



The Early Childhood Commission



Management and Administrative Guide for Early Childhood Institutions

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Early Childhood Commission

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Preface

In 2003, the Early Childhood Commission (ECC) Act established the Early Childhood Commission as the regulating and coordinating body of Early Childhood Development (ECD) in Jamaica. In 2005, the Government of Jamaica passed the Early Childhood Act and its attendant Regulations, which established the minimum standards for the management and operation of Early Childhood Institutions (ECIs) in Jamaica.

Almost all Jamaican children attend early childhood institutions (ECIs) in the first years of their lives. An ECI is defined as any place that cares for four or more children under the age of six years for up to six hours per day. Children, therefore, spend many of the hours of their early years in ECIs with caregivers and teachers. One way in which Jamaican children can be provided with a good start in life is to ensure that all ECIs provide services that promote children's development.

One important function of the ECC is to supervise and regulate ECIs to make sure they are operating efficiently while meeting the health and development needs of children. In an effort to effectively execute its mandate, the ECC sought to develop a sector wide National Strategic Plan (NSP) which established the priorities for the sector. The NSP was developed using a consultative process including, parents, early childhood practitioners, early childhood stakeholders, local and international development partners. The NSP recognized the early childhood period to include the cohort of children from birth to eight years; acknowledging the importance of early childhood development from the ante-natal period. It also recognizes the difference in models for implementation of plans and for children birth-2 years, the majority of whom are not in ECIs but who access state health services regularly during this period; children 3-5 years the majority of whom are in ECIs; and children 6-8 years, who attend primary level schooling and are governed by the Education Act.

The ECC has been mandated to address the gap in early childhood development by working with local partners to strengthen the local governance structure and facilitate the development of ECIs that are managed properly.

This they have sought to do through a reform process which involved:

- i. The development of a Guide for the Management and Administration of ECIs in Jamaica which will enable the Jamaica Early Childhood Association (J.E.C.A.)
- ii. The parish and community governance bodies (Parish Boards, Zone Action Committees and ECI Management Committees) to properly manage
- iii. Administer the affairs of the ECI, thus enabling the children to receive quality services.

The first stage of this reform process involved establishing a legal framework to govern the sector. This was followed by a thorough review of existing good practices at the local and international levels with regard to the management and administration of ECIs. This process required the review of data obtained from the following sources:

- i. The Early Childhood Commission Standards on the Operation and Administration of ECIs in Jamaica.
- ii. The Early Childhood Act, 2003
- iii. The Early Childhood Regulations, 2005
- iv. The Early Childhood Commission Grants and Subsidy Internal Control Manual

Onsite visits were conducted across at the following regions:

- i. Region 1: Kingston
- ii. Region 2: Portland
- iii. Region 3: St. Ann
- iv. Region 4: St. James
- v. Region 5: Manchester
- vi. Region 6: St. Catherine.

Based upon the review of the feedback from the onsite visits and the assessment of the documentation as it relates to “best practice,” a comprehensive document on the governance, management and administration of ECIs was drafted for final review and approval by the ECC.

The approved Guide for the Management and Administration of ECIs in Jamaica will replace the former 3676 Guidelines for the Management and Administration of Basic Schools (April 1991).

1. INTRODUCTION

The Management and Administrative Guide for Early Childhood Institutions was developed to provide guidance and support to the management committees and leadership of ECIs. An important component in the development of this guide was a review of the existing documents and legislations including the regulatory framework for the EC Sector:

- i. The Early Childhood Commission Act (2003)
- ii. The Early Childhood Act (2005)
- iii. Standards for the Operation, Management and Administration of ECIs
- iv. Financial Administration and Audit Act (2011)
- v. International Accounting Standards
- vi. Ministry of Education, Early Childhood Education Programme Guidelines for the Management and Administration of Basic Schools (3676)
- vii. Management of ECIs (*Prepared by the J.E.C.A.*)

2. ROLE OF THE EARLY CHILDHOOD COMMISSION (ECC)

2.1 Overview

The Early Childhood Act of 2005 was enacted by the consent of the Senate and the House of Representatives of Jamaica, to provide for the Regulation and Management of ECIs and for other connected matters.

In this Act – “Basic school” means a school that offers a course of educational training for children under the age of six years.

“Commission” means the Early Childhood Commission established under section 3 of the Early Childhood Commission Act.

“Daycare Centre” means any premises used for the provision of non-residential day care service to more than four children up to six years of age for at least six hours per day and at least four days per week.

“Early Childhood Institution” means a setting that provides developmentally appropriate care, stimulation, education and socialization for children under the age of six years, including day care centres and basic schools.

“Inspector” means a person assigned by the prescribed authority pursuant to section 18. “

“Prescribed authority” means the Early Childhood Commission.

The ECC is currently governed by a Board of twenty (20) Commissioners. The Board, which is headed by a Chairman, has as its primary role, the undertaking of policy development and oversight of the sector.

The direct day to day activities of the ECC are handled by the operational body which is headed by an Executive Director. The major responsibilities of the operational body include:

- i. Leadership for development of training, certification and accreditation systems
- ii. Leadership for coordination of activity at the regional and community levels
- iii. Leading partnerships in support of interventions to raise public and parental awareness and education on Early Childhood Issues
- iv. Leadership for integrated research in ECD

2.2 Legislative Framework

The legal framework applies to all ECIs providing services to four or more children up to six years of age for at least six hours per day and at least four days per week and collecting a fee, whether privately owned or public; whether a daycare institution, a pre-school, nursery, kindergarten, basic school, infant school or infant department. The framework is comprised of three (3) documents namely, the Early Childhood Act (2005), the Early Childhood Regulations (2005), and the Standards for the Operation, Management and Administration of ECIs.

2.3 Inspection

Inspections under Section 17 of the ECC Act (2005) – inspections (a) shall be conducted at least twice yearly; and (b) may be conducted with or without prior notice to the operator.

2.4 Registration

Every application for registration under Section 3 of the Act shall be in accordance with Form 1(Refer to Appendix III) of the Schedule and shall be accompanied by an application fee of one thousand five hundred dollars (\$1,500) or as revised from time to time.

- i. A person who wishes to operate an ECI on more than one premises shall apply for separate registrations in respect of each premises.
- ii. A new application for registration shall be made in the case of any transfer of the institution to a different operator or to different a premises.
- iii. Every registration certificate under Section 3 of the Act shall be in accordance with Form 2 of the Schedule. (Refer to Appendix IV)
- iv. Every permit under Section 5 of the Act shall be in accordance with Form 3 of the Schedule.
- v. Every notice under Section 11 of the Act (intention to refuse an application for renewal of registration or to suspend or cancel a registration) shall be in accordance with Form 4 of the Schedule.

The full details of what is required for the registration process is listed on ECC website www.ecc.gov.jm as well as in Appendix III.

2.5 Qualifications and Requirements

(I) In addition to the matters to be submitted with an application for registration under Section 4 of the Act, the applicant shall furnish proof of the following qualifications:

(a) Training in early childhood development by an institution approved by the Commission for the purposes of this Regulation

(b) In respect of each employee, training in:

- i. Pediatric first aid, including rescue breathing and first aid for choking
- ii. The use of universal precautions against blood borne illnesses
- iii. Recognizing signs of child abuse
- iv. Referral mechanisms and reporting requirements under the Public Health Act and the Child Care and Protection Act in respect of the operator and every employee of the

institution

(II) No person shall be employed in the performance of duties (whether for remuneration or otherwise) at an early childhood institution unless that person is annually certified to be in good health by a registered medical practitioner.

(III) The operator of an early childhood institution which provides care for children over the age of thirty-six months shall employ at least one (1) qualified teacher at the institution.

(IV) Upon the employment of a new employee, the operator shall submit forthwith to the Commission in relation to that employee, the matters referred to in paragraphs 1(f) and (g) of the Second Schedule to the Act (health certification, food handlers permit name, job description and terms of employment).

(V) The operator of an early childhood institution shall ensure that every employee receives training in recognizing the symptoms of common illnesses.

2.6 Development Plans

Once an inspection report is received, each ECI is required to use the establish template to create a Development Plan in order to meet the legally required standards. Based on the standards of the Operation, Management and Administration of ECIs, each ECI must have a comprehensive Development Plan designed to meet the physical, cognitive, creative, socio-emotional, spiritual, cultural and school readiness needs of children.

Research has consistently shown strong links between high quality early childhood and children's language, physical, cognitive, creative, socio-emotional development and school readiness skills. Additionally, the quality of children's learning experiences at the early childhood level determine their success at primary and secondary education and their opportunities as adults. Consequently, it is imperative that practitioners provide programmes that are developmentally appropriate and structured to meet the needs of the individual child. Programme planning must also allow for monitoring and accountability.¹

Each ECI is required to have a Development Plan which seeks to identify the key gaps or critical areas for improvement over a period of three years. Where applicable, plans must be developed in conjunction with the inspection report. Areas to be included in the plan are as follows:

- i. Human, Physical and Financial Resources
- ii. Leadership and Management
- iii. Parental and Community Involvement
- iv. Developmentally Appropriate Curriculum
- v. Extra-Curricular Activities

¹ Standards for Early Childhood Institutions. Standard II, Development and Educational

This Development Plan should be tabled as an agenda item for discussion at each Management Committee meeting.

3. ADMINISTRATION

3.1 Application and Administration Process

3.1.1 Application

Section (3) of the Early Childhood Act (2005) stipulates the following conditions for an early childhood institution to apply for registration with the ECC.

- i. The applicant is eighteen (18) years or over.
- ii. The applicant is a fit and proper person to operate an early childhood institution.
- iii. Where the applicant is an individual, the applicant has not been convicted of an offence under the Dangerous Drugs Act, The Offences against the Person Act or the Child Care and Protection Act, or an offence involving fraud, dishonesty or moral turpitude.
- iv. Where the applicant is a company, none of its directors or in the case of another body of persons, none of its members, has been convicted of an offence, where the applicant is an individual, the applicant has not been convicted of an offence under the Dangerous Drugs Act, the Offences Against the Person Act or the Child Care and Protection Act, or an offence involving fraud, dishonesty or moral turpitude.
- v. The applicant or person to be employed by the applicant in the operation of the institution is not, by reason of infirmity of mind or body or otherwise, incapable of operating or being employed at the institution.

Each ECI is required to submit to the ECC the following documents for the operator and all employees:

- I. Application Form
- II. Reference Form
- III. Public Health Inspection Form (Annually)
- IV. Food Handler's Permit (Annually)
- V. Police Record (Annually)
- VI. Floor Plan of School
- VII. Medical Fitness Certificate (Annually)
- VIII. Job Description
- IX. Contract of Employment (re-submit once expire)

3.2. Changes within an ECI

The following changes must be formally reported in writing immediately to the ECC:

- i. Relocation of ECI
- ii. Closure of ECI
- iii. Changes to Building
- iv. Staffing
- v. Enrolment
- vi. Critical Health and Safety Issues
- vii. Contact Information

It is also required that a child shall not be admitted to an ECI, unless (i) the child is certified by a duly qualified medical practitioner to be in good health and (ii) to be immunized against communicable diseases according to standards approved from time to time by the Ministry of Health and Wellness (MoHW).

3.3 General Accounting Guidelines for ECIs

3.3.1 Why are Processes to Manage Finances and Accounts Necessary?

In accordance with FAA Act and IAS, the operator of an ECI shall ensure that proper accounting records in respect of the financial activities of the institution are maintained. All financial documents of original entry must be on file for future reference. Financial records must be maintained for seven years and payroll records must be maintained for sixty years. These records may be maintained either manually or electronically.

Keeping sound accounting and financial records means that any questions about how the institutions' money is being spent and managed by the management of the school can be easily answered and supported by records. Questions may be asked by an auditor from the Ministry of Education, Youth and Information (MoEYI), ECC, the Auditor General's Department or an auditor appointed by the MC.

The ECC is responsible for ensuring that money given as grants/subsidies (material and nutrition grants) to ECIs is used appropriately and there is proper accountability from ECIs. Once an ECI accepts grants/subsidies from the Government of Jamaica (GOJ), the ECI has a legal obligation to use the funds as stated in the agreement between the ECI and the ECC.

3.3.2 Accounting Standards

There are two (2) main methods of accounting; cash based and accrual. In cash-based accounting, transactions are recorded when cash is received or paid. In accrual accounting, transactions are

recorded when income has been earned or goods and services are rendered, though payment may not take place at this time. The cash-based system is simpler and is recommended for use by ECIs where there is no bursar, or person paid specifically to manage funds. If the ECI has a bursar then the accrual accounting system is preferred.

Bank Reconciliation - Bank Reconciliations should be completed at least once per month. Bank Reconciliation is an effective management tool, which ECIs can use to implement strategies to be efficient and prudent in its operation. It is recommended to have proper record keeping and accountability systems to have audit trails, which are the most important factors in presenting true and fair accounting records.

3.3.3 Accounting Procedures

Best practices for effectively monitoring the financial affairs of an ECI include the following key points:

- i. Budgeting
- ii. Bank Reconciliation
- iii. Bookkeeping
- iv. Financial Reporting

-

The 401 Form which is submitted by the ECIs represent a key source of accountability to the GOJ for those institutions receiving grants and subsidies.

These returns must be submitted as follows:

- Termly (within five business days after the term has ended)
- Annual (within five business days after term 3 has ended)

The grants are disbursed based on the ECI's compliance with submission of the 401 form and is subject to budgetary constraints.

In addition to submitting the annual returns, each institution is required to present a statement from the Chairman of the MC which confirms that:

- i. The institution's budget was monitored on a monthly basis.
- ii. An updated fixed asset register was in place for the institution.
- iii. A management committee was in place, along with the appropriate evidence (minutes) that meetings were held at least once per term.

The statement should be submitted along with the termly 401 form.

3.4 Fixed Asset Register

Assets are resources owned by the ECI. Assets add monetary value to the ECI and therefore need to be recorded. Items commonly considered Fixed Assets include buildings, furniture and equipment. A simple asset management system developed on a spreadsheet or in a table list should be used to keep track of the assets.

For items identified as assets, the following information should be maintained in the asset register:

- I. Item category e.g. Furniture, Equipment, Building
- II. Description of each item
- III. Serial number, if applicable
- IV. Date of purchase/donation
- V. Purchase cost
- VI. Physical Asset location (e.g. Name of building where physical asset is located)
- VII. Tag (inventory) number, if applicable
- VIII. Secondary location record (e.g. Name of room/office where physical asset is located)
- IX. Office machine & equipment records

An example of a fixed asset register is attached in Appendix II.

