

## New

Ministry

Education and Childcare

### Describe: Basic Job Details

#### Position

Position ID

Position Name (200 character maximum)

Director, Child Care Licensing

Requested Class

Job Focus

Supervisory Level

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

#### Employee

Employee Name (or Vacant)

#### Organizational Structure

Division, Branch/Unit

Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

### Design: Identify Job Duties and Value

#### Job Purpose and Organizational Context

Why the job exists:

Reporting directly to the Executive Director, Child Care Delivery, the Director provides strategic leadership and oversight to Alberta's Child Care Licensing delivery teams and serves as a key provincial authority in the administration of the Early Learning and Child Care Act and its corresponding Regulations. As the designated Alternate Statutory Director for the province, the position exercises statutory decision making authority when required, ensuring that all licensing, compliance, and enforcement activities are carried out in accordance with legislative requirements. The Director oversees delegated licensing staff and acts as a primary consultant on the interpretation and application of the Act and Regulations, providing expert guidance to ensure consistency, fairness, and accountability across Alberta's child care system.

The Director is responsible for cultivating strong and collaborative partnerships with public and private sector organizations and for maintaining open, transparent, and consultative relationships with child care providers, approved family day home agencies, community partners, and other stakeholders. This leadership role provides strategic input, practice support, and subject matter expertise to cross government partners, including other divisions and Ministries, on issues related to child care, early childhood development, and

family day homes. Through evidence informed decision making and sector engagement, the Director ensures that policies, programs, and licensing practices advance the best outcomes for children and families throughout Alberta.

In collaboration with the Executive Director, Child Care Delivery, the Director sets and advances Child Care Delivery goals that support optimal child development, family well-being, through the monitoring of quality in child care programs. The role oversees the implementation of provincial strategies using an outcomes based approach, ensuring alignment with ministry priorities and legislative intent. The Director provides leadership to a diverse team ranging from administrative staff and child care licensing officers to management, who collectively deliver a continuum of services across the province.

The Director also plays a central role in coordinating several distinct program areas, ensuring that the licensing, monitoring, and investigation of facility based child care programs and family day home agencies are conducted effectively, consistently, and responsively. This includes oversight of a full continuum of front end service delivery provided through Child Care Connect, which supports new applicants, provides guidance to existing child care programs, and serves as the first point of contact for individuals seeking information about the Early Learning and Child Care Act and Regulations. Through this front line service model, the Director ensures that prospective and current providers receive accurate, timely, and accessible support, while licensing staff carry out monitoring and compliance activities that uphold legislative and regulatory standards. By integrating Child Care Connect with provincial licensing operations, the Director strengthens provincial consistency, enhances service accessibility, and supports a seamless experience for families, operators, and stakeholders across Alberta's child care sector.

## Responsibilities

Job outcomes (4-6 core results), and for each outcome, 4-6 corresponding activities:

1. Provide strategic management and leadership to Licensing staff, who monitor child care programs, by developing and implementing provincial strategies that enhances quality.

### Key Activities:

- Lead the development and implementation of provincial strategies, frameworks, and initiatives that support high quality child care and early childhood development.
- Provide subject matter expertise and advice to the branch and other divisions during the creation of provincial frameworks for child care, ensuring the needs and perspectives align/adhere with the delegated roles of licensing officers under the Early learning and Child Care Act and Regulations.
- Analyze research, evidence, and emerging practices in early childhood development to inform strategic direction and guide the integration of early childhood and early intervention practices across the province.
- Coordinate development, monitoring, evaluation, and financial reporting of the Child Care Licensing team, ensuring alignment with ministry priorities and cross government initiatives.
- Lead the operationalization of the Early Learning and Child Care Act, Regulations, and Provincial Family Day Home Standards, including licensing of facility-based child care programs and approval of family day home agency contracts.
- Build and maintain productive relationships with communities and child care programs, establishing trust and ensuring responsive support to licensed child care programs and family day home agencies.
- Assume Statutory Director responsibilities as required.

2. Ensure high-quality, consistent oversight of licensing, monitoring, and investigations through a continuum of front-end and regional service delivery.

