



Manitoba Child
Care Association



PEOPLE FIRST
HR SERVICES
A division of People Corporation

Governance Training for Child Care Centres in MB

Fall 2025

Canada 

Manitoba 



Workshop A - Topics



BOARD / ED ROLES



CONFLICTS OF
INTEREST



EFFECTIVE BOARD
MEETINGS

Interactive Poll



Question: What is your role with your Centre?



A person with long blonde hair, wearing a dark jacket, stands in front of a large whiteboard. The whiteboard is covered with various diagrams, charts, and handwritten notes. The person appears to be presenting or explaining the content on the board. The background is a bright, modern interior space with large windows. The overall image has a warm, orange-toned overlay.

Governance broadly refers to the relationships between the Board of Directors, Senior Management and other key stakeholders and provides the system through which objectives are set and attained and performance is monitored



Governance Principles

In general, the mandate of a Board of Directors involves:

1. Ensuring the organization is financially sound and viable
2. Reviewing and approving the mission, vision, strategic direction
3. Appointing, selecting and managing the performance of the ED
4. Probing and challenging management
5. Reviewing and approving mandates for oversight functions
6. Monitoring internal controls
7. Overseeing organizational risk management

Importance of strong governance

- Board governance more effective in averting the next crisis than new rules
- Also addresses the “win the lottery” scenario
- Improved governance reduces need for regulation, intervention
- Boards need to ask themselves:
 - “What difference are we making for what people at what cost?”
 - “Are we adding value to the Centre?”

Who Does What?

Clarifying Board / ED Roles in Child Care Governance

Objectives of this Section



- Understand difference between governance (Board) and operations (ED / staff)
- Prevent micromanagement by clarifying responsibilities
- Build trust and collaboration between Board and staff
 - Reduce defensive reactions
- Align everyone with mission and requirements

Interactive Poll

Question: Which did you think is a role of the Board when you joined?



What is a Board?

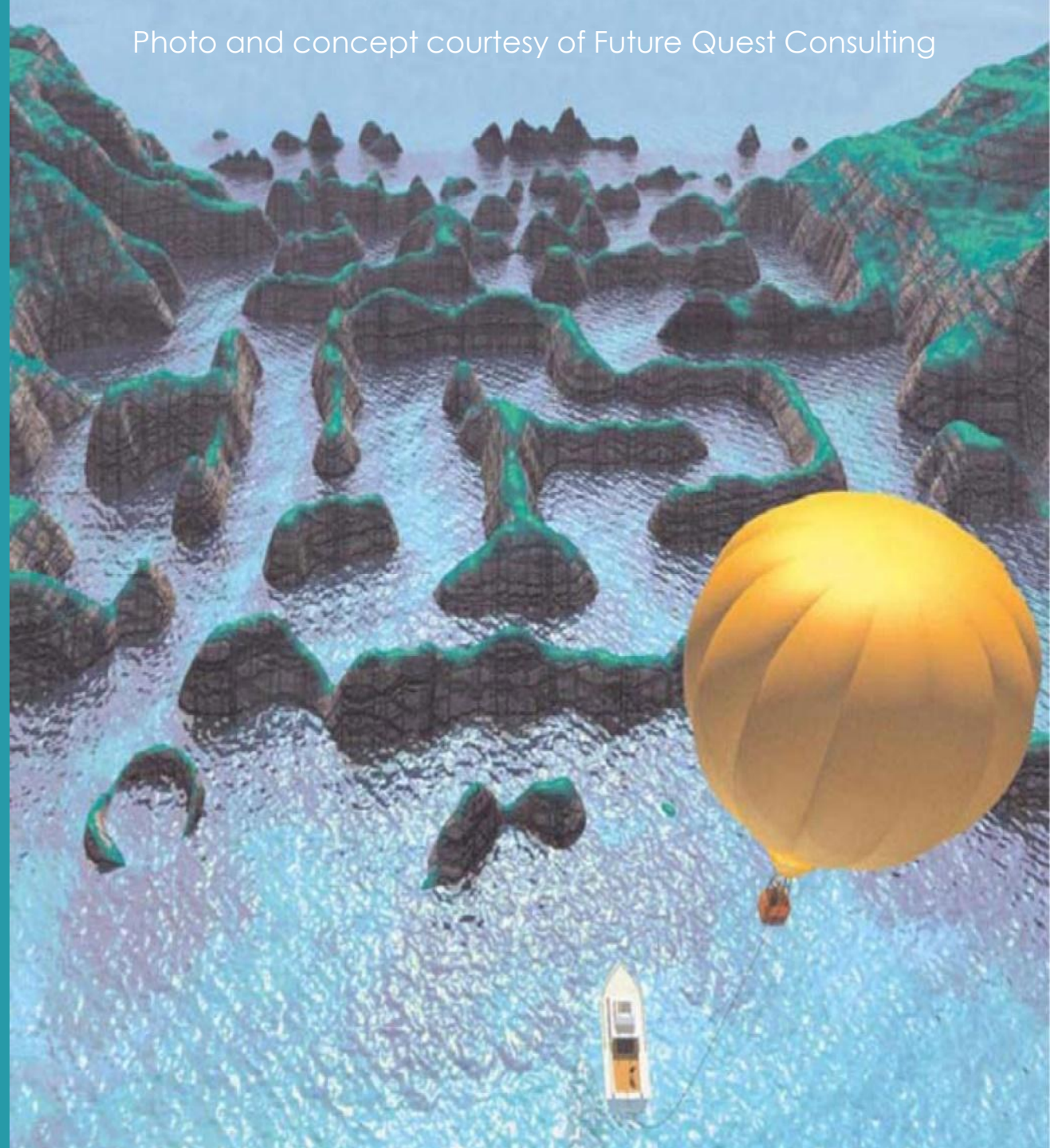
- Independent from management
- Look out for interest of stakeholders
- Not involved in day-to-day management
- Main role is to provide oversight