Each year, a physical inventory count should be conducted by the Principal or another designated staff in order to ascertain that the assets are physically in the office they were assigned to, and in good working condition.

3.5 Budget

3.5.1 What is a Budget?

The budget is a plan that outlines the goals and objectives of the ECI in terms of income and expense. Budgeting for an ECI is the process of allocating the resources (income) to the various activities of the schools that require funding.

For each ECI, the budget will show:

- i. Expected income from the government and other sources
- ii. Expected spending (expenditure)

3.5.2 What is the Process of Developing an ECI Budget?

There are five (5) basic steps in developing the ECI's budget:

- i. Determine the ECI's goals and objectives for the upcoming school year, including the list of, projects, and activities the ECI wants to achieve. This will be used to estimate the cost of running the ECI for the next year.
- ii. Identify the necessary income sources (revenue) to pay for the projects and activities.
- iii. Reconcile or balance, steps (i) and (ii). The money necessary for the projects and activities must not exceed income.
- iv. The MC reviews the budget and makes changes as necessary.
- v. The MC approves the budget.

3.5.3 When Should the Budget be Prepared?

The budget for each school year should be developed during the last term of the previous school year. The budget should be approved by the MC at the last meeting of the previous school year. It should be reviewed at the first meeting of the MC when the new school year begins.

3.5.4 Who Should Prepare the Budget?

The budgeting process is the responsibility of the MC. The MC may, however, request the Principal/Administrator/Lead teacher to prepare the draft budget.

3.6 Audit

An audit involves an examination of financial transactions and the procedures used to conduct these transactions. Its purpose is to assure the MC and other key stakeholders that the funds of the ECI have been properly administered and that good financial management practices have been followed. It should be noted that there are two main types of audits:

- i. Internal
- ii. External

Internal Audit

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

It is good practice for the chairman of the MC to initiate an independent internal audit of the ECI at least once every two (2) years. This will ensure that the institution is following good financial

practices that will enable the institution to:

- i. Attract external sponsorship and secure funding
- ii. Minimize the incidents of fraud
- iii. Promote good governance

External Audit

An external audit is conducted by an auditor assigned by an audit firm or a chartered accountant, or the Auditor General's Department.

3.6.1 The Audit Process

A synopsis of the audit process is as follows:

- i. The audit process should include a review of the governance structure and operations of the ECI.
- ii. The auditors compare the starting balance with the closing balance of the last audit.
- iii. They should check that a sample of transactions has been calculated accurately for example, in cheque books, bank statements, cancelled cheques, deposit slips and petty cash fund.
- iv. They check that all income and expenditures are allocated in the correct budget line of the approved budget and that these are accurately reflected in the annual financial report.
- v. They prepare a written report of the findings, signed by all members of the auditing team and forward this to the MC.

The MC should ensure that each audit recommendation has the following:

- i. an individual assigned as the accountable party
- ii. a clear plan of action is documented to address the audit finding
- iii. a date when the plan of action will be completed

3.6.2 Annual Returns Procedures

The following procedures shall obtain for handling the annual returns:

- I. The Institutional Services Accountant generates a listing which contains the names of all the ECI's in receipt of Grants and Subsidies.
- II. Submission of annual returns may be made through the Development Officers on or before July 31st, with all accompanying documents for verification. An official receipt to

the institution will be issued upon submission of the annual returns.

III. On receipt of the annual returns by the Institutional Services Department from the Development Officer (DO), the information shall be noted in the Grants and Subsidy General Database.

IV. A listing of the outstanding annual returns will be generated from the database for follow up purposes by the Institutional Services Accountant.

V. All annual returns must be submitted on the authorized annual return form for the period.

VI. The Institutional Services Department shall conduct a sample review of all annual returns upon receipt.

VII. The Institutional Services Department must visit ECI's randomly to verify information submitted regarding grants.

VIII. A report of the findings from the submissions and field visits shall be prepared by the Institutional Services Department to the Director of Finance for review.

IX. Non-compliance with the filing of the annual returns may result in the suspension of the Nutrition and Material Grants and Salary Subsidies.

X. ECIs will not be paid retroactively for annual returns that were not submitted in the required time period.

XI. Each ECI must maintain a file with all 401 forms submitted each year.

XII. All ECIs must have a Commercial Bank Account in the name of the registered institution for the payment of grants. Where such a bank account is not available, a letter from the ECI (signed by the Principal/Administrator and Chairman explaining/justifying the absence of same) must be submitted.

4. INTERACTION WITH PARENTS AND COMMUNITY PARTNERS

Interaction with Parents and Community Partners (Reference Early Childhood Regulations 2005)

4.1 Parents Visiting an ECI

Parents must be welcomed as visitors and encouraged to observe their children as often as possible and to participate with their children in daily activities at the ECI.

- i. The ECI is open to parents visiting the institution, based on the policy instituted by the MC.
- ii. All aspects of child care and education at an ECI shall be designed to facilitate the input and involvement of the child's parents or guardian.
- iii. The ECI shall afford the child's parents or guardian the right to:
 - a. exclude the child from any specific area of activity provided by the institution
 - b. visit the institution at any time when the child is on the premises
 - c. give or withhold consent, in writing, to the child's participation in any activities conducted or arranged by the institution and occurring off the premises, and shall inform the parents or guardian of that right
- iv. The ECI shall schedule meetings with the parents or guardian of each child in order to:
 - a. review the child's development and adjustment to the environment
 - b. reach agreement on appropriate disciplinary measures (other than corporal punishment)
 - c. discuss needs specific to that child
- v. Each meeting under paragraph four (iv) shall:
 - a. be documented by the employee participating in the review and be signed by that employee and the child's parents or guardian
 - b. be held no less frequently than as follows:
 - once, as part of the intake process, before the child begins attending the ECI
 - thereafter, at least once in every six (6) months

vi. The ECI shall facilitate the sharing of observations, concerns and comments from parents of children enrolled at the institution, and employees of the institution, by providing an easily accessible log book for that purpose.

4.2 Parents Volunteering at an ECI

The ECI should ensure that parents are provided with a number of varied opportunities to participate as volunteers in the classrooms. The Principal will ensure the following procedures are observed when parents or community representatives are volunteering in the classroom:

- I. The ECI is open to parents volunteering in the classroom, based on the policy instituted by the MC.
- II. Parents are welcomed, respected and listened to by the ECI staff.
- III. A parent or community representative who wishes to volunteer should contact the Principal's/Administrator's office in order to arrange an orientation meeting.
- IV. The Principal/Administrator will schedule the volunteer orientation training with parents and/or a community representative.
- V. Parents are encouraged to participate in the Parent Teachers Association (PTA).
- VI. Parents participate in daily conversations with ECPs about their child.
- VII. Each term, parents should attend Parent Teacher Conferences or as requested.
- VIII. All parents who are volunteering their time should report to the school's office and sign the visitors log before being allowed to visit a class. In addition, all volunteers must have a medical certificate/report indicating to be in good health.

It is recommended that each institution has an active PTA. The PTA is encouraged to establish partnerships with various civic agencies within the community e.g. police, medical, private business, social groups or service clubs.

4.3 Grievance Procedures

If a parent has a grievance with the ECI, the following procedures should be followed:

- i. Submit a formal letter for the attention of the chairman of the MC outlining the specific issues of concern.

ii. The ECI's Management Committee will meet to review the issues raised by the parent.

iii. The ECI's Management Committee will determine a course of action which shall be communicated to the parent in writing followed by a meeting, within ten (10) business days.

4.4 Adopting Agencies/Sponsors

Any person or organization that pays for or contributes to cost involved for a project and/ activity voluntary.

Refer to Standard 11 of the "Standards for the Operation, Management and Administration of ECIs" for further guidance.

5. CURRICULUM

ECIs should have a comprehensive programme designed to meet the language, physical, cognitive, creative, socio-emotional, spiritual, and cultural as well as school readiness needs of children such as:

Developmental/Educational Programme Planning - Advanced programme planning allows smooth delivery and assists in ensuring that programme objectives are met. Programme evaluation allows for continuous review and improvement of the quality of services offered.

Developmental/Educational Programme Structure - A structured programme ensures that children have exposure to activities that stimulate all aspects of their development. Programme structures do not need to be the same in all institutions, but should have all the elements known to be associated with good child outcomes.

Developmental/Educational Programme Content - A comprehensive programme using a variety of teaching methods allows children to achieve optimal development in all areas.

Physical Development – The following categories are listed as “required” by the Early Childhood standards, (i) presence of fine motor development activities (ii) promotion of fine motor development (iii) presence of gross motor development activities (iv) promotion of gross motor development.

Cognitive and Reasoning Development - The following categories are listed as “required” by the Early Childhood standards, (i) presence of cognitive and reasoning development activities (ii) promotion of cognitive and reasoning development.

Creative Development - The following categories are listed as “required” by the Early Childhood standards, (i) presence of creative development activities (ii) promotion of creative development.

Socio-Emotional Development - The following categories are listed as “required” by the Early Childhood standards, (i) recognition of emotions (ii) promotion of a sense of identity, self-esteem and independence.

Learning Resources – The Early Childhood standards state the children learn best when there are visual references and when they have hands-on experiences. The presence of learning resource material ensures optimal development.

For Personal Care Activities - The following categories are listed as “required” by the Early Childhood standards, (i) meal times: consistency (ii) meal times: teacher involvement (iii) Sleep and rest time consistency (iv) toileting.

Developmental Monitoring of Children’s Progress - The Early Childhood Regulations state that measures should be taken at an early childhood institution for:

- a. written observations of each child’s progress to be recorded, dated and categorized into areas of learning to identify the child’s level of performance and to inform planning

- b. those observations to be communicated to the child’s parent or guardian on a periodic basis (Regulation 18 (3)(a)-(b), pg. 19)

5.1 The Jamaica Early Childhood Curricula:

- i. The Jamaica Early Childhood Curriculum –A Conceptual Framework for Children “Birth to Five Years”
- ii. The Jamaica Early Childhood Curriculum – Scope and Sequence for Children “Birth to Three Years”
- iii. The Jamaica Early Childhood Curriculum Guide for Children “Birth to Three, is Key”
- iv. The Jamaica Early Childhood Curriculum – Scope and Sequence for Children “Four and Five Years”
- v. The Jamaica Early Childhood Curriculum Guide for Children Four and Five, “Getting Ready for Life”
- vi. The Jamaica Early Childhood Curriculum – Resource Book for Children “Birth to Five Years Old”

6. CLASSROOM OBSERVATION TOOL (COT)

The Classroom Observation Tool (COT) is an automated system designed to record best practices and child outcomes in an early childhood classroom setting for children at the EC level. The Development Officers provide guidance to the ECIs in the steps to be taken to maximize their score in the observation process.

The following categories with specific indicators are carefully rated:

- I. The Learning Environment,
- II. Classroom Management,
- III. Assessment
- IV. Evaluation and Planning

The Development Officers observation process for each classroom includes:

- I. Direct Observation of Teacher
- II. Review of Activity Plans
- III. Review of Children's Progress Reports, Developmental Milestone Checklists and Portfolios
- IV. Review of Classroom Displays
- V. Teacher Interview (Q&A)

Upon completion of the observation a one-page summary sheet is generated with overall comments and recommendations. Preliminary discussion is had with the Principal and early childhood practitioner/teacher for programme improvement and increased child outcome.

7. RECORD KEEPING

Records are in the following categories: (i) personnel records (ii) daily attendance records for children/staff (iii) record of all incidents (iv) an injury report log (v) daily record of meals (vi) record of medicine administered (vii) daily schedule of activities (viii) proper accounting records.

Based on the 2005 “Regulations” –

- i. The operator of the institution shall ensure that any personal information kept by the institution in relation to any child is kept confidential and is not disclosed, whether or not the child is still enrolled at the institution. This is with the exception to a member of staff of the institution, for the purpose of enabling better understanding of, and care for with the written consent of the child’s parent or guardian; or as required by a Court or any law.
- ii. In paragraph (1) "personal information" means medical records, academic records, the file mentioned in or any information taken in confidence from, or in respect of, the child. Where a child is no longer enrolled at the institution, all personal information relating to that child shall be given in its original form to that child’s parents or guardian if that parents or guardian so request.
- iii. The operator of an early childhood institution shall ensure that there is maintained as part of the records of the institution, a file in respect of each child enrolled at the institution, containing the following:
 - a. the child’s name, gender and date of birth
 - b. a photograph of the child
 - c. the child’s immunization records
 - d. a medical report in respect of the child, completed and signed by a duly qualified medical practitioner
 - e. the names, addresses and telephone numbers of the persons to be contacted in case of any emergency in respect of the child
 - f. a record of the child’s daily attendance at the institution
 - g. a medication and illness log
 - h. accident and incident reports
 - i. assessment reports done internally or obtained from other sources
 - j. the names of the persons authorized to collect the child from the institution
 - k. a record of all known food or drug allergies affecting the child
- iv. The operator of an ECI shall ensure that the following records are maintained and kept up-to-date at the institution:
 - a. personnel records in respect of each employee, including a job description, list of qualifications, the health certifications required under regulation 6 and the name of the party to be notified in case of any emergency

- b. daily attendance records in respect of the children enrolled at the institution, including the times of arrival and departure of each child
- c. daily attendance records in respect of each employee, including a record of the hours worked by each employee
- d. a record of every incident of illness occurring while a child is attending the institution, including the following:
 - the date and time of the illness or injury
 - the person affected
 - a description of the symptoms of the illness
 - the response of the staff upon becoming aware of the illness or injury
 - the name of the persons notified, (for example, a parent, guardian or other relative, a medical practitioner, etc.)
- e. an injury report log, containing a report of all injuries which have taken place at the ECI
- f. a daily record of the meals served at the institution
- g. a record of every medication administered to a child enrolled at the institution including the name, the quantity administered and the date and time of administration
- h. a timetable showing the daily schedule of activities for children enrolled at the institution
- i. proper accounting records in respect of the financial activities of the institution, in accordance with recognized accounting standards
- j. When an injury occurs at the institution, which requires first aid or medical attention for any child or other person at the institution, the operator shall ensure that an injury report is completed, including the following information:
 - the name, gender and age of the person injured
 - the date and time of the injury
 - the location where the injury occurred
 - a description of the circumstances leading to the injury
 - a description of the nature of the injury
 - if the injured person is a child, the name of the employee responsible for the care of the child at the time the injury occurred
 - the action taken to treat the injury, including the name of the person who treated the injury
 - the name of the person completing the report
 - the name and address of the institution

vi. The report mentioned in paragraph (iv) (e) shall be completed in triplicate and each copy shall be distributed as follows:

- a. If the person injured is a child, one copy shall be given to the parent or guardian of the child and another copy shall be placed in the file.
- b. If the person injured is an adult, one copy shall be given to the injured person.
- c. If that person is not in a condition to receive the copy, it may be given to the party appointed by that person to be notified in the case of any emergency. Another copy shall be placed on the institution's personnel record relating to that employee, and in every case, one copy shall be filed in chronological sequence in the log.