### Key Activities:

- Provide direct oversight and accountability for all front-end services delivered through Child Care Connect, ensuring prospective and current applicants receive accurate, timely, and consistent information, guidance, and support.
- Ensure all licensing officers and delegated staff carry out monitoring, investigations, and compliance activities in full alignment with the Early Learning and Child Care Act, Regulation, and Family Day Home Standards, and that practices remain consistent across regions.
- Lead the integration of Child Care Connect processes with licensing operations to establish a seamless, coordinated, and transparent experience for child care providers and families.

- Exercise clear decision making authority related to enforcement, licensing conditions, investigations, administrative penalties, and program closures, ensuring decisions are timely, consistent and aligned with legislation.
- Provide oversight and accountability for staff responsible for monitoring facility based programs and family day home agencies, ensuring consistent application of legislation and prompt follow up on identified risks or compliance issues.
- Establish and maintain strong, professional working relationships with operators to support quality improvement, address issues proactively, and reinforce accountability across the sector.
- Lead engagement with stakeholders and collaterals to educate, clarify expectations, and promote consistent understanding of child care licensing legislation, standards, and provincial priorities.

3. Provide strong leadership, supervision, and capacity building for Child Care Licensing and Child Care Connect teams to ensure consistent, high quality service delivery across the province.

Key Activities:

- Provide direct supervision, coaching, mentoring, and performance management to Managers responsible for Child Care Licensing and Child Care Connect teams, ensuring clear expectations, accountability, and consistent execution of responsibilities.
- Lead and facilitate staff meetings, case discussions, and collaborative problem solving processes to promote consistent practice, support informed decision making, and ensure effective knowledge sharing across teams.
- Foster and maintain a respectful, high performing workplace culture with engaged, skilled employees who uphold service excellence and accountability across Alberta.
- Oversee day-to-day operational performance of Child Care teams, ensuring timely, responsive, and professional service to child care programs, family day home agencies, families, and community partners.
- Ensure ongoing staff development and capacity building in key early childhood areas reinforcing evidence-informed practice.
- Provide active leadership and decision making support in atypical or high-risk situations including investigations, enforcement actions, facility closures, appeals, and administrative penalties to strengthen risk management and uphold legislative responsibilities.
- Lead and participate in recruitment, onboarding, and workforce planning to maintain a strong, competent, and stable licensing workforce that meets provincial service delivery needs

4. Contribute to provincial and regional strategic planning as a member of senior leadership.

Key Activities:

- Collaborate proactively with Directors across Education and Child Care, including Child Care Transformation and Child Care Policy to identify emerging system priorities and lead coordinated responses that reflect provincial goals and legislative requirements.
- Provide expert analysis, trend identification, and strategic advice related to child care quality, licensing, and early childhood development to inform provincial planning and evidence informed decision making.
- Offer a forward-looking, solutions-focused perspective on new and developing initiatives, ensuring alignment with ministry priorities, legislation, operational capacity, and long-term system sustainability.
- Provide oversight and accountability for the Workload Assessment Model (WAM) by analyzing staffing needs, assessing regional demands, and ensuring resource planning supports consistent, equitable service delivery.
- Respond promptly to Action Requests and ministry-level inquiries, ensuring accurate, timely information is provided and that any critical incidents are escalated and reported appropriately to the ADM, DM, and/ or Minister's office.

5. Lead cross ministry and inter-agency collaboration to advance system outcomes.

Key Activities:

- Provide leadership and oversight in collaboration with other ministries and partner agencies as they develop regulations, guidelines, and governance frameworks, ensuring alignment with operational realities, legislative requirements, and overarching provincial priorities.
- Ensure Child Care Delivery interests, requirements, and operational impacts are clearly represented and integrated into provincial planning, decision-making, and recommendations, reinforcing accountability for

system-wide coherence.

- Identify, assess, and escalate issues arising from cross-ministry or inter-agency initiatives, providing strategic advice to senior leaders and leveraging departmental expertise and resources to support timely, effective resolution.

