadership skills needed during a crisis, including resilience building, and the ability to recover from setbacks and difficult life events.
 - **Policies and procedures** Simple ways to improve a program's crisis management policies and procedures, helping leaders and staff know how to cope and respond.

- **Community resources** Guidance on developing community support programs and resources, to create a support system, and build capacity to assist staff and families as needed.
- **Written records, insurance & finance** A guide to best practices in record keeping storage and safety, critical for helping ECE leaders respond before, during and after a crisis. This includes insurance coverage, and tips to ensure a program's finances remain secure.
- **Emergency response plans** Guidance, and a sample template, on building an emergency response plan.
- **Crisis communications** Skills and tools for clearly communicating with families, staff and support services.
- **Health & safety** An overview of crisis-related health & safety policies and procedures, including why they're important and what they should achieve. This includes guidance on developing relationships with environmental health officers, as well as information on vaccination policies and COVID-19.

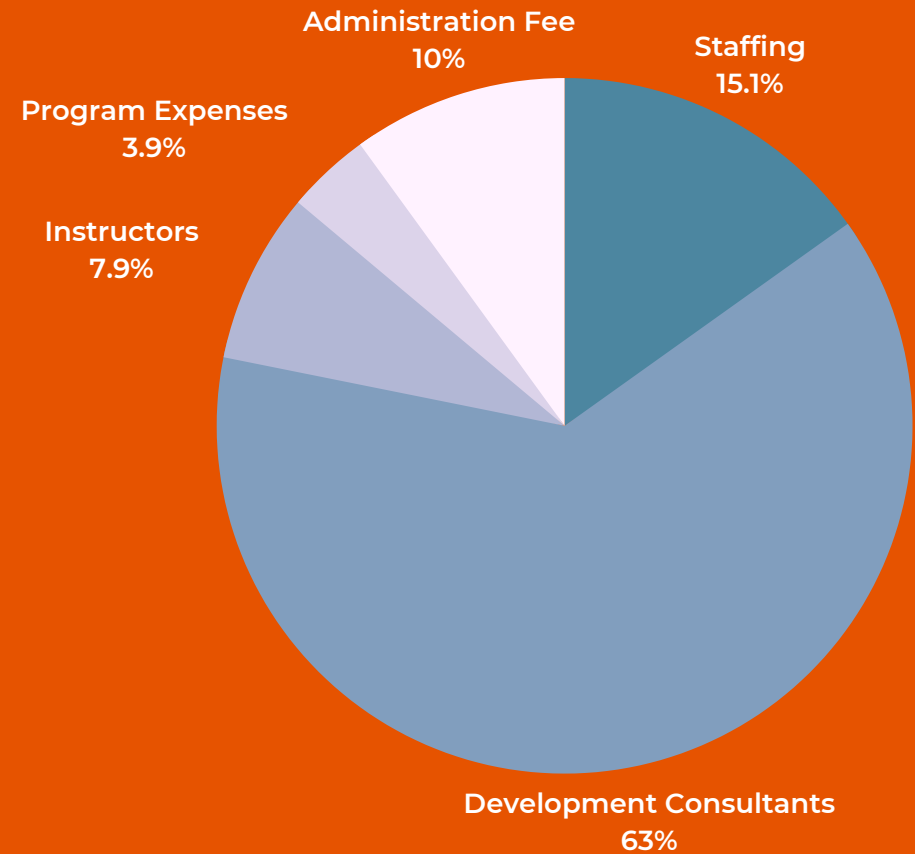
Post-Secondary Resource

As part of our goal to make the WCCRC Knowledge Base available to a larger community, we have created a targeted communications and marketing plan to strategically market this offering to students and learning institutions. Our aim is for the WCCRC Knowledge Base to be used in educational curricula throughout the province, to ensure all programs are aligned with current, commonly-agreed-upon policies and procedures.

AMCC Project Costs

Staffing	\$113,501
Development Consultants	\$472,705
Instructors	\$ 59,597
Program Expenses	\$ 29,197
Administration Fee	\$ 75,000
TOTAL	\$750,000

To complete this project, we made prudent use of government funding, with a particular focus on using resources to lower the cost of training, and make it more accessible to learners. The bulk of our expenditures went towards project development. *Note: Any revenue derived from training is placed in a restricted fund, and is used to support the sustainability of the project moving forward.*





This course was the best course I have taken in my 16-year career. Well done.
-WCCRC AMCC Learner



Making it Easier for ECE Leaders to Implement the ELF

As advocates of the Early Learning Framework (ELF), we want to help ensure more students and leaders throughout B.C. embrace its principles.

In 2021, we created a new section of the WCCRC Knowledge Base, specifically focusing on the ELF. This is a wonderful starting point for helping ECE leaders integrate ELF, and includes tips and exercises to help them in their journey.

As the province moves towards building affordable, accessible, quality inclusive child care as a core service families can depend on, there will be an even greater emphasis on integrating ELF into programs.

Next Steps

The AMCC Training Program for ECEs, along with the WCCRC Knowledge Base, are now firmly established as foundational materials for ECE leaders. However, the work doesn't stop there. ECE leadership development is not stagnant. Akin to the Early Learning Framework, leadership development is an iterative process that is constantly evolving and adapting to the needs of the community.

To best serve our communities across B.C., we must consider the following:

- **Inclusive training** - We want to ensure the training is affordable for everyone, including ECEs in economically challenged, remote or Indigenous communities.
- **Trained instructors** - By increasing the number of trained instructors throughout the province, we can further our reach to ECEs and communities.

- **Coordination support** - Maintaining this program requires a part-time coordinator to facilitate all trainings and provide administrative support.
- **Technical support** - To ensure program delivery is seamless and accessible to all, we must maintain the learning management system and address any technical issues.
- **Learning materials** - To continue to address community needs, and abilities and capacities of CCRS, we must continue to update learning materials and Knowledge Base.
- **Post-secondary support** - We need to continue implementing the Knowledge Base as a foundational tool for post-secondary institutions.
- **School programs** - One of our primary goals is to update our materials to include before- and after-school child care programs, to more holistically support child care across BC, and create common p&ps for school programs.
- **Waitlist policies** - We want to add information on inclusive, accessible, transparent waitlist policies that support the rights of children and families.
- **Human resource policies** - It's important to further hone our HR guidelines and standards to enable ECEs to apply consistent and equitable standards, such as job titles/positions and benefits.
- **Financial management** - We want to update the financial information in our materials, including management and administrative p&ps that provide consistent and comparable data collection for accountability, budgeting, reporting, and planning purposes.
- **Pandemic protocols** - It is imperative our teachings continue to align with pandemic health and safety protocols.

Summary

We are tremendously proud of the role we have played to support the government's goal of increasing quality professional development opportunities for ECEs and child care professionals throughout BC.

We also feel humbled by this work. As an organization committed to quality early childhood learning, we feel a deep responsibility to support the \$10aDay Plan moving forward, and to continue to provide foundational resources to support this work.

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Funded by the Government of Canada
through the Canada – British Columbia
Early Learning and Child Care Agreement