VI. All information required to be kept under this regulation shall be kept by the ECI for a period of not less than seven (7) years from the date on which the information is recorded.

VII. The personnel records referred to in paragraph (I) shall be kept confidential and shall not be disclosed except as required for the purposes of this Act or any other law or as directed by a Court.

8. EARLY CHILDHOOD SAFETY REQUIREMENTS

The Early Childhood Standards state that ECIs should provide safe indoor and outdoor environments for children, staff, stakeholders and visitors to the institution. The rationale is that children's development is enhanced by exploration of their environment. Their active environments, including outdoor and indoor play and programme areas; equipment, must be kept safe and free from physical, chemical, or environmental hazard. The safety of adults within the institution, such as staff, stakeholders and visitors, must also be ensured. Safety measures should be both preventive and active in nature.

8.1 Indoor Safety

The Early Childhood Regulations state that all medicines, cleaning agents or toxic substances at an early childhood institution shall be appropriately labeled and stored in a locked cupboard or other receptacle, which shall be kept out of the reach of children and away from equipment and the area in which the food is stored. Additionally, the Regulations state that operator of an early childhood institution shall take such steps as are necessary to ensure that the institution is equipped with an adequate supply of basic first aid items as presented in the Red Cross First Aid Kit Guidelines.

With regard to safety of equipment, play areas, toys and other materials, the Regulations state that the provisions of the regulations shall apply for the purpose of securing the safety of areas and equipment used by children at any ECI.

The operator of the institution shall ensure that children, while at the institution, are supervised at all times by a sufficient number of staff at the institution. The Regulations further state that the operator shall ensure that toys or other equipment to which the children have access are:

- i. safe, sturdy and in good repair, with no protruding nails, sharp edges or other unsafe characteristics
- ii. free of lead-based paints and chipping paint
- iii. age-appropriate
- iv. washable and not so small as to pose a risk of choking or swallowing

8.2 Outdoor Safety

With regard to safety of equipment, play areas, toys and other materials, the Early Childhood Regulations state that the provisions of the regulations shall apply for the purpose of securing the safety of areas and equipment used by children at any early childhood institution, and that every outdoor play area of an early childhood institution shall have the following features:

- i. sheltered areas to protect the children from the sun, wind and rain
- ii. if any swing or climbing equipment is provided, such equipment shall be located on soft grass or soft sand

- iii. if tricycles or other riding toys are provided for use by children, there shall be paved areas kept clear of motor vehicular traffic and demarcated for such use
- iv. be free of broken bottles, poisonous plants or other toxic substances or any other matter which is reasonably likely to create a hazard of injury to a child.

8.3 Fire and Disaster Safety

The Early Childhood Regulations state that the operator of an early childhood institution shall submit to the Commission within ninety days after the date of registration of the institution under the Act, a written fire safety plan which shall:

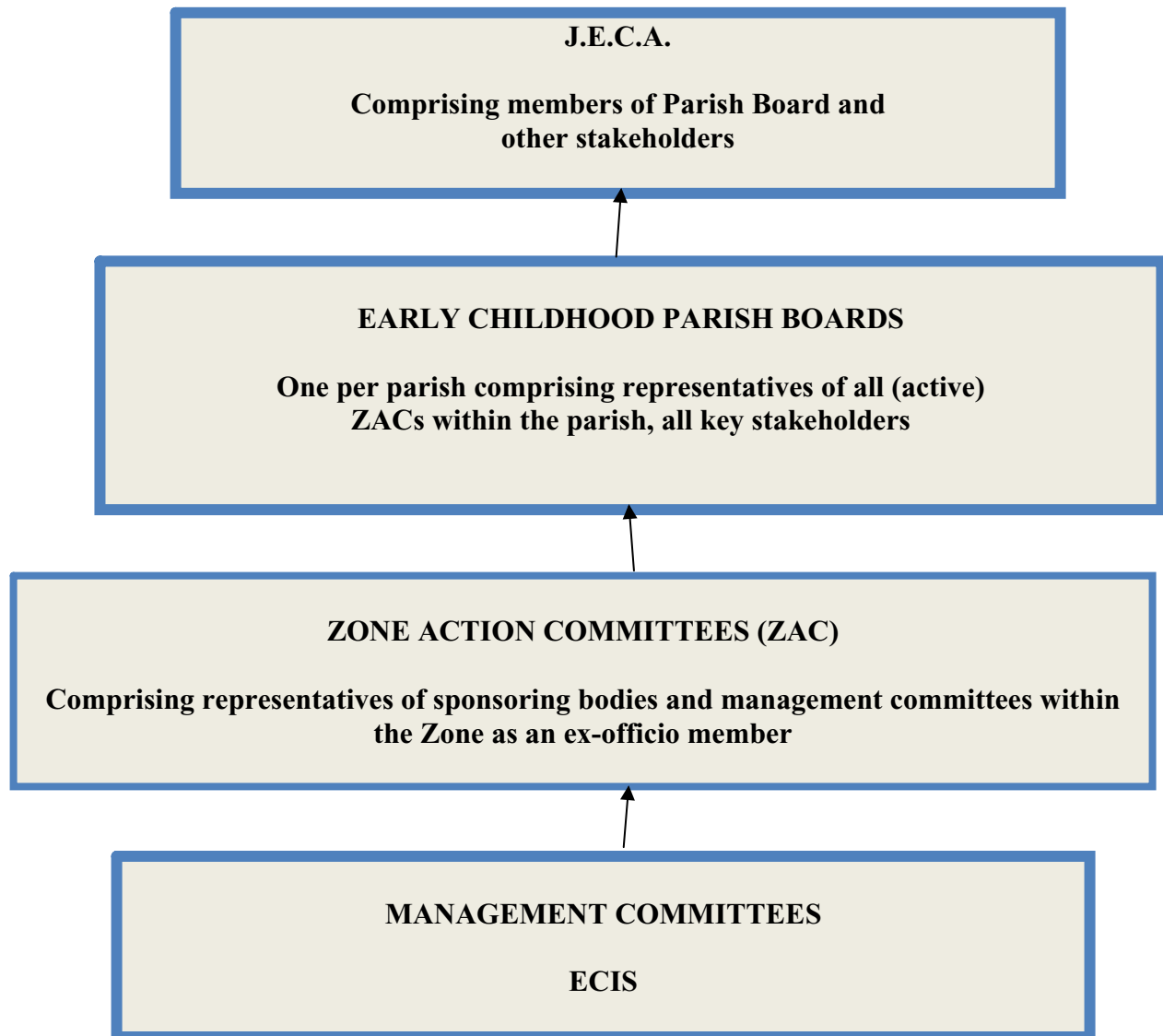
- i. describe the type and location of the institution's fire-fighting equipment
- ii. detail the procedures to be followed in the event of a fire
- iii. be displayed in a conspicuous place at the institution
- iv. Additionally, the Early Childhood Regulations state that the operator of an ECI shall take such steps as are necessary to ensure that:
 - v. firefighting and safety equipment are inspected at least annually and are kept in an easily accessible area
 - vi. fire drills are regularly carried out and that all members of staff participate therein
 - vii. health, sanitation, nutrition and disaster plans are in place for children and staff including an evacuation plan for the safeguarding of infants in the case of an emergency

8.4 Transportation and Excursion Safety

The ECI Regulations state that the operator of an ECI shall take such steps as are necessary to ensure that the institution is equipped with an adequate supply of basic first aid items as presented in the Red Cross First Aid Kit Guidelines (including antiseptic cream, cotton balls, applicators, a thermometer, dressing for wounds and hydrogen peroxide), and that a first aid kit so equipped is taken on all field trips or outings that take place off the premises of the institution and are participated in by children enrolled at the institution.

9. GOVERNANCE STRUCTURE

The following represents the Governance structure for the ECIs:



9.1 What is J.E.C.A.?

The Jamaica Early Childhood Association (J.E.C.A.) is a union of the Early Childhood Parish Boards. It represents the merger in 2003 of the former National Association of Basic Schools Parish Board (NABSPB) and the Jamaica Daycare Association (JDCA). The merger is the result of the Integration Policy of the Jamaica Government for Early Childhood Development.

J.E.C.A. is a legally constituted non-profit organization that has been advocating on the behalf of ECIs through its member organization of Management Committees, Zone Action Committees

(ZAC) and Parish Boards. The association has been strategically transforming itself since the merger establishing vision and mission statements, redefining its role, adjusting its structure and giving legitimacy to itself through a constitution.

9.1.1 The Role and Function of J.E.C.A.

- i. Advocate for the development, revision and implementation of policies, legislation and programmes impacting Early Childhood Development.
- ii. Facilitate dialogue and networking among stakeholders to strengthen the National Early Childhood program.
- iii. Mobilize support resources and community support at local, regional and international levels for the advancement of the early childhood sector.
- iv. Review concerns raised by Early Childhood Practitioners, support their interests and make representations to the relevant authorities where necessary.
- v. Maintain linkages with the Caribbean Early Childhood Association and assist in the translation of Regional policies at the national level.
- vi. Provide annual training to the Chairman of Management Committees to strengthen the capabilities of the Governing Bodies.

9.2 The Early Childhood Parish Board

I. Each Parish should have an Early Childhood Parish Board. The Parish Board (PB) is to be constituted of representatives from each of the ZACs within a parish.

- i. Every Parish should have a PB named (Name of Parish)
- ii. Each PB should be made up of:
- iii. Representatives from all the ZACs within a Parish

II. The Officers of the PB should be as specified as follows:

- i. Chairman
- ii. Vice Chairman
- iii. Secretary
- iv. Assistant Secretary
- v. Treasurer

III. The PB Executive should meet at least once per month and the full board should meet once per quarter

IV. The meetings of the PB and its Executive Committee should be conducted in accordance with acceptable parliamentary practice

Duties

- i. To coordinate the activities of ZAC within the Parish.
- ii. Duties similar to those delegated to the ZAC will be performed by the PB, but at a Parish level, and with greater authority.

The PB is to operate and function within these guidelines and under the direction and supervision of the Jamaica Early Childhood Association (J.E.C.A.).

9.3 The Early Childhood Zone Action Committee

Each zone will be represented by an Early Childhood ZAC. The Early Childhood ZAC will have representation of at least two (2) elected members of the MCs existing in a particular zone. The ZAC should work closely with the various MCs to ensure there is a procedure which guides inter-institution transfer between ECIs up to the primary school level. This is in order to avoid children moving to another institution without meeting their financial obligations (such as fees, etc.).

1. The Officers of the ZAC should be as follows:

- i. Chairman
- ii. Vice Chairman
- iii. Secretary
- iv. Assistant Secretary
- v. Treasurer

The members of the ZAC are elected annually at an Annual General Meeting (AGM) called for that purpose. Holders of these offices should be eligible for re-election, but no one may hold office for more than three (3) consecutive years.

2. Duties of the ZAC

To support the MCs in the execution of their duties in the following areas:

- i. To mobilize the clusters within the zone to support the ECIs
- ii. To assist in maintaining healthy relationships between ECIs, staff and MC within the zone
- iii. To act as liaison between ECIs and the Parish Board

- iv. To adjudicate in matters referred to it by ECIs, Staff and/or the MC

The officers of the ZAC should meet at least once per month and the full committee should meet once per quarter.

The meetings of the ZAC and its Executive Committee should be conducted in accordance with accepted parliamentary practice.

The ZAC is to operate within these guidelines and under the direction and supervision of the Early Childhood Parish Board.

9.4 Management Committee

All ECIs should verify with the ECC, Customer Service section, the correct registered name of their institution. This is based on what is currently recorded in the system managed by the ECC.

All ECIs (daycare centres and basic schools) regardless of size, geographical location, affiliation or status regarding financial support from government must be governed by a MC.

ECIs may be governed by a Cluster MC that may administer a maximum of up to three (3) ECIs.

9.4.1 Governance – Roles and Responsibilities of the Management Committee

The MC is established to provide consistent monitoring and support for the ECI with the involvement of community members and other stakeholders to provide a link for the government supervisory and regulatory systems. There should be a minimum of five (5) and a maximum of nine (9) members on the MC. It should comprise representatives from the following interest groups:

- One (1) ECI Head
- A representative from the Executive of the PTA
- Three (3) persons from church/community/civic/business groups

In the case where an ECI is closely affiliated with an organization (e.g. a Church, Company or Citizens' Association) and this organization takes on significant responsibility for the development and maintenance of the ECI, then the organization shall be permitted to name two (2) of the three (3) community-based representatives, (including the Chairperson), where the MC is made up of five (5) persons.

In the case where the MC is made up of seven (7) or nine (9) persons the affiliated organization can nominate a maximum of three (3) persons (including the Chairperson).

An ex-officio member such as the past Chairman can attend MC meetings but will not have a vote.

The MC should have an internal review of its operations once every two years.

Nomination

An election of members of the MC should take place every two (2) years at an Annual General Meeting (AGM) called for the purpose.

The Chairman of the ZAC should ensure that AGMs are being held as required.

Duration of Office

Members of the MC should be eligible for re-election but no member except for those appointed by the affiliated organization (e.g. a Church, Company or Citizens' Association) may serve for more than three (3) consecutive terms, (where a term is defined as two years) in the same position.

There should be a staggering of initial terms of the members of the MC so that not all members demit office at the same time.

Meetings

The secretary shall send out formal notifications for meetings which shall be called by the Chairman at least once per term. The minutes of the meeting signed by the Chairman and the Secretary shall be retained for future reference.