6. Demonstrate effective stewardship and leadership of financial and human resources provincially.

Key Activities:

- Provide oversight and accountability for the provincial budget, including forecasting, monitoring, and reporting, while leading a workforce of more than 100 staff across the province to ensure responsible, effective use of public resources.
- Manage financial, human resource, and operational planning in alignment with approved budgets, legislation, policies, and government management practices to ensure compliance, consistency, and fiscal responsibility.
- Ensure efficient and consistent delivery of licensing, monitoring, investigations, and family day home agency oversight.
- Lead continuous improvement and performance optimization by evaluating program outcomes, identifying efficiencies, monitoring performance metrics, and applying evidence-informed decision-making to strengthen service delivery and resource stewardship.

## Problem Solving

Typical problems solved:

The Director holds primary accountability for resolving complex legislative and operational issues related to the consistent application of the Early Learning and Child Care Act and Regulation across Alberta. Differences in interpretation among child care operators, challenges faced by new applicants in understanding regulatory requirements, and emerging issues that require rapid clarification all demand decisive leadership. The Director is responsible for ensuring clear, authoritative guidance to maintain consistency, reduce provider uncertainty, and uphold legislative integrity across the province.

The Director is also accountable for ensuring consistent, high-quality front-line service delivery across Child Care Connect and regional licensing teams. Challenges such as inconsistent messaging to operators, delays in responding to inquiries, or gaps in staff knowledge can undermine confidence in the child care system. The Director must identify and correct these issues promptly, ensuring alignment, accuracy, and coherence across multiple work units operating in a high-volume, fast-paced service environment.

The role requires direct oversight and decision making in high-risk or atypical situations that have significant implications for child safety, public confidence, and system stability. These include investigations involving allegations of harm, urgent or unexpected program closures, and disruptions within family day home agencies. The Director must balance legislative responsibilities, evidence-informed safety decisions, operational impacts, and community needs, often under tight timelines and elevated public scrutiny.

The Director also manages complex human resource and leadership challenges within a large, diverse provincial workforce. Issues related to staff performance, burnout, conflict, or inconsistent practice expectations can directly affect service quality and risk management. The Director is responsible for maintaining workforce stability, supporting staff capacity and well-being, and ensuring consistently high standards of practice across teams and program areas.

Strategic coordination and cross ministry collaboration present another key area of responsibility. The Director must align differing priorities across ministries and partner agencies, ensure child care implications are accurately represented, and influence policy, regulatory development, and system design

to align with operational realities in Alberta. Balancing competing expectations across government while ensuring coherent, system-wide alignment is a core requirement of the role.

Finally, the Director is accountable for significant financial, workforce, and resource-allocation decisions within a large, complex portfolio. Budget pressures, shifting government priorities, and staffing capacity challenges require careful forecasting, evidence informed planning, and responsible stewardship of public resources to sustain effective service delivery across licensing, monitoring, investigations, child care programs, and family day home agency oversight.

Types of guidance available for problem solving:

To address legislative and regulatory challenges, the Director exercises statutory authority and relies on authoritative guidance drawn from the Early Learning and Child Care Act and Regulation, Provincial Family Day Home Standards, departmental policy, internal legal counsel, and established provincial practice frameworks. These tools enable the Director to clarify requirements, ensure consistent interpretation and application across the province, and issue statutory decisions when required.

To maintain consistent and effective front-line service delivery, the Director applies provincial practice guidelines, operating policies, standardized communication protocols, and cross-team workflow structures. These mechanisms ensure that Child Care Connect and all licensing teams deliver coordinated, accurate, and timely services to operators, agencies, families, and communities. The Director is accountable for reinforcing these expectations through coaching, targeted training, and structured team meetings that support consistent application of guidance.

When responding to high-risk or atypical situations, the Director utilizes balanced assessment frameworks, formal risk-assessment tools, child-safety decision-making models, and legal consultation processes. These resources support thorough, evidence informed decisions in matters involving allegations of harm, program closures, enforcement actions, or other urgent events with significant child-safety implications.