Board – ensures organization is **doing the right things**

Management – ensures organization is **doing things right**

Governance:

The Boat and the Balloon



Board versus Management

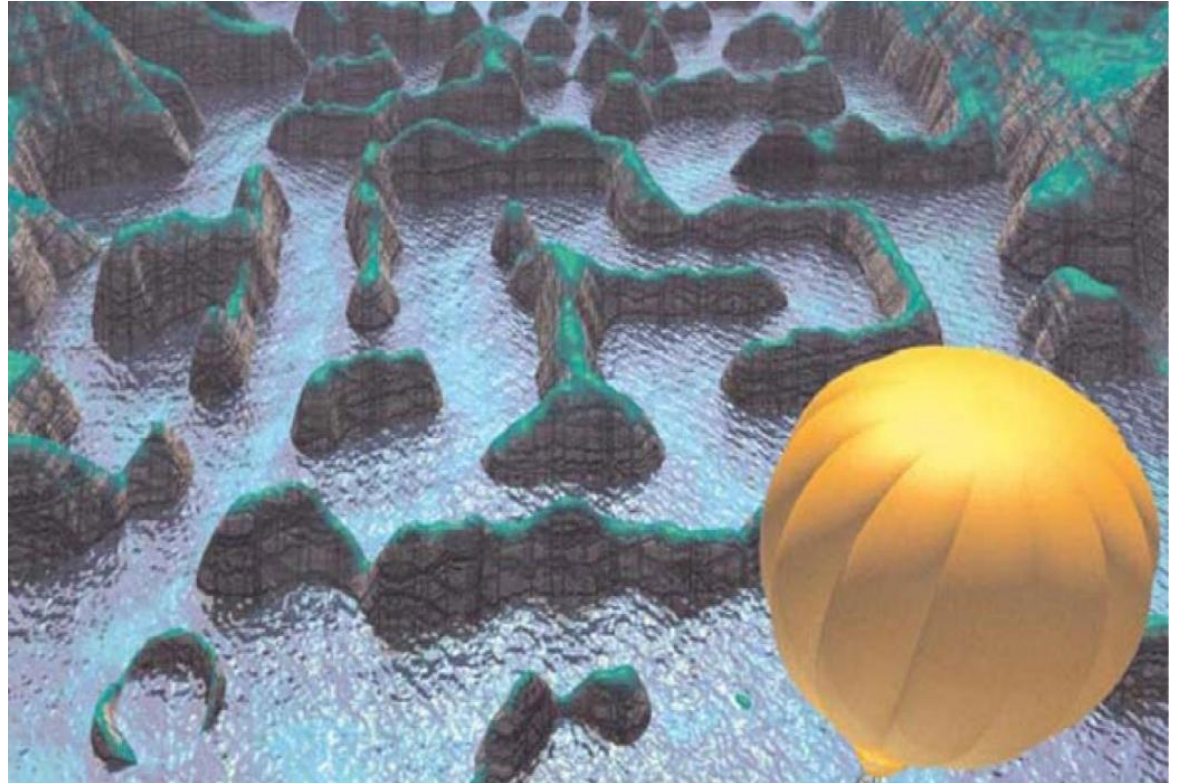
Board of Directors

- Set mission, vision, strat plan
- Approve budget, oversee finances
- Establish policies
- Monitor results
- Represent community
- Contribute to positive public relations
- Ensure legal compliance, safety
- Hire, evaluate and support the ED

Management (ED)

- Provides leadership within centre
- Run day-to-day operations
- Supervise staff, programs, meals, classrooms
- Manage inspections, licensing, compliance
- Implements decisions, policies
- Performs organizational, financial management
- Handles enrollment, fees, parent communication

Scenarios – Roles & Responsibilities



One Board Member Wants to “Help Out” in the Classroom

Situation: A Board member (who is also a parent) wants to volunteer weekly in their child’s room and offer input into classroom setup.

Questions:

- Is this appropriate?
- Can they separate their governance role from their parent/volunteer role?

Board Member Promises Parent Immediate Action

Situation: At the AGM, a parent raises a concern. A Board member promises to “fix it right away.”

Questions:

- What are the risks of this?
- What's a better approach?

Parent Complaint about an Educator's Behaviour

Situation: A parent approaches a Board member at pickup, upset about how a staff member spoke to their child and they want “something done.”

Questions:

- Should the Board member get involved in staff discipline?
- What is the correct protocol?

Staff Member Asks Board Member for a Raise

Situation: A long-time educator bypasses the Director and asks a Board member for a raise, citing poor morale and high workload.

Questions:

- Should the Board respond?
- What happens next?

Centre Director is Frequently Absent or Disengaged

Situation: Several Board members have noticed that the Director has been less communicative, slow to respond to issues, and missing meetings.

Questions:

- What's the Board's responsibility here?
- How should this be addressed?

Government Introduces New Curriculum Guidelines



Situation: The Manitoba ELCC introduces a mandatory ECE framework, requiring changes in programming and documentation.

Questions:

- Who interprets and implements this?
- Does the Board need to approve the changes?