Executive Membership

At its first meeting, the MC will elect suitable persons to the executive posts of:

- I. Chairman (Where a Chairman was previously named by an affiliated organization)
The Head of the ECI should not ideally be the Chairman
- II. Deputy Chairman
- III. Secretary
- IV. Treasurer
- V. Public Relations Officer
- VI. Immediate Past Chairman as an ex-officio member (This person does not have voting rights)
- VII. The position of Public Relations Officer (PRO) can be another post on the MC
- VIII. The MC will also elect two (2) persons to serve as representatives to the ZAC

Liaison with the Early Childhood Commission

After nominations, the MC should submit to the ECC through the DO of the relevant zone:

- i. The full names, addresses and occupations of all members of the MC, showing the executive posts
- ii. Two (2) character references for the Chairman, Treasurer, ECI Head
- iii. The particulars of the representatives to the ZAC

9.4.2 Key Financial Considerations

- i. No member of the MC, inclusive of the head of the ECI and the staff representative, will receive remuneration for serving as a committee member.
- ii. All fundraising activities of the MC should involve the Head of the ECI.
- iii. No blank withdrawal slips should be signed by any of the signees to the ECI's account.
- iv. The MC is responsible for the opening and closing of all bank accounts. They should decide on the joint signatories for each account.

Each account should have at least three (3) signatories.

Where the Principal is the Owner and Operator of the institution, he or she should not be the Chairman of the MC. In this case he or she can be a signatory on the account.

9.4.3 Resignation of Chairman

The Chairman of the MC may at any time resign the office by writing a letter to the MC to this effect. The MC may appoint a temporary Chairman until such time as the MC can meet to elect a Chairman.

9.4.4 Vacancy on the Management Committee

If a member of the MC fails to attend at least three (3) meetings in succession, without reasonable excuse, the position will become vacant.

In the case of resignation, migration, incapacity, impropriety, suspicion of fraud, theft, illegal acts etc. the MC shall declare the position vacant and appoint a person for that vacancy for the balance of time remaining for the period of the appointment.

Frequency: The MC should meet at least once every three (3) months.
 The quorum for a meeting of the MC should be three (3) including the Chairman.

Number of members of the Management Committee	Quorum to convene a meeting of the Management Committee members
5 members	3 members
7 members	3 members
9 members	5 members

Notice: The Secretary should send notice of meetings of the MC to all members and to the committee at least two (2) weeks prior to the date fixed for the meeting.

Attendance: The Head of the ECI along with the committee members should attend all meetings of the MC.

Proceedings: The meetings of the MC and/or any of its Sub Committees should proceed and be conducted in accordance with accepted parliamentary practice.

9.4.5 Filling a Vacancy

Should a vacancy occur on the MC, such vacancy should be filled by the appointment of a new member representing the same interest group in which the vacancy occurs.

9.4.6 Exemption from Liability

No member of the MC can be held liable in his or her personal capacity for any act or default of the MC done or omitted to be done in good faith in performing the duties of the MC.

10. RESPONSIBILITIES OF THE MANAGEMENT COMMITTEE

The responsibilities of the MC of an ECI should include the following:

10.1 Quality Monitoring

- i. To assist in moving the ECI from having a permit to operate to having a certificate of registration.
- ii. To aid in ensuring that the facilities, staffing, administrative practices and care and education provisions of the ECI are operating according to the policies and standards outlined in the EC Act and Regulations (2005).
- iii. To assist in evaluating the overall quality of the ECI in collaboration with the ECC, J.E.C.A. and the PBs.
- iv. To ensure that at least one member of the Committee, excluding the ECI Head and members of staff, visits the ECI at least once each term and makes a report to the MC at the next meeting to be convened after this visit. A few areas recommended for review during the visit are:
 - a. The ECI's Development Plan
 - b. The ECI's facilities
 - c. The ECI's attendance records (such as the students' attendance records, or the accident log)
 - d. Lesson plans
 - e. Classrooms visits and observing of the activities
 - f. The daily classroom schedule
 - g. The financial records

10.2 Policy Matters

- i. To assist in formulating and reviewing specific policies and goals for the individual ECI (e.g. admissions and personnel policies)
- ii. To encourage and facilitate the relevant parties to provide accident insurance coverage for staff and children of the ECI

10.3 Record Keeping and Reporting

Procedures should be implemented in order to ensure that proper records are kept including the following documents: Log Book, Admission Register, Attendance Register, Accounting Records, Staff Files, Children's General Information and Developmental Files, Correspondence Files, Injury Report File, Fixed Asset Register and any other record that might be specified as a requirement by the Government of Jamaica.

10.4 Staffing Matters

i. To review contracts and terms of reference for employees of the ECI.

ii.

To review the annual performance appraisals of staff which the Principal/Administrator has conducted.

iii. To cooperate with the relevant ministries/authorities in ensuring that proper procedures are followed in relation to the recruitment, appointment and dismissal of staff.

iv.

Facilitate the settlement of disputes, grievances and disciplinary matters involving the Principal/Administrator or other stakeholders.

v. To conduct annual performance appraisals of Principal/Administrators. The Principal/Administrator should appraise the Principal/Administrator.

vi.

The Early Childhood Development Services Supervisor/DO along with the appraisal committee should appraise the Trained Teacher paid by the MoEYI. The appraisal committee should comprise of the Chairman or his designate, Principal/ Administrator of the ECI and the teacher's representative.

vii.

The MC will operate and function within these guidelines and under the direction and supervision of the ZAC.

10.5 Insurance

Consideration should be given by the MC to recommending an affordable health insurance plan for staff. Where possible, every effort should be made to include such costs in the annual budget.

The MC should consider carrying reasonable amounts of student accident insurance, liability insurance for accidents on their premises, and transportation liability insurance. An early childhood service would normally arrange insurance to cover the value of the assets, the property, losses of profits, public liability and possibly management group members' liability.

10.6 Pension

Consideration should be given by the MC to recommending an affordable pension scheme for staff. Where possible, every effort should be made to include such costs in the ECI's annual budget.

10.7 Disciplinary Process to be followed by the ECI's Management Committee

Disciplinary action of Trained Teachers is guided by the Ministry of Education, Youth and Information – The Education Act – The Education Regulation, 1980.

ECPs employed by the ECIs should be guided in principle by the following disciplinary process:

- i. Verbal warning - An oral notice to an employee that he or she is not meeting expectations or that his or her conduct is inappropriate in the workplace, what needs to change, and the potential consequences if the behavior does not improve.
- ii. Written warning – A written communication for example, memorandum, letter, email outlining unsatisfactory performance; failure to maintain regular and satisfactory attendance; inappropriate conduct, etc. These warnings should be placed on the employee's file.
- iii. Performance Improvement Plan (PIP) - A formal process used by supervisors to help employees improve performance or modify behaviour. The PIP, as it is sometimes called, identifies performance and/or behavioural issues that need to be corrected and creates a written plan of action to guide the improvement and/or corrective action.
- iv. Suspension – Time away from work given to employee without pay due to some form of violation by the employee.
- v. Dismissal – Termination of employee service for work due to a serious violation of company policy, etc.

The Education Act, 1980 states that a Teacher in a public educational institution may have disciplinary action taken against him/her for:

- i. improper conduct while in school
- ii. neglect of duty
- iii. inefficiency
- iv. irregular attendance
- v. persistent unpunctuality
- vi. lack of discipline
- vii. such other conduct as may amount to professional misconduct

Where the MC receives a complaint in writing or in its own assessment determines that due process has been followed and that the conduct of an ECP employed by the MC is of such that disciplinary action ought to be taken against the teacher. The MC of the ECI should appoint a Disciplinary Action Sub-Committee consisting of at least two (2) members, which shall be mandated to initiate and carry out inquiries and full investigation of the charge(s) into allegations of misconduct or omissions against the ECP. A Principal/Administrator or the staff representative on the MC should not be the persons assigned to the Disciplinary Action Sub-Committee.

During the period of the enquiry/investigation which is estimated to last for fourteen (14) days, or until the matter is determined, the MC may suspend that person from duty for a period not exceeding thirty (30) days and the person's salary may be withheld for no longer than that period. The disciplinary issue should be formalized in writing, stating the reasons, time and action likely to be taken. Although these are general guidelines, each situation will be treated on a case by case basis.

The Disciplinary Committee, should, upon completion of the enquiry, submit a full report to the MC. If where the MC has completed the review of the report submitted by the Disciplinary Committee and found that the conduct constitutes a professional misconduct, it shall as soon as possible, in its discretion but subject to written guidelines, take the appropriate action which may involve notifying any relevant legal authority. If it is decided that the charges in respect of which the ECP was suspended were not proved, then the ECP shall be entitled to be paid the portion of his/her salary so withheld and their duties restored.

An ECP who is aggrieved by any action taken by the MC may appeal firstly to the ZAC within fourteen (14) days after the date of the action giving rise to such appeal, and then to the Early Childhood Parish Board Chairman, if necessary.

10.8 Non-compliance with the Institution's Policy

The ECI is responsible to outline the disciplinary actions or sanctions for non-compliance with the institution's policy. This should be supported by the PTA.

11. ROLES AND RESPONSIBILITIES OF OTHER OFFICES

11.1 Development Officers - ECIs

The DOs are responsible to promote comprehensive development of ECIs within the context of the Early Childhood Act, Regulations and Standards, through the provision of technical expertise and monitoring. These are as follows:

i. ECI Development

Monitors and provides supervision for the delivery of ECD and services through regular visits to assigned ECIs

Provides technical support to ensure that ECIs maintain a readiness focus, and provide an appropriate learning environment for children

Disseminates information and provides guidance to operators and staff of ECIs on the legal and regulatory requirements and the standards for operation of ECIs

Discusses inspection reports with the operators of ECIs and management bodies and identifies areas in need of intervention

Provides technical support to ECIs in order to facilitate the attainment of legal and regulatory requirements and standards for operation

Assists the operators of ECIs to prepare development plans for the institutions to facilitate compliance with the EC Act and Regulations

ii. Curriculum Support

- Provides support and shares with Teachers and Practitioners in implementing developmentally appropriate strategies in a variety of early childhood settings.
- Exposes ECI Teachers and Practitioners to a variety of curricular experiences which can be adopted to facilitate the enhancement of young children's intellectual curiosity and critical thinking skills.
- Assists in the implementation of an integrated curriculum as a teaching strategy for young children among Teachers and Practitioners and ensures appropriate planning and delivery of the curriculum.

iii. School Governance

- Supports the development and/or strengthening of governance systems for ECIs by providing technical support to ECI Management Bodies, PTAs, and ZACs.

iv. Professional Development

- Conducts in-service training and capacity building workshops consistent with the professional development needs of the practitioners.

v. Parenting and Community Involvement

- Assist in the development and maintenance of ECI – based parenting.
- Ensure information sharing and community mobilization to enhance the quality of ECIs.

11.2 Development Officers - Resource Centres

The DOs at the Resource Centres are responsible to promote early childhood development by the provision of training for early childhood practitioners and technical support to young children and their households, through the efficient management and operation of Early Childhood Resource Centres. These are as follows:

i. Training

- Delivers early childhood practitioner training.
- Delivers parent facilitator training.
- Delivers in-service training for Early Childhood Practitioners, Trained Teachers, Principals, etc., as required.
- Maintains records of training.

ii. Development of Early Childhood Learning Environment

- Develops culturally and developmentally appropriate teaching and learning materials for use in the home and ECIs.
- Develops and implements to model the use of teaching and learning materials and developmentally appropriate practices to parents, family caregivers and early childhood practitioners.
- Develops and implements and strategies to promote appropriate use of the outdoor environment to enhance children’s development.

iii. Parental Education Support

- Assists with the development of strategies to promote parent support and education
- Implements strategies to promote parent support and education, in collaboration with other early childhood sector partners
- Develops and delivers parent support and education
- Receives applications for parenting accreditation and recommendations for accreditation, based on established criteria

iv. Community Advocacy and Mobilization for ECD

- Collaborates with the Regional and Community Interventions Unit in developing and implementing strategies for support of ECD
- Collaborates with the Regional and Community Interventions Unit to promote the establishment and maintenance of community facilities and services for young children
- Collaborates with Parish Boards and ZACs to support the strengthening of governance systems in the ECD programme

- Collaborates with government agencies, non-governmental organizations, local and international development partners to ensure an integrated and coordinated delivery of early childhood services at the community level

11.3 Parent Teachers Association

The purpose of the PTA is to assist the ECI by providing financial, administrative or parental support and guidance to the teachers and students.

The PTA should be managed by a duly elected PTA committee comprising of at least five (5) members. The committee should have an internal review of its operations once every two (2) years.

The administration of the PTA, the election of officers, roles and responsibilities, terms of office, terms for demitting office and frequency of meetings should follow the guidelines issued by the National Parent Teachers Association of Jamaica.

Eligibility

Parents who are elected to serve on the PTA Committee should satisfy the following criteria:

- They should be persons of integrity.
- Their child/children (s) school fee should be in good standing (fees should be paid up-to-date).

Member of the Management Committee

A member of the PTA Executive is eligible to serve as a member of the MC.

12. GRANTS AND SUBSIDIES

12.1 Types of Grants

A qualifying ECI is an institution which has been granted the permit to operate by the ECC. Qualified and Registered ECIs have access to various types of grants through the ECC.

12.1.2 Definitions of Grants

- i. *Initial Grant*: refers to the amount paid to newly qualifying ECIs with Permits to Operate to assist with operational costs. It is noted that newly established ECIs are not required to submit an AR/401 Form until after the first year of operation.
- ii. *Material Grant*: refers to an amount paid to qualifying ECIs by the MoEYI to assist with the purchase of teaching materials and equipment.
- iii. *Nutrition Grant*: is an amount paid to qualifying ECIs to assist with the cost of preparing meals at the institution on a daily basis.
- iv. *Operation Grant*: refers to the amount paid to Resource Centres which provide developmentally appropriate experiences for children, practitioners and parents.

12.1.3 Application for Initial, Material and Nutrition Grants (Refer to Appendix VI for sample of the Application Form)

Material and Nutrition Grants for an ECI shall be applied for by the Principal/Administrator of said institution. This application shall be approved by the Chairman of the Institution's MC before submission to the DO on behalf of the ECI. This application shall be made on the ECI Grants and Subsidy application form. This form shall be accompanied by certified copies of the ECI's TRN number and Bank Account number, clearly indicating the type of account (**chequing or savings**).

An ECI should have at least four (4) children enrolled in order to be considered for the grants from the ECC.

The ECC will provide a letter to the Chairman of the ECI MC and the Principal/Administrator of the ECI stating the approved application for the Material and Nutrition Grants.

No Infant school, Infant department, Daycare, Nursery or Preparatory school shall be qualified for Material and Nutrition Grants. If this is observed by the ECC, the matter will be addressed forthwith.

12.2 Salary Subsidy

Early Childhood Practitioner Salary Subsidy, refers money paid by the GOJ to supplement the salaries of the ECPs in ECIs. To qualify one must be between the ages 18 to 65 years and work at an ECI that has qualified for a Permit to Operate or Certificate of Registration. The payment of salary subsidy is subject to the availability of funds.