In addressing human resource and leadership challenges, the Director applies HR policies, performance management frameworks, collective agreement provisions, staff-development strategies, and leadership coaching practices. These tools support the Director in managing performance concerns, strengthening staff well-being, and maintaining a stable, high performing provincial workforce. The Director also leverages internal supports such as Workforce Restoration and Employee Relations, as well as external supports including the Employee and Family Assistance Program.

To support strategic, cross divisional, and cross ministry work, the Director uses ministry-level strategic plans, cross government protocols, policy development guidelines, and formal collaboration structures such as committees, working groups, and interdepartmental agreements. These tools clarify roles, expectations, and shared priorities and ensure Child Care Delivery interests are represented in decision-making.

In managing financial and resource allocation responsibilities, the Director relies on approved budget frameworks, financial policies, expenditure monitoring tools, forecasting models, and strategic planning mechanisms. These resources support accountable, evidence-based decisions and ensure the sustainability of licensing, monitoring, investigations, child-care program oversight, and family day home agency oversight under the Director's leadership.

Direct or indirect impacts of decisions:

The Director's decisions have significant, system-wide impacts on the consistency, safety, and integrity of Alberta's child care sector. The Director is responsible for ensuring legislation, Provincial Family Day Home Standards, policy, and practice frameworks are interpreted and applied consistently across the province. Decisions made by the Director, including statutory determinations, clarification of regulatory requirements, and direction provided to licensing teams directly shape operator expectations, enforcement practices, and the overall stability of the regulatory environment. Through the use of provincial operating procedures, standardized communication protocols, and integrated workflow models, the Director ensures that all front-line staff provide accurate, timely, and consistent service. These actions strengthen regulatory consistency, improve operator understanding, enhance child safety, and

maintain a predictable licensing environment for families and programs.

The Director's authority is further demonstrated in the management of high-risk or urgent situations involving potential harm to children or sudden service disruptions. When serious incidents occur such as allegations of harm, unexpected program closures, or acute safety concerns, the Director applies formal risk-assessment tools, child safety decision making frameworks, and legal consultation processes to determine the appropriate course of action. These decisions often carry immediate and substantial consequences, including whether a program remains operational, the initiation of investigations, or the activation of emergency mitigation strategies. Timely, evidence based decisions made by the Director ensure that children remain safe, enforcement actions are legally sound, and community impacts are minimized during critical events.

Within the human resource domain, the Director's decisions directly influence workforce stability, performance, and the psychological health and safety of staff. By applying HR policies, performance management frameworks, collective agreement processes, and targeted staff development strategies, the Director addresses performance concerns, supports employee well-being, and ensures high quality practice across all teams. The Director strategically utilizes internal supports such as Workforce Restoration and Employee Relations, as well as external supports like the Employee and Family Assistance Program, to resolve complex workplace challenges and maintain a resilient, high-performing workforce capable of managing demanding and complex caseloads.

Beyond immediate operational and HR impacts, the Director's decisions carry broader indirect consequences across the child care system, ministry operations, and cross-government initiatives. Guided by ministry strategic plans, cross-government protocols, and policy development frameworks, the Director ensures that child care perspectives are integrated into interdepartmental planning and decision making. Participation in committees and cross-ministry initiatives allows the Director to influence the development of legislation, funding models, regulatory frameworks, and system design. These contributions extend well beyond the division and help position child care as a core component of provincial strategies.

Financial and resource-allocation decisions made by the Director also produce significant indirect impacts. Through the use of budget frameworks, financial policies, expenditure monitoring tools, and forecasting models, the Director ensures responsible stewardship of public resources. These decisions directly influence long term program viability, staffing capacity, regional service planning, and the ministry's ability to respond to evolving demand for child care and early intervention services. Strong financial governance from the Director reinforces service stability, strengthens public confidence, and supports the continued development of a responsive, high-quality early learning and child care system across Alberta.

## Key Relationships

Major stakeholders and purpose of interactions:

Internal Stakeholders - Education and Child Care

Executive Director, Child Care Delivery

- The Director interacts with the Executive Director to receive strategic direction, discuss emerging issues, obtain decision-making support, and ensure alignment of regional operations with ministry priorities.