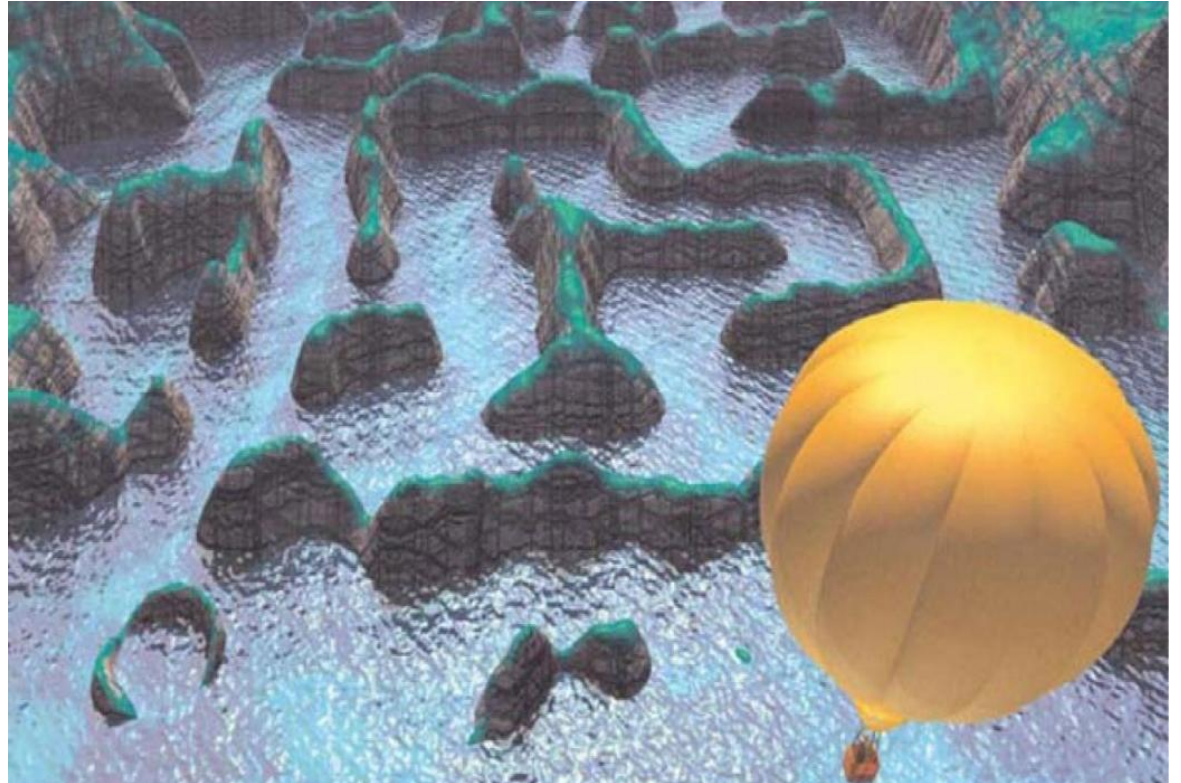
Scenarios – Roles & Responsibilities

- Each group report back on their responses
- Debrief

Case Study

Break-out Groups

“Expanding the Toddler Room”



Case Study – “Expanding the Toddler Room”

Scenario:

- The Executive Director (ED) of Sunshine Kids Daycare has proposed converting an underused staff room into a second toddler room. This would allow the center to serve 8 more children and generate more revenue. The ED brings this proposal to the board for input and support.
- The board meeting agenda includes:
 - 1.ED's proposal with budget estimates and rationale.
 - 2.Request for approval of renovation costs.
 - 3.Discussion on long-term staffing needs.

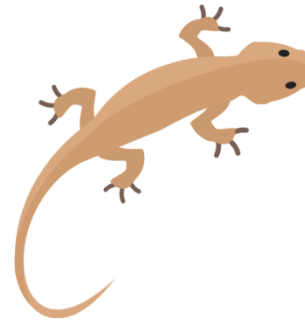
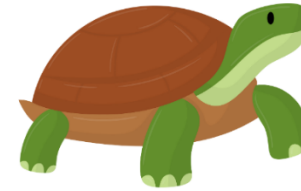
Breakout Room Task:

In small groups, answer the following:

- What decisions are the **Board's responsibility**?
- What decisions are the **ED/Management's responsibility**?
- Are there any **gray areas**? How should they be handled?

Interactive Poll – BREAK!

Question: What was your first pet?



Conflict of Interest



Board Obligations

- Fiduciary Duty – Directors must act honestly and in good faith with a view to the best interests of the centre
 - Don't lie, cheat steal
 - Avoid conflicts of interests
- Duty of Care – Directors must exercise the care, diligence and skill that a reasonable prudent person would exercise in comparable circumstances
 - Show up
 - Do homework
 - Make best decision in your best judgment



Code of Ethics

Conflict of Interest

- Centre (children / families) comes first
- Do not use position for personal or financial gain
- Avoid situations of perceived conflict
- Do not use position to help friends, family
- Caution with accepting gifts
- Declare at every Board meeting
- Abstain from voting/discussion

Scenarios



Family Employment

Situation: A board member's daughter applies for a teaching position at the Centre.

Questions:

- Should the Board member participate in the hiring decision?
- What policies should be in place to guide this?
- How can transparency be maintained?

Competing Business Interest

Situation: A board member owns a private daycare centre in another part of the city.