12.2.1 Application for Salary Subsidy

Salary subsidies for ECP shall be applied for by the Chairman of the MC. The application should then be submitted to the Development Officer on behalf of the ECP. This application shall be made on the “Application for ECP Salary Subsidy Form.” This form shall be accompanied by:

- Certified copies of the academic qualifications
- Passport sized photograph
- An acceptable form of identification
- TRN number and NIS number
- Birth Certificate
- Marriage Certificate
- Divorce Absolute
- Police Record and Food Handler’s Permit
- Medical Certificate and Certification in Pediatric First Aid.

If the institution does not submit these required documents, then the salary subsidy and the material and nutritional grants may be withheld until the institution complies with the requirements.

A school should have at least twenty (20) children in order for an ECP to be considered for a salary subsidy from the ECC. Special consideration may be given for ECIs with lower enrollment on a case by case basis.

The ECC will provide notification to the MC Chairman, Principal/Administrator and the ECP stating that the salary subsidy application has been approved for payment. Approval for salary subsidy is subjected to the discretion of the ECC.

12.3 Withholding the Subsidies and Grants

In accordance with the ECC’s legislative functions to regulate and monitor ECIs, the organization reserves the right to withhold grants and/or subsidies based on the following:

In accordance with the ECC’s legislative functions to regulate and monitor ECIs, the organization reserves the right to withhold grants and/or subsidies based on the following:

- i. If the ECC is not satisfied with the decisions reached and the actions taken by the MC and/or the ZAC, and or the Parish Board on any matter that will significantly affect the operations of the school
- ii. Where the ECI enrolment falls below the required number of children over a continuous period of two (2) school terms, grants and subsidies will be withheld and could lead to termination if the ECI is not operating in accordance with the EC Act and Regulations (2005)
- iii. If the ECP fails to produce activity plans three (3) weeks prior to the date of the visit by the ECC personnel
- iv. If an ECI inspection score is below 50% after two inspections
- v. Where the COT score falls below the required 70%
- vi. If the ECP after due warning fails to attend 80% of training opportunities offered by the ECC in each academic year
- vii. If the grants, in part or as a whole, are not properly accounted for in the previous academic year ending August 31st
- viii. Where the ECP or ECI are found to have outstanding documents
- ix. Where the ECP surpass the employment age of 65 years' old
- x. If the MC is dysfunctional and is not conducting the business of the ECI in a responsible manner
- xi. Where there are health and safety threats at the ECI

12.4 Procedure for Awarding Benefits

The ECC reserves the right to approve or deny the application for an ECP's subsidy. A notification shall be sent to the Early Childhood Development Services Supervisor who will the inform the Principal/ Administrator.

13. PROCEDURE FOR NOTIFICATION OF PERMANENT OR TEMPORARY CLOSURE OF AN ECI

The following are the procedures for handling the permanent or temporary closure of an ECI:

1. The Chairman or Principal/Administrator of an ECI is required to notify the ECC of its temporary or permanent closure in writing to the ECC's Director of Regulation and Monitoring.

This letter shall clearly state:

- i. whether or not the closure is temporary or permanent
- ii. the reason(s) for the closure
- iii. the likely reopening date in the event of a temporary closure
- iv. arrangements made for the children with another ECI (which should be identified)

2. The notification should be sent to the Finance Department for the following actions to be taken:

- i. Suspension of payment to ECP
- ii. Suspension of payments of grants and subsidies to the ECI

In the event of temporary closure, the ECI shall be required to inform the ECC in writing upon reopening. This shall be done under the signature of the Chairman and the Principal. The same procedure highlighted above (Section 7.8) shall obtain for the reopening of the ECI. A copy of the letter shall be filed on the monthly payroll file and updated on Registration Information System (RIS).

13.1 Procedure for Handling Overpayments to ECPs who have left the ECI

While the confirmation of subsidy approval letter clearly states the implications for an ECP accepting payments to which they are not entitled, the following procedures shall obtain:

1. The ECI should immediately advise the ECC of the termination of an ECP, this should be done through the DO. The cash/keycard and the resignation letter should be handed over to the DO.

Resignation/Termination/ Abandonment:

- i. The ECP must immediately return the Keycard to the Principal on the last day of employment at the ECI.
- ii. The Principal must inform the ECC in writing within five working days of the receipt of the ECPs' resignation/termination notice and collected Keycard.

- iii. The Principal is required to submit a Notice of Change form along with resignation/termination/ abandonment notice and collected Keycard to the ECC within five working days.
 - iv. If the Principal fails to inform the ECC of the ECPs' resignation/termination, this may result in future subsidies being withheld from the institution.
 - v. In the abandonment of duty for five (5) consecutive working days without permission, the salary subsidy will be terminated in accordance with (iii) above.
 - vi. In the event information regarding the ECPs' resignation/ termination notice was not sent in accordance with (ii) above. The Principal and the Board of the Institution may be liable to refund the ECC for any amount paid in excess to the former ECP within a period determined by the ECC.
2. The ECC shall take steps to reverse the transaction from the ECP's bank account by informing the ECC's bank of the error. In the event that this attempt at reversing the transaction fails, the following steps shall be taken by the ECC:
- i. The ECC shall issue a demand letter to the ECP, for the repayment of the money within fourteen (14) working days of receiving the notification.
 - ii. A second letter within 14 working days of the first letter shall be sent to the last known address of the ECP.
 - iii. If after the second letter has been issued and no response has been received, the matter will be turned over to the Legal Department, at the Ministry of Education Youth and Information for further action.
 - iv. Upon receipt of the funds from the ECP by the ECC, a receipt will be issued to the ECP.
 - v. If fraud is suspected based on information submitted by an ECI, the matter will be immediately referred to the Internal Audit Department at the ECC.

14. HUMAN RESOURCE MANAGEMENT

14.1 Employee Benefits

All trained teachers employed by the MoEYI are guided by the Employment Benefits of this Ministry.

14.2 Hiring Process for Employment at an ECI

The MC is responsible for the hiring of all ECPs, including the Principal/ Administrator for the institution. Once the approval has been given by the MC for the recruitment of a new ECP, the Principal Administrator should reference the guidelines below in completing the process.

Where the vacancy to be filled is the position of Principal/Administrator, then the MC may appoint a sub-committee to carry through its mandate.

Recruitment Guidelines

- I. Determine the need for a new or replacement position
 - II. Develop the job description for the position
 - III. Determine the salary range for the position
 - IV. Advertise the job both internally and externally
 - V. Screen resumes and/or applications against the prioritized qualifications and criteria established, after receiving applications for the position
 - VI. Ask the candidate(s) to fill out your official job application, upon their arrival for the interview
 - VII. Give the candidate (s) a copy of the job description to review
 - VIII. Hold screening interviews during which the candidate(s) can be assessed and given the opportunity to learn about your organization and your needs
 - IX. Complete the Job Candidate Evaluation Form for each candidate interviewed
 - X. Interviewers fill out the candidate rating form
 - XI. Conduct background checks/screening. Any candidate who has misrepresented qualifications and fails to pass the checks is eliminated as a candidate
 - XII. Repeat recruitment and selection process, if no suitable candidate is identified.
- When a suitable candidate is selected, proceed to make an offer by providing the offer

letter and the job description to the candidate

XIII. The candidate signs the offer documentation to accept the job or refuses the position

XIV. If the candidate accepts, schedule the new employee's start date and orientation

XV. If candidate does not accept, repeat the recruitment and selection process.

Probation:

New employees should serve a three (3) months probationary period. An End-of-Probation performance evaluation should be conducted at the end of the three (3) months period.

During the probationary period either party may terminate the contract of employment by giving at least two (2) weeks' notice. Where the ECI operator terminates the ECP's services, they may opt to pay in lieu of two (2) weeks' notice.

14.3 Qualifications

The office of Administrator and Early Childhood Practitioner should be recognized based on the coverage of the ECI.

Role	Qualification	"Acceptable" Standard
Director/Manager/Administrator	NCTVET NVQ-J Level 4 Bachelor in Education or Diploma in Teaching, certificate in nursing or a degree in social work or child development related field	The Principal or Head has certification in Teaching, Social Work, Nursing, or other Child Development related field.
Lead Teacher (Qualified Teacher)	Bachelor in Education (B.Ed.) or Diploma in Teaching	There is at least one Lead Teacher with a Bachelor's Degree or Diploma in teaching.
Associate Teacher/Early Childhood Practitioner	NCTVET NVQ-J Level 3 or Associate Degree in EC	At least 50% of the persons performing Associate Teacher functions are trained and certified at the NCTVET NVQ-J Level III or have equivalent qualifications while the others are in training.

Assistant Teacher II/Early Childhood Practitioner	NCTVET NVQ-J Level 2 or equivalent qualification	At least 50% of the persons performing Assistant Teacher II functions are trained and certified at the NCTVET NVQ-J Level II or have equivalent qualifications while the others are in training.
Assistant Teacher I/Early Childhood Practitioner	NCTVET NVQ-J Level 1 or equivalent qualification	At least 50% of the persons performing Assistant Teacher I functions are trained and certified at the NCTVET Level NVQ-J I or have equivalent qualifications, while the others are in training.

Source: ECI Standard for the Operation, Management and Administration Document

14.4 Job Description

Each ECP employed by an ECI should be provided with a job description at the date of employment. The job description should communicate clearly and concisely what responsibilities and tasks the job entails, the key qualifications of the job, the basic requirements (specific credentials or skills) and, if possible, the attributes that underlie superior performance. The job description should be discussed with the person being employed.

The categories that make up a well-written job description should include:

- i. Title of the position e.g. Lead Teacher
- ii. Department e.g. First Year
- iii. Reports to Supervisor (or to whom the person directly reports)
- iv. Overall responsibility
- v. Key areas of responsibility
- vi. Consults with the individual with whom the person works on a regular basis
- vii. Term of employment
- viii. Qualifications (necessary skills and experience required)

In addition to regular teaching activities, a practitioner's duties shall include:

- i. Developing lesson plans on a regular basis
- ii. Evaluating and testing students
- iii. Keeping adequate records of students' progress
- iv. The fostering of students' development on the personal and social level
- v. Performing other duties as may be required by the principal/operator or such member of staff as may have been delegated responsibility by the Principal /Operator

14.5 Hours of Work

1. Every public educational institution, except so far as affected by holidays or other unavoidable cause or as permitted by the MoEYI, either generally, or in any particular case, shall provide:

- a. Not less than five school days in each week; and on each school day a period of educational instruction as respects each level of educational institution specified in the category of pre-primary, the minimum number teaching hours specified in relation to Pre-primary is three (3) hours.

2. In every school day there shall be at least one break of not less than thirty minutes.

3. In this regulation, "school day" means a day on which educational instruction is imparted pursuant to these Regulations, so, however, that:

- a. No part of a Saturday or a Sunday shall be included in a school day. "Teaching hours" mean hours during which a teacher and students are present together imparting and receiving educational instruction.

14.6 Request for Leave

All Trained Teachers/Caregivers/ECPs must be given formal approval prior to going on sick/casual/maternity/study or vacation leave (where applicable).

Trained Teachers/Caregivers - All Trained Teachers/Caregivers who meet the tenure requirements of the MoEYI are guided by the Employment Benefits of this Ministry as outlined in Section 63 – 69, of The Education Regulations, 1980.

All Principals/Administrators are responsible to keep accurate records of all leave entitlements and leave taken by ECPs under their management.

ECPs – The ECP should submit a leave request form to the Principal/ Administrator, who then seeks final approval from the MC/Designate.

A copy of the approved leave request form should be submitted by the Principal/Administrator to the DO within ten (10) days of approval.

14.6.1 Sick Leave

- i. ECPs are entitled to a maximum of ten (10) days sick leave in any given year of employment.
- ii. An application for sick leave exceeding three (3) consecutive school days must be supported by a medical certificate.
- iii. Sick leave cannot be carried forward to a subsequent year.

iv. An ECP who has exhausted all of his or her sick leave for which he/she is eligible, and who requires further sick leave may be allowed such additional leave, without pay, at the discretion of the MC.

v. An ECP in a public educational institution who has been on sick leave for a continuous period exceeding one hundred and eighty (180 days) may be required to be examined by a medical board to determine whether he/she is fit for further service as a teacher in a public educational institution.

14.6.2 Casual Leave

ECPs may be granted leave on full pay for short periods not exceeding three (3) working days at a time, or for not more than twelve (12) working days in any one school year, on the grounds of urgent private affairs.

14.6.3 Vacation Leave

Vacation Leave – The Education Act (1980) speaks to vacation leave for Trained Teachers. Vacation leave is not approved for ECPs on subsidy as ECPs are paid for holidays and summer breaks in July and August. The ECI's Management Committee can determine vacation leave in accordance with the Ministry of Labour and Social Security (MLSS) guidelines.

14.6.4 Maternity Leave

ECI Practitioners are entitled to maternity leave in accordance with the provisions of the Maternity Leave Act. A Practitioner who has been employed by the ECI for fifty-two (52) weeks or more before the date when maternity leave is to begin, is entitled to eight (8) weeks maternity leave with full pay.

A leave request for maternity leave should be made in writing at least three (3) months in advance of the expected date of delivery and must indicate the date on which the leave is expected to begin, the duration of the leave and the employee's intention to return to work at the end of the leave period. The leave request must be accompanied by a certificate from a registered medical practitioner confirming the pregnancy and the expected date of confinement.

14.6.5 Study Leave - See Section 63 of The Education Regulations Act, 1980

14.6.6 Leave Procedures - Vacation Leave for Trained Teachers

An initial request should be signed off by the Chairman of the ECI on the recommendation of the Principal/Administrator. Final approval is given by the Regional Office of the MoEYI.

- i. *Vacation Leave for a Trained Teacher* who is a Principal/Administrator: An initial request should be signed off by the Chairman of the MC and the final approval is given by the Regional Office of the MoEYI.
- ii. *Vacation Leave for a Principal/Administrator* who is not a trained teacher: The approval is given by the Chairman of the MC of the ECI.
- iii. *Vacation Leave for a Trained Teacher*: An initial request is made to the Principal and the final approval given by the Chairman of the MC of the ECI.
- iv. All Trained Teachers and Practitioners should give a month's notice if they are going off island during the months of July and August. Notice should be given to the Principal/Administrator (where applicable), the Chairman and the DO.
- v. Compassionate leave is at the discretion of the MC.
- vi. During official school break when children are on vacation (such as during the summer break) ECPs, Principals and Trained Teachers are on call.