Child Care Transformation, Child Care Policy, Child Care Administration and other Divisions/Branches

- The Director collaborates with internal policy, transformation teams and other branches to contribute operational insight during policy development, legislative interpretation, and program planning. These interactions ensure that new policies reflect front-line realities and support consistency across the province.

Regional Managers, Supervisors, and Licensing Staff

- The Director provides leadership, coaching, and guidance to ensure staff apply legislation consistently, maintain high practice standards, and address issues affecting program delivery. Regular interaction supports performance management and operational coordination.

Child Care Connect Team

- The Director works closely with Child Care Connect to align messaging, ensure consistent responses to

applicants and operators, and identify issues or trends requiring provincial guidance. This coordination strengthens continuity between front-end and regional services.

**Human Resources, Workforce Restoration, and Employee Relations**

- The Director consults with HR teams to support workforce planning, performance management, conflict resolution, staff well-being, and application of collective agreement provisions.

**Finance, Budget, and Corporate Services**

- The Director collaborates with finance bodies to plan and monitor budgets, conduct forecasting, ensure compliance with financial policies, and support responsible stewardship of public funds.

**Legal Services**

- The Director seeks legal advice on statutory decisions, investigations, enforcement actions, and complex risk situations requiring legal interpretation.

**Cross Ministry Working Groups and Leadership Teams**

- The Director participates in interdepartmental committees to ensure child care considerations are included in broader government initiatives and to support alignment of programs and practice across ministries.

**External Stakeholders**

**Licensed Child Care Programs**

- Interactions are limited but would focus on providing regulatory guidance, supporting quality improvement, clarifying expectations, and overseeing licensing, monitoring, and compliance processes.

**Approved Family Day Home Agencies**

- The Director oversees relationships with family day home agencies, ensuring compliance with provincial standards, supporting contract approvals, and offering guidance and direction during investigations and monitoring activities.

**Child Care Operators, Applicants, and Prospective Providers**

- The Director supports operators and new applicants by ensuring clear communication of legislative requirements, responding to concerns, and overseeing front end support through Child Care Connect.

**Children, Families, and Community Members**

- These interactions support child safety, respond to concerns or complaints, and ensure access to safe, high-quality child care environments.

**Partner Ministries**

- The Director collaborates with ministries such as Health, Seniors and Social Services, and Jobs-Economy and Trade to align programs, inform policy decisions, and support cross-ministry initiatives affecting children and families.

**Community Organizations and Early Childhood Partners**

- The Director engages with external partners to support integrated service delivery, promote positive child development, and align early intervention and child care initiatives.

**Municipalities, School Divisions, and Local Authorities**

- These interactions facilitate local planning, emergency response coordination, facility considerations, and community-level child care strategies.

**Professional Associations and Sector Advocacy Groups**

- The Director participates in sector discussions to understand emerging issues, workforce challenges, and quality improvement opportunities across the child care sector.

**Law Enforcement and Crisis Response Partners**

- Interactions occur as needed during serious incidents or investigations to ensure coordination, appropriate response, and child safety.

**Required Education, Experience and Technical Competencies**

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Bachelor's Degree (4 year)	Other		

If other, specify:

Social Work, Business or Related Field

Job-specific experience, technical competencies, certification and/or training:

University graduation in a field related to the position assignment, supplemented by seven years progressively responsible experience. Related experience or education may be considered as an

equivalency on a one for one basis. Depending on the statutory or unique requirements of the position, specific qualifications may apply.

### Behavioral Competencies

Pick 4-5 representative behavioral competencies and their level.