Questions:

- Is this a conflict?
- How should the Board handle decisions that might affect both centres?
- Should the Board member recuse themselves from specific discussions?

Preferential Enrollment

Situation: A board member pressures the director to move their grandchild to the top of the waiting list.

Questions:

- What ethical considerations are at play?
- What harm could this cause to the centre?
- How can the Board support equitable practices?

Vendor Relationship

Situation: The Board is considering switching cleaning services, and one member suggests their cousin's company.

Questions:

- Should the Board member disclose the relationship?
- What due diligence should be done to ensure fairness?
- What kind of policy could govern this?

Director Evaluation

Situation: The Board Chair is a personal friend of the director and is hesitant to address performance issues.

Questions:

- Can this relationship compromise objectivity?
- How should the Board ensure an impartial process?
- Should the Board step aside from these duties?

Fundraising Conflicts

Situation: A Board member wants to use their business as the venue for a fundraiser, but also expects the daycare to pay a facility rental fee.

Questions:

- Is this fair?
- Should this be treated differently because of their Board role?
- How should the Board document their decision?

Scenarios – Conflicts of Interest

- Each group report back on their responses
- Debrief

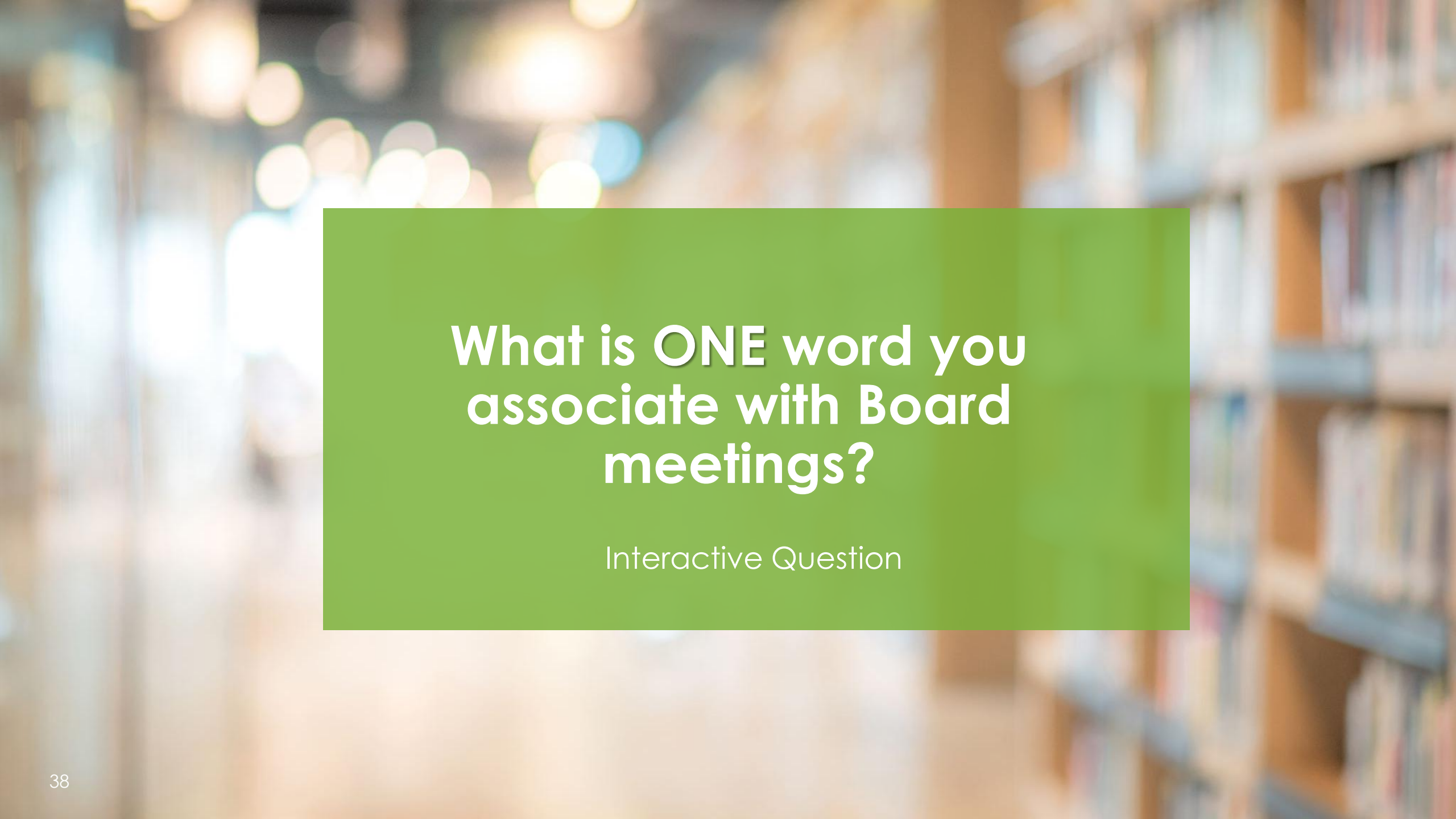


**Can you think of any other
potential Conflicts of Interest
in your role?**

Open Question



Effective Board Meetings



**What is ONE word you
associate with Board
meetings?**

Interactive Question

Board Meetings Matter!

- Purpose of Board Agenda Item:
 - Inform – limit these!
 - Discuss – e.g. financial results versus budget
 - Approve – e.g. proceed with new program
- How each should be handled differently
- Question – What makes a meeting successful (or painful)?

Anatomy of a Great Meeting



- Agenda:
 - Clear purpose for each item (inform, discuss, decide)
 - Prioritize important topics early
 - Use a consent agenda for routine approvals (minutes, reports)
- Preparation:
 - Board members receive materials in advance
 - Everyone reviews documents beforehand
- Roles:
 - Chair: Keeps meeting on track, encourages participation, enforces time limits
 - ED: Provides reports, answers questions, executes board decisions
 - Board members: Prepare, engage respectfully, focus on governance not management

Anatomy of a Great Meeting (cont.)

- Time Management
 - Start and end on time
 - Allocate realistic time on agenda
 - Use a “parking lot” for off-topic items
- Decision-making:
 - Clear motions, seconding, and voting
 - Document decisions and action items
- Follow-up:
 - Meeting minutes distributed promptly
 - Action items assigned and tracked

Example of a Daycare Board Meeting Agenda Outline

Time	Item	Purpose	Led by
7:00 - 7:05	Welcome & Land Acknowledgment	Inform	Chair
7:05 - 7:10	Approval of Agenda & Minutes	Consent	Chair
7:10 - 7:30	Director's Operational Report	Inform/Discuss	ED
7:30 - 7:45	Financial Update & Budget Review	Inform/Decide	Treasurer/ED
7:45 - 8:00	Enrollment & Waitlist Update	Inform	ED
8:00 - 8:15	Policy Review (e.g., Child Safety)	Discuss/Decide	Chair/Committee
8:15 - 8:25	Fundraising & Community Engagement	Discuss	Fundraising Committee
8:25 - 8:30	Other Business & Next Meeting	Inform	Chair

Chair Facilitation Techniques



- Practical tips for the Chair role to keep meetings productive:
- Start with a quick round of check-ins.
- Keep discussions focused: “Let’s stay on topic.”
- Encourage quieter members to speak.
- Manage dominant voices tactfully.
- Use summarizing and decision checks: “So we all agree on...?”
- Call for breaks if needed.
- Close each item with clear next steps.
- Optionally, provide a “**Chair’s Quick Reference Card**” handout.

Meeting Evaluation Checklist



- ✓ Agenda was followed effectively
- ✓ Meeting started and ended on time
- ✓ Chair kept discussion on track
- ✓ All participants were encouraged to contribute
- ✓ Decisions were clearly stated
- ✓ Action items were assigned
- ✓ Meeting tone was respectful and constructive
- ✓ Board focused on governance, not management

Effective Meetings

- Watch Video – “How to Run an Effective Board Meeting” (English)
- Note you can find other results at:
<https://mccahouse.org/professional-development/board-governance>

In Closing...

One thing you learned from today's session?





Q & A

November 2025

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Child Care Centres in MB**