15. PERFORMANCE APPRAISAL

15.1 Performance Appraisal Process

Performance appraisals are essential for the effective management and evaluation of staff. Appraisals help to develop individuals, improve organizational performance, and feed into professional development and manpower planning. Formal performance appraisals are generally conducted every six and twelve months for all staff in the organization. The appraisal process is summarized:

- i. **Prepare all materials** - Note agreed tasks and records of performance, achievements, incidents reports etc. Include the previous performance appraisal documents and a current job description.
- ii. **Inform the appraisee** - Ensure the appraisee is informed of a suitable time and place (change it if necessary), and clarify the purpose and type of appraisal. Give the appraisee the chance to assemble data and relevant performance and achievement records and materials. If the appraisal form does not imply a natural order for the discussion, then provide an agenda of items to be covered.
- iii. **Venue** - Ensure a suitable venue is planned and available that is private and free from interruptions.
- iv. **Layout** - Room layout and seating are important elements to prepare. Create a relaxed atmosphere, preferably at a meeting table or in easy chairs - sit at an angle to each other, 90 degrees ideally - avoid face to face, it is confrontational.
- v. **Introduction** - Relax the appraisee and open with a positive statement, smile, be warm and friendly - the appraisee may well be terrified. It is your responsibility to create a calm and non-threatening atmosphere. Set the scene - simply explain what will happen - encourage a discussion and as much input as possible from the appraisee - Tell them it is their meeting not yours. Confirm the timings, especially finishing time. If helpful and appropriate begin with some general discussion about how things have been going, but avoid getting into specifics, which are covered next (and you can say so). Ask if there are any additional points to cover and take note of them so as to include them when appropriate.
- vi. **Review and measure** - Review the activities, tasks, objectives and achievements one by one, keeping to distinct separate items one by one - avoid going off on tangents or vague unspecific views. If you have done your preparation correctly, you will have an order to follow. If something off-subject comes up, then note it down and say you will return to it later (and ensure you do). Concentrate on hard facts and figures, solid evidence - avoid conjecture, anecdotal or non-specific opinions, especially about the appraisee. Being objective is one of the greatest challenges for the appraiser - as with interviewing. Resist judging the appraisee in your own image, according to your own style and approach - facts and figures are the acid test and provide a good neutral basis for the discussion, free of bias and personal views. For each item, agree upon a measure of competence or achievement as relevant, and according to whatever measure or scoring system is built into the appraisal system. This might be simply a yes or no, or it might be a percentage or a mark out of ten (10), or an A, B, C. Reliable review and measurement requires reliable data.

- vii. **Agree on an action plan** - An overall plan should be agreed with the appraisee, which should take account of the job responsibilities, the appraisee's career aspirations, the departmental and whole organization's priorities, and the reviewed strengths and weaknesses. The plan can be staged if necessary with short, medium and long term aspects, but importantly it must be agreed and realistic.
- viii. **Agree on specific objectives** - These are the specific actions and targets that together form the action plan. As with any delegated task or agreed objective these must adhere to the SMARTER rules - specific, measurable, agreed, realistic, time-bound, enjoyable, recorded. If not, don't bother.
- ix. **Agree on support required** - This is the support required for the appraisee to achieve the objectives, and can include training of various sorts, such as external courses and seminars, internal courses, coaching, mentoring, secondment, shadowing, distance-learning, reading, watching videos, attending meetings and workshops, workbooks, manuals and guides; anything relevant and helpful that will assist the person develop towards the standard and agreed task.
- x. **Invite any other points or questions** - Make sure you capture any other concerns.
- xi. **Close positively** - Thank the appraisee for his or her contribution to the meeting and effort through the year, and commit to helping in any way you can.
- xii. **Record main points, agreed actions and follow-up** - Swiftly follow-up the meeting with all necessary copies and confirmations, and ensure documents are filed and copied to relevant departments, (HR and your own line manager typically).

15.4 Appeal Process

An ECP who is not satisfied with the result of the performance appraisal may appeal firstly to the Chairman of the MC within fourteen (14) days after the date of the completed performance appraisal for a meeting to review the areas of concern, followed by a review by the ZAC, the Parish Board and J.E.C.A. if necessary.

15.3 Termination Procedure

The Education Act, 1980, section 54 provides guidance on the conditions which may lead to the termination/separation of a Trained Teacher.

In the case of an ECP who holds a temporary, acting or provisional appointment, one month's notice given by either the ECP to the MC. Where the employment is terminated by the MC stating the reasons for the termination, or by a payment to the teacher of a sum equal to one month's salary in lieu of notice by the MC, such payment shall be accompanied by a statement by the MC of the reasons for the termination. In any other case by three months' notice given by either the teacher or the MC or by the payment to the ECP of a sum equal to three months' salary in lieu of notice by the MC.

The employment of a teacher may be terminated by the MC or the teacher at any time without notice or payment of salary, as the case may be, if there is an agreement in writing between the

teacher and the MC to that effect.

The employment of a teacher may be terminated as outlined in the ECP's contract and the MLSS Labour Laws.

A Teacher who unilaterally terminates his appointment without due notice to, or the consent of the MC; who fails to take up duty at the ECI in violation of a written agreement, and without the consent of the MC shall be liable to be charged with professional misconduct.

16. SALARY

The MC is responsible to pay the salaries of all ECPs employed by the ECI.

The salary scales and allowances of ECPs in public educational institutions are approved by the government.

The minimum payment should be guided by the Labour Laws of Jamaica as well the Minimum Wage Act under the MLSS. The MC is responsible to ensure that all statutory deductions are made and handed over to the relevant authority as required by law.

17. STAFF TRAINING & DEVELOPMENT/ REQUIREMENTS

It should be mandatory that each ECP receives training in pediatric first aid, including rescue breathing and first aid for choking; the use of universal precautions against blood borne illnesses; how to recognize the signs of child abuse and the referral mechanisms and reporting requirements under the Public Health Act, the Child Care and Protection Act and the Early Childhood Act. The cost of this training should be considered in the annual budget of the ECI.

Certification will be provided to those persons who have attended and completed the training sessions and have logged their attendance and completed the relevant evaluation forms.

Operators of ECIs are required to ensure that every employee receives the basic essential training identified as well as in recognizing the symptoms of common illnesses.

17.1 Continuing Professional Development

ECPs should take some responsibility for their continuing professional development in partnership with their employers to ensure that their skills and qualifications remain up to date and current. At least 50% of staff at ECIs should receive professional development each year.

The ECC, through its ECD Training and Development portfolio, provides ongoing opportunities for training and development through sponsored training and workshops as well as cluster meetings.

18. HEALTH, CHILD ABUSE, AND SPECIAL NEEDS

The ECIs should follow the guidelines:

- a. Take all reasonable steps to promote the good health and safety of children enrolled in the service.
- b. Take all reasonable precautions to prevent accidents and the spread of infections among children enrolled in the service.
- c. Take all reasonable steps to ensure that the premises, facilities, and other equipment on those premises are:
 - i. kept in good repair
 - ii. maintained regularly
 - iii. used safely and kept free from hazards
- d. Take all reasonable steps to ensure that appropriate procedures are in place to deal with fires, earthquakes, and other emergencies.
- e. Premises, furniture, furnishings, fittings, equipment, and materials are kept safe, hygienic and maintained in good condition.

18.1 Child Abuse

- i. A person who is an operator or employee of an ECI, who has information that causes, or ought reasonably to cause, that person to suspect that any child is being abused at an ECI, shall report that information in writing to the ECC.
- ii. The obligation to report under paragraph (1) does not affect any other obligation that persons may have, to make a report under section 6 of the Child Care and Protection Act or under any other law.

18.2 Child with a Disability

There is nothing stated in the Regulations which prevents a child with a disability from being admitted to an ECI.

- i. It shall be the duty of the parents or guardian of a child with a disability to:
 - a. Inform the operator of the disability at the time of seeking enrollment at the ECI or, if the disability is diagnosed after enrollment, as soon as practicable after the diagnosis.
 - b. Provide the child with appropriate equipment to facilitate the child's attendance and participation in the activities of the institution having regard to the nature of the disability.

ii. A child with a disability means a child suffering from:

- a. disabling permanent physical handicap, that is to say, a physical disability, infirmity, malformation or disfigurement of indefinite duration, resulting from illness, injury or congenital defect
- b. a disabling permanent mental handicap
- c. a learning disability

iii. Where an ECI has enrolled any child with a disability, appropriate equipment and materials shall be made available to stimulate the child's interest and involvement in activities in keeping with the child's level of development and condition of health. An Individual Education Plan (IEP) to be developed for any child with learning/ developmental disabilities.

Refer to the Standards for the Operation, Management and Administration of ECIs – Appendix 6 and 8

19. NUTRITION - Refer to guidance in the “Operating Guidelines and Standard Manual”

ECIs provide children in their care with appropriate nutritious meals and model good nutritional practices for children and families.

Rationale: Good nutrition is important in the early years of a child's life, commencing in the prenatal period and continuing throughout the early childhood years. Many studies show that under-nutrition impairs mental development in children. If severe, under-nutrition can cause permanent brain damage and result in developmental delay. Children who are undernourished are apathetic and listless, are unable to concentrate and may be less likely to take active part in the motor activities typical of their peers. On the other hand, obesity in children, as a result of over-nutrition and lack of exercise, is now a world-wide problem. ECIs provide nutrition for only a portion of the child's day, while residential childhood institutions are responsible for all the child's nutritional needs. Modeling of good nutritional practices in ECIs and provision of nutrition information for families encourages good nutritional practices at home.

The Early Childhood Regulations:

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20. OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT

Maintaining optimum professional standards requires exposure to new ideas and advances in the field of child development, opportunities to refresh skills and support for improving levels of competence. Early childhood practitioners improve their professional development by undertaking vocational programmes, degree programmes, in-service training courses, workshops and seminars.

21. PHYSICAL FACILITIES – Refer to guidance in the “Operating Guidelines and Standard Manual”

The ECI Operating Standards: ECIs have physical environments that meet building, health and safety requirements. Allow adequate space for children, and facilitate the development of children and staff.

A well designed and maintained building and its infrastructure support programme activities by ensuring efficient and optimal use of facilities in a comfortable, secure, safe and healthy environment. Children need adequate space for the efficient delivery of programmes that are geared to stimulating all aspects of their development. The physical environment of ECIs includes the suitability, zoning and location of the building/premises, the interior and exterior structure of the building and the infrastructure and services.

The relevant registration authority including local authority, (Municipal Corporation) for the parish and the Bureau of Standards shall ensure compliance for a building designated as an ECI (standards for homes are generally adequate for day care or basic schools. However, where a home is being used the stricter rules of the National Building Code of Jamaica (NBCJ) shall apply). Strict reference must be made to either/both Group A, Public Buildings and Group E, Residential Buildings to ensure compliance depending on the size of the facility being provided by the ECI. Any renovations, remodeling or alteration of buildings requires inspection by the appropriate authorities before commencement and before children can be accommodated.

22. PROCUREMENT OF GOODS, WORKS, AND GENERAL SERVICES

Procurement is the acquisition of goods, services or works from an external source. It is favourable that the goods, services or works are appropriate and that they are procured at the best possible cost to meet the needs of the ECI in terms of quality, quantity, time, and location. This overview provides guidance to ECIs on methods for the procurement of all goods, general services, and works. The choice of the procurement method depends on the following:

- i. the nature of the goods, services and works to be procured
- ii. the value of the procurement
- iii. critical dates for delivery
- iv. transparency of procedures proposed

Criteria for selecting contractors should include the following:

- i. the expenditure available for the required job
- ii. the contractor's relevant experience
- iii. the timeframe within which the job should be completed
- iv. the contractor's past performance record
- v. the contractor's current financial and technical capacities

The following ten (10) steps should be used as a guide to help in documenting the procurement procedures for a particular ECI. It is the responsibility of the MC to develop the procedures relating to the following:

- i. the amount each Principal/Administrator is allowed to spend in procuring goods and services without referencing the MC
- ii. the need for introduction of a tendering methodology
- iii. procedures for maintaining all documentation relating the procurement process
- iv. the establishment of a supplier/services contact list

The procurement cycle follows specific steps from identifying a requirement or need of the ECI through to the final step of awarding the contract to the most suitable contractor or procuring the goods. Following a proven step-by-step technique will help the Principal/Administrator and MC to achieve its goals.

Step 1: Need Recognition

The Principal/Administrator of the ECI must know it needs a new product (such as teaching material etc.) or specific services (such as plumbing, electrical, landscaping etc.). The product may be one that needs to be reordered, it may be a new item for the ECI, or the service might be recurring or a new job of work to be completed at the institution. For goods or services above a certain value, that determination would be made by the MC.

Step 2: Specific Need

The right product or service is critical for the timely and efficient running of the ECI. The ECC or MoEYI might have standards specifications that all ECIs should adopt. The Principal/Administrator should contact the ECC representative for guidance.

Step 3: Obtaining quotations/ proforma invoices for goods and services

Best practices always require procuring three (3) or more quotations/ proforma invoices from various suppliers. It defines the price, specifications, terms and conditions of the product or service and any additional obligations.

Step 4: Price and Terms

The Principal/Administrator or MC will investigate all relevant information to determine the best price and terms for the product or services. This will depend on if the ECI needs commodities (readily available products) or specialized materials.

Step 5: Purchase Order

The purchase order is used to commit the buyer to the purchasing of goods and services from the seller. It must be approved by the authorized personnel.

Step 6: Delivery

The purchase order may be delivered by fax, mail, personally, email or other electronic means. Sometimes the delivery method is specified in the purchasing documents. The recipient then acknowledges receipt of the purchase order. Both parties keep a copy on file.

Step 7: Expediting

Expedition of the purchase order addresses the timeliness of the service or materials delivered. It becomes especially important if there are any delays. The issues most often noted include payment dates, delivery times and work completion.

Step 8: Receipt and Inspection of Purchases

Once the goods or services are delivered:

- a. It is to be inspected by a designated member of the ECI to ensure that specifications are met.
- b. A delivery slip should be signed and dated by a designated recipient of the ECI as having been received and approved.
- c. Approval of the goods or services obligates the ECI to pay the supplier.

Step 9: Invoice Approval and Payment

The following documents should correspond when an invoice is received for payment – the invoice, the delivery slip and the original purchase order. The agreement of these documents provides confirmation from both the buyer and supplier. Any discrepancies must be resolved

before the ECI pays the bill. Payment is made in the form of cash, cheque or agreed payment method.