Competency	Level					Level Definition	Examples of how this level best represents the job
	A	B	C	D	E		
Systems Thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<p>Shapes APS goals with a view of entire network:</p> <ul style="list-style-type: none"> <li>• Considers whole system and links; sets goals for long-term outcomes and broad perspectives</li> <li>• Evaluates short, medium, and long-term impacts to inform progress</li> <li>• Shapes organization to meet client needs; helps others see their role in this</li> </ul>	<p>Understands how Child Care Delivery and broader government systems interact, and anticipates the downstream impacts of decisions across these interconnected areas. Considers legislative requirements, community needs, cultural contexts, and cross ministry implications when interpreting policy or addressing complex issues. Identifies patterns, trends, and root causes rather than focusing solely on immediate symptoms, ensuring decisions strengthen the system as a whole.</p>
Creative Problem Solving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<p>Works in open teams to share ideas and process issues:</p> <ul style="list-style-type: none"> <li>• Uses wide range of techniques to break down problems</li> <li>• Allows others to think creatively and voice ideas</li> <li>• Brings the right people together to solve issues</li> <li>• Identifies new solutions for the organization</li> </ul>	<p>Uses a balanced assessment approach to make statutory decisions, carefully weighing all available information even when it is incomplete or unclear. Considers both regulatory requirements and knowledge based informed judgment to determine the safest and most appropriate course of action, especially in situations involving child safety, program closures, or significant operational concerns. Looks at issues from multiple perspectives, encourages practical and thoughtful solutions, and adjusts decisions or approaches as community needs and circumstances evolve.</p>

<p>Agility</p>	<p>○ ○ ○ ○ ●</p>	<p>Creates an adaptable environment:</p> <ul style="list-style-type: none"> <li>• Fosters agility, proactive and flexible practices</li> <li>• Leads and creates momentum for change</li> <li>• Champions plan of action and overcomes barriers through proactive anticipation</li> <li>• Quickly understands and reacts to environment, establishing flexible culture</li> </ul>	<p>Responds effectively to urgent, politically sensitive, or rapidly evolving situations, making timely decisions that prioritize child safety and service continuity.</p> <p>Adjusts leadership style and strategies based on shifting legislation, government priorities, stakeholder feedback, or community conditions.</p> <p>Demonstrates resilience when dealing with uncertainty, conflict, or high-pressure circumstances, maintaining focus and composure.</p>
<p>Drive for Results</p>	<p>○ ○ ○ ○ ●</p>	<p>Aligns different groups to achieve goals and realize broader outcomes:</p> <ul style="list-style-type: none"> <li>• Defines work mission to achieve APS goals and integrate projects</li> <li>• Provides bold advice to stakeholders</li> <li>• Proactively improves overall performance, measured through metrics</li> </ul>	<p>Sets clear expectations and follows through to ensure consistent, timely, and high quality licensing program delivery.</p> <p>Uses financial, risk, and performance data to support evidence based decision-making and ensure responsible stewardship of public resources.</p> <p>Holds self and teams accountable for meeting legislative standards, achieving outcomes, and delivering services that support child development and family well-being.</p>
<p>Develop Networks</p>	<p>○ ○ ● ○ ○</p>	<p>Leverages relationships to build input and perspective:</p> <ul style="list-style-type: none"> <li>• Looks broadly to engage stakeholders</li> <li>• Open to perspectives towards long-term goals</li> <li>• Actively seeks input into change initiatives</li> <li>• Maintains stakeholder relationships</li> </ul>	<p>Builds and maintains strong, trust based relationships with child care operators, collateral partners, community organizations, and cross government partners.</p> <p>Engages in regular communication and consultation to understand stakeholder needs, address concerns, and gather insights that inform decision-making.</p>

			Uses internal networks such as HR, legal services, workforce restoration, and policy branches to support effective resolution of operational and human resource challenges.
Build Collaborative Environments	○ ○ ○ ○ ●	<p>Creates an open environment of communication:</p> <ul style="list-style-type: none"> <li>• Promotes sharing of expertise</li> <li>• Initiates strategic communication systems</li> <li>• Anticipates and addresses potential conflict areas</li> <li>• Inspires with a bold, complete and shared vision</li> <li>• Leads cross-functional collaboration</li> </ul>	<p>Creates a culture of openness, shared problem solving, and mutual respect across Child Care Delivery and external partners.</p> <p>Facilitates alignment between provincial directives and child care operations by fostering dialogue, consensus building, and coordinated action.</p> <p>Navigates competing interests with diplomacy and fairness, supporting solutions that balance legislative requirements with the needs of families, stakeholders, and child care providers.</p>