Step 10: Record Maintenance

All documentation related to the purchase of goods or services on behalf of the ECI must be kept in a proper sequencing order and should be kept in a safe place for at least seven (7) years.

The company must maintain proper records for auditing purposes these include:

- a. Purchase Order
- b. Original Invoice (stamped paid)
- c. Copy of TCC (Tax Compliance Certificate) in case of company
- d. Copy of TRN (Tax Registration Number) in the case of individual
- e. Copy of NCC (National Contract Commission) number in case of company

APPENDIX I – GLOSSARY

AGM	Annual General Meeting
COT	Classroom Observation Tool
DO	Development Officer
ECC	Early Childhood Commission
ECD	Early Childhood Development
ECP	Early Childhood Practitioner
ECI	Early Childhood Institute
GOJ	Government of Jamaica
J.E.C.A.	Jamaica Early Childhood Association
MC	Management Committee
MLSS	Ministry of Labour and Social Security
MoEYI	Ministry of Education, Youth and Information
MoFP	Ministry of Finance and the Public Service
MoH	Ministry of Health
	National Contract Commission
NCC	
NCTVET	National Council on Technical and Vocational Education Training
NVQJ	National Vocational Qualification Jamaica
PIP	Performance Improvement Programme
PB	Parish Board
PTA	Parent Teachers Association
TCC	Tax Compliance Certificate
TRN	Tax Registration Number
ZAC	Zone Action Committee

APPENDIX II – Fixed Asset Register

Fixed Asset Register

Assets are goods owned by the ECI. Assets add monetary value to the ECI and therefore need to be recorded. Items commonly considered fixed assets include buildings, furniture and equipment. A simple asset management system developed on a spreadsheet or in a table list (Table I below) should be used to keep track of the assets.

TABLE I: ASSETS REGISTER WORKSHEET

Category	Description	Serial #	Date of purchase	Purchase value	Location/ User name	Tag number

For items identified as assets, the following information should be maintained in the asset register:

- Item category e.g. Furniture, Equipment, Building
- Description
- Serial number - if applicable
- Date of purchase
- Purchase cost
- Asset location/user name
- Tag (inventory) number, if applicable

Each year, a physical inventory count should be conducted by the Principal or another designated staff in order to ascertain that the assets are physically in the office they were assigned to, and in good working condition.

APPENDIX III - Registration Package



EARLY CHILDHOOD COMMISSION

APPLICATION FOR CERTIFICATE OF REGISTRATION

Tick (✓) where appropriate

SECTION 1

DEMOGRAPHICS

1. Date:

2. Name of Institution:

3. Name of Operator:

4. Mailing or home address

5. Telephone number

6. Address of the Early Childhood Institution

Street _____ Parish _____
7. Telephone number or telephone contact at the Early Childhood Institution

SECTION 2

NATURE OF APPLICATION

8. Type of Facility:
Day Care (birth – 2 years) Basic School/Pre-School (3 – 6 years)
9. Have you ever applied for or held an Early Childhood Institution Registration or Permit?
Yes No
10. If yes, state number _____

19. **Additional Services offered:** Not Applicable
 After Care Summer School Other

SECTION 5

LEGAL REQUIREMENT

20. I have received a copy of the Standards for ECIs

Yes No

I am aware of the legal requirements for the operation of ECIs as outlined by the Early Childhood Act and its Regulations. I hereby give consent to allow access to the Early Childhood Commission or its authorized representative to the Early Childhood Institution and records.

I understand that any false statements contained herein will make me subject to certain penalties as set out in the Regulations.

I understand that notification of any changes regarding demographics, nature of application, category of applicant, staffing and services provided must be immediately reported to the Early Childhood Commission.

 Applicant's signature Date
 =====
 =====

FOR OFFICIAL USE ONLY:

Application Fees Collected

Interview and inspection date: -----

Enclosures:

SECTION 6

- | | |
|---|--|
| <input type="checkbox"/> Two passport-sized photographs | <input type="checkbox"/> References X2 |
| <input type="checkbox"/> Report from Fire Brigade | <input type="checkbox"/> (Public Health) MOH Report |
| <input type="checkbox"/> Food Handler's Permit (all employees) | <input type="checkbox"/> Medical Certificate (all employees) |
| <input type="checkbox"/> Name and Job Description of Employees | <input type="checkbox"/> Terms of Employment |
| <input type="checkbox"/> Details of Proposed Structure | <input type="checkbox"/> Police Record |
| <input type="checkbox"/> Floor Plan <input type="checkbox"/> Description of Structure | <input type="checkbox"/> Type of Accommodation |
| <input type="checkbox"/> Furniture and equipment | <input type="checkbox"/> Other (please specify) |

SECTION 7

Qualification

Number of Employees

Pediatric First Aid, including rescue breathing and first aid for choking. -----

The use of Universal Precautions against Blood Borne Illnesses. -----

Recognizing Signs of Child Abuse. -----

Referral Mechanisms and Reporting Requirements under the Public Health Act. -----

Referral Mechanisms and Reporting Requirements under the Child Care and Protection Act. -----

SAMPLE

Regulations for Passport-type Photograph

Vending Machine photos are **NOT** acceptable.

Homemade Digital Photographs are **NOT** acceptable.



The following is the list of regulations regarding passport-style photographs:

- Photographs must be 2x2 inches in size, taken within the past 6 months.
- The image size from the bottom of the chin to the top of the head should be between 1 inch and 1 3/8 inches.
- The photographs may be in color or black and white.
- They must be full face, front view with a plain white or off-white background.
- Photographs should be taken in normal street attire, without a hat or headgear that obscures the hair or hairline.
- Uniforms should not be worn in photographs.
- If prescription glasses, a hearing device, wig or similar articles are normally and consistently worn, they should be worn when the picture is taken.
- Dark glasses or nonprescription glasses with tinted lenses are not acceptable unless required for medical reasons. A medical certificate may be required to support the wearing of such glasses in the photographs.
- If you choose to submit digitized photos, they must meet the same requirements of passport photographs. In addition, digitized photographs are always produced on digital printers. Some printers will produce a photograph in which the dots are seen. Visible dots distort the image by making it look grainy. Acceptable photos have a continuous tone image that looks very photo-like.

CONTRACT OF EMPLOYMENT

It is agreed that _____ is engaged as _____ under the following terms and conditions.

TERMS OF ENGAGEMENT:

- (i)
- (ii)
- (iii)

DUTIES:

Your duties are outlined in the Job Description which is attached to this agreement.

FULL-TIME SERVICE:

- (i) You shall not either directly engage or be concerned in trade or in private professional practice, but shall devote the whole of your time and attention to the service of the _____ and shall use your utmost exertions to promote the interest of the _____.
- (ii) Your normal hours of work will be from _____ a.m. to _____ p.m. _____ to _____ and _____ a.m. to _____ p.m. on Fridays. The exigencies of the service may however, require working beyond the normal working hours from time to time.

REMUNERATION:

Basic Salary, \$ _____

STATUTORY PAYMENTS:

Income Tax, Education Tax, and contribution to the National Housing Trust and the National Insurance Scheme will be deducted from the remuneration payable to you in accordance with the regulations and rates in force from time to time.

LEAVE:

- (a) Casual _____ Working Days (for the stated period)
- (b) Sick _____ Calendar Days (for the stated period)

In case of prolonged illness:

- (a) sick and casual leave will be utilized, and
- (b) The _____ reserves the right to terminate this contract.

TERMINATION:

- (a) This Contract may be terminated by either party by giving _____ weeks' notice in writing
- (b) Where the _____ chooses to terminate your engagement it may opt to provide _____ salary in lieu of notice.
- (c) Reasons for which your contract may be terminated include:
 - (a) any criminal offence, which in the opinion of the Board of Management brings the _____ into disrepute
 - (b) any serious persistent breach of the provision hereof
 - (c) gross misconduct or willful neglect in discharge of your duties
 - (d) insanity
 - (e) Persistent illness/Poor health

In Witness Whereof the Chairman of the _____ has caused this Agreement to be executed on its behalf by its duly authorized representative and the _____ has executed this Agreement:

as of the _____ day of _____ 200_

SIGNED by:

Director/Manager/Principal

In the presence of:

SIGNED by:

Jane Doe (Miss)

In the presence of: _____

Job Description

JOB TITLE	
GRADE	
DIVISION / DEPARTMENT	
SECTION / UNIT	
REPORTS TO	
MANAGES	

1. Purpose of Job
2. Key Outputs
3. Key Responsibility Areas
4. Contacts

Internal
External

5. Performance Criteria
6. Key Competencies

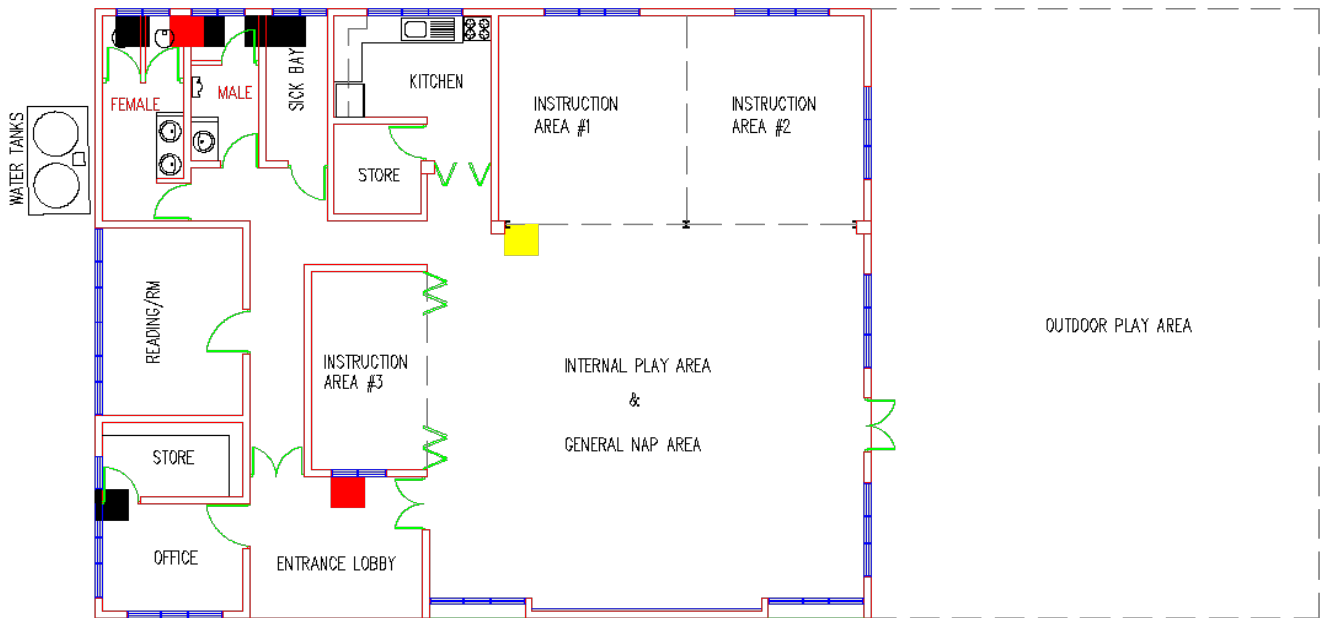
#	Functional / Technical Competencies
1	
2	
3	
4	

#	Core Competencies
1	
2	
3	

7. Minimum Required Education and Experience
8. Special Conditions Associated with the Job
9. Authority

Date of Issue/Update	Job Holder	Job Holder's Supervisor

Sample: Floor Plan



SAMPLE



The Early Childhood Commission

Title: Reference Form

Document Number: ECC/SSS/R/F001

Issue Date: 04/08/2021

Last Revised: 04/08/2021

Approved By: Director, Sector Support Services

Revision Number: 01

Page: 1 of 2

REFERENCE FORM
(Use additional pages if necessary)

1. Applicant's Name: _____ Date: _____
2. Mailing Address: _____
_____ Parish: _____
3. Telephone: (H#) _____ (W#) _____ (C#) _____
4. Referee's Name/Title: _____
5. Relationship to Applicant: _____
6. Referee's Address: _____
7. Telephone (H#) _____ (W#) _____ (C#) _____
8. Email Address: _____
9. How long and in what capacity have you known this applicant?

10. Please check the appropriate box for each category?

	Above Average	Average	Below Average	Unable to Determine
a. Interactions				
i. Child/Children				
ii. Parent				
iii. Community Members				
b. Reliability				
c. Maturity				
d. Leadership				
e. Initiative				
f. Responsibility				
g. Communication Skills				
h. Assertiveness				
i. Cooperativeness				

11. Do you consider this applicant to have a personality and character suitable for working with children?
 - a. Yes
 - b. No
If your response is "No", please state reasons.
12. Taking an overall view, what do you consider to be the applicant's major strengths and most significant weaknesses?
13. If you wish to amplify your responses, or add any further information which you consider might be relevant, please do so here.
14. Referee's Signature _____ Date _____

Seal or stamp

SAMPLE

SCHOOL FEE FORM



EARLY CHILDHOOD COMMISSION

Proposed fees to be charged and proposed source of funding

School fees

Fees as per range (if any) Circle the applicable one

1. Fees for all ages _____

2. Fee Structure Varying by Age

a. Age - ___ to ___ \$ _____ (Weekly / Monthly / Term)

b. Age - ___ to ___ \$ _____ (Weekly / Monthly / Term)

c. Age - ___ to ___ \$ _____ (Weekly / Monthly / Term)

3. Any Additional Fees

d. Age - ___ to ___ \$ _____ (reasons) _____

e. Age - ___ to ___ \$ _____ (reasons) _____

f. Age - ___ to ___ \$ _____ (reasons) _____

Sources of Funding

Please indicate what the subsidy is for and how often you receive same

Monthly/ Bi-weekly/Other

- 1. Government subsidy 1.....
- 2.....
- 3.....
- 4.....
- 5.....

2. Lunch Cost \$ _____

3. Donor Contributions	Frequency	Amount
Weekly/Monthly/Term	Yearly Contribution	
Donor 1.	_____	\$ _____
Donor 2.	_____	\$ _____
Donor 3.	_____	\$ _____
Donor 4.	_____	\$ _____

APPENDIX IV – Certificate of Registration – Form II



 *Early Childhood Act* 

Certificate of Registration

_____ is hereby authorized to operate an Early Childhood Institution under the
Early Childhood Act

Chairman
Early Childhood Commission

Executive Director
Early Childhood Commission

Date Issued

Expiry Date

THIS CERTIFICATE IS TO BE FRAMED AND DISPLAYED ON PREMISES

SAMPLE

APPENDIX V – Guide to Money Management (visit www.ecc.gov.jm) for complete document.

EARLY CHILDHOOD INSTITUTION



TABLE OF CONTENTS

1. INTRODUCTION

2. WHY ARE PROCESSES TO MANAGE FINANCES AND ACCOUNTS NECESSARY

3. CASH MANAGEMENT AND BANK RECONCILIATIONS

- 3.1 Establishing a Bank Account
- 3.2 Establishing Monitoring Systems
- 3.3 Managing Funds Received
- 3.4 Managing Cheque Payments (Disbursements)
- 3.5 Balancing the ECI's Accounts (Bank Reconciliation)
- 3.6 Managing Petty Cash

4. BOOKKEEPING

- 4.1 Operating a Cashbook
- 4.2 Filing
- 4.3 Asset Register

5. FINANCIAL REPORTING

6. AUDITS

INTRODUCTION

This booklet has been developed to assist Early Childhood Institutions (ECIs) with managing their accounts and finances.

1. Why are processes to manage finances and accounts necessary?

i) Encouragement of children's attendance and support from families:

Well run schools are more efficient and profitable and provide better environments for children. Parents prefer to send their children to efficiently operated schools and usually support the school strongly.

ii) Ensuring Accountability of Principal and Management:

Keeping good accounting and financial records means that any questions about how the school's money is being spent and managed by the Principal and/or the management of the school can be easily answered and supported by records. Questions may be asked by an auditor from the Ministry of Education, by parents or by donors.

The Ministry of Education (MOE) has a responsibility to ensure that money given as subsidies to ECIs is used appropriately and to require proper accountability from ECIs. Once an ECI accepts subsidies from the Government of Jamaica, the ECI has a legal obligation to use the funds as stated in the agreement between the ECI and the Ministry of Education.

Donors also wish to know that money given to ECIs is spent for the purposes they intended. Parents wish to know that their school fees or money from fund-raising is well spent.

iii) Being Compliant with the Law:

The Early Childhood Act and Regulations (2005) for the Operation and Management of Early Childhood Institutions state that an operator of an Early Childhood Institution shall keep proper business records, including proper accounting records, in keeping with recognized accounting standards.

Accounting Standards

There are two main methods of accounting, cash-based and accrual accounting. In cash-based accounting, transactions are recorded when cash is received or paid. In accrual accounting transactions are recorded when income has been earned or goods and services are received, though payment may not take place at this time.

The cash based system is simpler and is recommended for use by ECIs where there is no bursar, or person paid specifically to manage funds.

Management Bodies for ECIs and their responsibilities

It is recommended that all ECIs have a body that is responsible for providing management guidance for the school. Management structures for ECIs may vary; some ECIs may be managed by boards independently, others may be managed by the boards of the primary school to which they are attached. Others may be managed by Management Committees and in some instances, a group or cluster of schools may be managed by the same management body. The Standards for the Operation and Management of ECIs (2009) recommend that management bodies should meet at least once per term and should keep records of meetings.


Like other school boards, Management Bodies have important financial responsibilities. These include:

- Accounting to the Ministry of Education for all salary and government subsidies received, as well as gifts, donations and, funds raised from private sources, and all other income received for the school
- Allocation of funds to reflect school priorities
- Control of school expenditures
- Preparation of periodic reports
- Ensuring that financial statements are available each year for MoE, sponsors, parents, and funders.

Each management body, with the assistance of the Principal of the ECI, will need to designate a Treasurer. The Treasurer may be the principal or may be another staff member who has training in money management or administration.

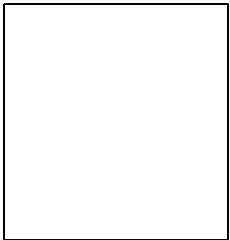
The Treasurer or designate will maintain an accurate detailed account of all monies received and paid out and maintain complete financial records.

APPENDIX VI – Application for Pre-Trained/Non Pre-Trained Practitioner Salary Subsidy

	The Early Childhood Commission		
	Title: Salary Subsidy Application		
	Document Number: ECC/SSS/SSA/F001	Issue Date: 31/01/2017	Last Revised: 31/01/2017
	Approved By: Director, Sector Support Services	Revision Number: 01	Page: 83 of 4



**Early Childhood Commission
Salary Subsidy Application**



A. To be filled out by the Early Childhood Practitioner

Name of Applicant: (Miss/ Ms. / Mrs. / Mr.) _____

Gender: Female () Male () Date of Birth: _____

Telephone # (H): _____ (W) _____ (C) _____

Email: _____

Home Address: _____

TRN#: _____ NIS: _____ ID T/p: _____ ID #: _____

Expiry Date: _____

Next of Kin name: _____ Position: _____

Telephone No: Cell _____ Email: _____

Qualifications:

Name of Institution	Name of Subject / Course	Level / Type	Grade	NCTVET - Early Childhood
				Level 1 ()
				Level II ()
				Level III ()

The Early Childhood Commission
Title: Salary Subsidy Application



**Document Number:
ECC/SSS/SSA/F001**

Issue Date:

**Last Revised:
31/01/2017**

31/01/2017

**Approved By: Director, Sector Support
Services**

Revision Number: 01

Page: 84 of 4

Diploma Type: _____ Name of Institution _____ Date of award _____

Degree Type: _____ Name of Institution _____ Date of award _____

Other: _____ Name of Institution _____ Date of award _____

Please attach verified copies of all qualifications, TRN and NIS cards, birth certificate and marriage certificate to this form. All original documents are to be verified by the ECDS Supervisor.

B. To be filled out by the Principal of ECI

Name of ECI: _____ ECI Type: _____

Name of Principal:

Address of ECI:

Telephone Number: _____ Email: _____

Region: _____ Parish: _____ Zone: _____
Community: _____

Applicant current position at ECI: _____ Number of years Practitioner is employed at ECI:

Date of employment of applicant at institution: _____ Current Salary Amount paid by the ECI:
\$ _____

We are applying for a practitioner salary subsidy on his/her behalf.

New Applicant: Addition ()

New Applicant: Replacement () _____
If replacement, state the name of Practitioner being replaced

Effective Date of Termination/Resignation of Practitioner
(Attach copy of notice letter verified by ECDS Supervisor)

Submission Date of Keycard and Change of Notice Form

Name of Officer Receiving Keycard and Notice Form

Current Enrolment: _____ Number of practitioners currently on salary subsidy: _____



The Early Childhood Commission

Title: Salary Subsidy Application

Document Number:
ECC/SSS/SSA/F001

Issue Date:

31/01/2017

Last Revised:
31/01/2017

Approved By: Director, Sector Support Services

Revision Number: 01

Page: 3 of 4

Date of last inspection: / / / /
dd mm yr

Date of last Annual Return Submitted / / / /
dd mm yr

Start date of Development Plan / / / /
dd mm yr

Date of last implementation of Development Plan / / / /
dd mm yr

Permit to Operate#: _____ Date Issued: _____ Expiry date: _____

Certification of Registration#: _____ Date Issued: _____ Expiry date: _____

Is there a current Board of Management? Yes () No () Name of Chairman _____

Telephone #: _____ Email: _____

If No, state the date the last Board of Management was dissolved / / / /
dd mm yr

C. Statement for signatures

Salary subsidy conditions


Taxes:

- i. The Early Childhood Practitioner (ECP) receiving subsidy is required to file an income tax return with the Compliance Unit of the Inland Revenue Department (IRD)/ Collector of Taxes at the end of each year.

Leave Requests:

- i. All ECPs must be given formal approval by the Board of the institution prior to proceeding on sick, casual or maternity leave.
- ii. The ECP is responsible for notifying the Early Childhood Commission (ECC) in writing (leave request, cover letter and medical certificate) at least one (1) month in advance prior to leave in excess of three days for sick and maternity leave.
- iii. The ECP is responsible for submitting a resumption letter on the first day of returning to work to the Principal.
- iv. The Principal is responsible for notifying Sector Support Services in writing to the ECC during the first week of the resumption of duties exceeding three days.
- v. For sick leave of one to two days, the ECP is responsible for submitting a leave request on the day of return to work to the Principal.
- vii. The Principal is responsible for submitting the leave request to the ECC.

- viii. The Principal is required to keep attendance records on leave tally for each ECP: 10 sick days, 12 casual days and 56 maternity days with pay.
- ix. The ECP is qualified for 10 sick days, 12 casual days and 56 maternity days with pay.

	The Early Childhood Commission		
	Title: Salary Subsidy Application		
	Document Number: ECC/SSS/SSA/F001	Issue Date: 31/01/2017	Last Revised: 31/01/2017
	Approved By: Director, Sector Support Services	Revision Number: 01	Page:4 of 4

Resignation/Termination/ Abandonment:

- i. The ECP must immediately return the Keycard to the Principal on the last day of employment at the ECI.
- ii. The Principal must inform the ECC in writing within five working days of the receipt of the ECPs' resignation/termination notice and collected Keycard.
- iii. The Principal is required to submit a Change of Notice form along with resignation/termination/abandonment notice and collected Keycard to the ECC within five working days.
- iv. If the Principal fails to inform the ECC of the ECPs' resignation/termination, this may result in future subsidies being withheld from the institution.
- v. In the abandonment of duty for five (5) consecutive working days without permission, the salary subsidy will be terminated in accordance with (iii) above.
- vi. In the event information regarding the ECPs' resignation/ termination notice was not sent in accordance with (ii) above. The Principal and the Board of the Institution may be liable to refund the ECC for any amount paid in excess to the former ECP of the amount within a period to be determined by the ECC.
- vii. Failure to submit monthly Attendance Register at the ending of each term, may result in termination from Salary Subsidy.

Award of Salary Subsidy:

- i. A Salary Subsidy agreement must be completed by the ECP, Principal and Board Chairman. The agreement is subject to change.
- ii. Payments are made by Keycard only.
- iii. Pay slips will be emailed to the ECP.

I declare that I have read, understood, agree, and accept all parts of the Salary Subsidy agreement and will adhere in accordance with its contents.

Name: _____ Signature: _____ Date: _____
Applicant

Name: _____ Signature: _____ Date: _____
Principal

Name: _____ Signature: _____ Date: _____
Chairman of ECI


N.B.

Please note that a submission of an application is not an approval.

The application process will take approximately 4 to 8 weeks.

Completed applications should be submitted to the Development Officer.

APPENDIX VII– ECI Grants and Subsidy Application

	The Early Childhood Commission		
	Title: Nutrition Grant Application		
	Document Number: ECC/SSS/NGA/F001	Issue Date: 05/01/2017	Last Revised: 05/01/2017
	Approved By: Director, Sector Support Services	Revision Number: 01	Page: 1 of 2

**EARLY CHILDHOOD COMMISSION
Nutrition Grant Application**

Date: _____

ECI ID#: _____ ECI Name: _____ TRN#: _____

Address: _____ Community: _____ Year ECI was Established: _____

Phone #: Work _____ Email address: _____ Fax #: _____

Parish: _____ Constituency: _____ Region: _____ Zone: _____

Bank Account # _____ Bank Branch _____

ECI Status: () Applied for Registration, () Awaiting Inspection, () Inspected,
() Permit to Operate, () Registered

Enrollment Table

36-47 months		48-59 months		60 months		Total		Grand Total
Boys	Girls	Boys	Girls	Boys	Girls	Boys	Girls	
Standing								

	Name of Practitioner	Position	Years of Service	Highest Qualification	MOE Paid (Yes/no)
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

Management Committee: () Active () Inactive

ECI Development Plan Status:

ECC-SS-IA1.5.1.2017



The Early Childhood Commission

Title: Nutrition Grant Application

Document Number: ECC/SSS/NGA/F001

Issue Date: 05/01/2017

Last Revised: 05/01/2017

Approved By: Director, Sector Support Services

Revision Number: 01

Page: 2 of 2

Submitted by:

Name of Principal: _____

Signature: _____

Name of Chairman: _____

Signature: _____

For Internal Use Only

Name _____

Signed by:

Name _____

Signed by:

Development Officer

Supervisor ECDS

Date: _____

Date: _____

Name _____

Signed by:

Name _____

Signed by:

ECDS Manager


ECDS Director

Date: _____

Date: _____

ECC-SS-IA1.5.1.2017

APPENDIX VIII – Leave Request Form

	The Early Childhood Commission		
	Title: Salary Subsidy Leave Request Form		
	Document Number: ECC/SSS/SSLR/F001	Issue Date: 31/03/2017	Last Revised: 31/03/2017
	Approved By: Director, Sector Support Services	Revision Number: 01	Page: 1 of 2

SALARY SUBSIDY LEAVE REQUEST FORM

Name of Practitioner: _____ Payroll ID #: _____

Phone #: _____ Email Address: _____

Name of next of Kin: _____ Next of Kin phone #: _____

Name of ECI: _____ ECI #: _____

ECI Address: _____ Region: _____ Zone: _____

ECI Phone #: _____ ECI Email: _____

Tick type of leave applying for: Sick Casual Maternity

Number of Days Requested: _____

Leave Start Date: _____ Leave End Date: _____ Expected Resumption Date: _____

Practitioner's Signature: _____

Leave Balance (number of days available to be completed by the Principal):

	Sick (10)	Casual (2)	Maternity (56 days)
Leave Available			
Leave Granted			
Balance			

Principal's Name: _____ Signature: _____ Date: _____

Approved Not Approved


Chairman's Name: _____ Signature: _____ Date: _____

Approved Not Approved

ECDS Supervisor: _____ Signature: _____ Date: _____

Leave Requests Conditions:

ECCSSECPLeave4-2017-003

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- i. All ECPs must be given formal approval by the Board of the institution prior to proceeding on sick, casual or maternity leave.
- ii. The ECP is responsible for notifying the Early Childhood Commission (ECC) in writing (leave request, cover letter and medical certificate) at least one (1) month in advance prior to leave in excess of three days for sick and maternity leave.
- iii. The ECP is responsible for submitting a resumption letter on the first day of returning to work to the Principal.
- iv. The Principal is responsible for notifying Sector Support Services in writing to the ECC during the first week of the resumption of duties exceeding three days.
- v. For sick leave of one to two days, the ECP is responsible for submitting a leave request on the day of return to work to the Principal.
- vi. The Principal is responsible for submitting the leave request to the ECC.
- vii. The Principal is required to keep attendance records on leave tally for each ECP: 10 sick days, 12 casual days and 56 maternity days with pay.

The ECP is qualified for 10 sick days, 12 casual days and 56 maternity days with pay.

SAMPLE