

**ATCAA HEAD START SERVICE AREA PLAN  
HUMAN RESOURCES MANAGEMENT**

<b>OBJECTIVE</b>	<b>STRATEGY</b>	<b>ACTION</b>	<b>TIME FRAME</b>	<b>PERSON RESPONSIBLE</b>	<b>EVALUATION</b>
CFR 1304.52 (a) (2) (i) Establish and maintain an organizational structure that supports the accomplishment of program objectives.	At a minimum, the program ensures that the following program management functions are formally assigned to and adopted by staff within the program: (i) Program management (the Head Start director);	The organizational includes the following positions to carry out the management functions:  Early Childhood Services (ECS) Director,	On-going	Exec. Director	
	(ii) Management of early childhood development and health services, including child development and education; child medical, dental, and mental health; child nutrition; and services for children with disabilities; and	Management positions include Child Development Specialist, Health Services Manager, Enrollment and Disabilities Coordinator, Food Service Coordinator, supervisory staff in each county.	On-going	ECS Director	
	(iii) Management of family and community partnerships, including parent activities.	Family Services Manager.	On-going	ECS Director	
CFR 1304.52 (b) Ensure that staff have the knowledge, skills, and experience they need to perform their assigned functions	1. The program ensures that only candidates with the qualifications specified in this Part and in 45 CFR 1306.21 are hired.	Minimum qualifications for each position meet or exceed the Performance Standards. They are reviewed, at minimum, each time a position	On-going and when vacancies occur	Exec. Director ECS Director	

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responsibly.		becomes vacant.			
	2. Current and former Early Head Start and Head Start parents receive preference for employment vacancies for which they are qualified.	If two applicants are equally qualified preference is given to any applicant who is or has been a Head Start parent. (See ATCAA Personnel Policies and Step 7 of the ATCAA Hiring Procedures). Also, the Classroom Assistant position is designed to be an entry level position for parents.	On-going and when making recommendations for hire during the hiring process	Exec. Director ECS Director	
CFR 1304.52 (b) Ensure that staff have the knowledge, skills, and experience they need to perform their assigned functions responsibly, cont.	3. Staff and program consultants are familiar with the ethnic background and heritage of families in the program and are able to serve and effectively communicate, to the extent feasible, with children and families with no or limited English proficiency.	Fluency in Spanish language is listed as a desired qualification on the job announcement.  Either staff or consultant Language Translators are used as needed.	On-going	ECS Director  Child Development Specialist (CDS)	

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	4. The program complies with section 648A of the Head Start Act and any subsequent amendments regarding the qualifications of classroom teachers. Assure that the minimum qualifications for each position meet or exceed the Performance Standards.	All Lead Center Teachers and Teachers are required to have, or be working toward, AA/AS degrees.	On-going	ECS Director	
		Financial support in the form of tuition and book reimbursements is provided to all employees to obtain AA/AS degrees	On-going	ECS Director CD Specialist and CD Supervisors	
1304.52 (c) The Early Head Start or Head Start director has demonstrated skills and abilities in a management capacity relevant to human services program management.	Qualifications for the ECS Director position require education and experience in human service program management.	When the position is open assure that applicants are carefully screened for human services management background, as well as successful management of human service programs. Per ACF-PI-HS-06-01 hiring of the Head Start Director requires ACF Regional Office approval. Hiring of other key personnel, (Executive Director and Chief Financial Officer, if more than 50% of their salaries are	When vacancy arises	Exec. Director	

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		derived from Head Start funds) also require Regional Office approval.			
1304.52 (d) Content area experts meet specific qualifications.	The program hires staff or consultants who meet the qualifications listed below to provide content area expertise and oversight on an ongoing or regularly scheduled basis. The program determines the appropriate staffing pattern necessary to provide these functions. i) Education and child development services are supported by staff or consultants with training and experience in areas that include: the theories and principles of child growth and development, early childhood education, and family support. In addition, staff or consultants meet the qualifications for classroom teachers, as specified in section	Minimum qualifications on the service area manager job descriptions list the requirements for these positions. The requirements meet or exceed the Performance Standards. Applicants are carefully screened to assure their expertise.	On-going; when filling a vacant management position.	ECS Director Personnel Coordinator	

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	648A of the Head Start Act and any subsequent amendments regarding the qualifications of teachers.				
	(2) Health services are supported by staff or consultants with training and experience in public health, nursing, health education, maternal and child health, or health administration. In addition, when a health procedure must be performed only by a licensed/certified health professional, the agency assures that the requirement is followed.	The minimum qualifications for this position are RN or LVN or baccalaureate degree in health field. Applicants are carefully screened to assure their expertise.	On-going; when filling a vacant management position.	ECS Director Personnel Coordinator	
	(3) Nutrition services are supported by staff or consultants who are registered dietitians or nutritionists.	A registered dietitian is available to the program under contract.	On-going. Contract is renewed annually in January.	Health Services Manager	
	(4) Mental health services are supported by staff or consultants who are licensed or certified mental health professionals with	Mental health consultants are available under contract in each county.	Contracts are renewed annually in January.	Health Services Manager	

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	experience and expertise in serving young children and their families.				
	(5) Family and community partnership services must be supported by staff or consultants with training and experience in field(s) related to social, human, or family services	Community partnership and community relations responsibilities are shared by members of the management team.	On-going	ECS Director Child Development Specialist Health Services Manager Disabilities Coordinator Food Services Coordinator	
	(6) Parent involvement services are supported by staff or consultants with training, experience, and skills in assisting the parents of young children in advocating and decision-making for their families.	The Family Services Manager provides extensive training to new Family Advocates, and meets with them at least monthly.	On-going	Family Services Manager	
	(7) Disabilities services are supported by staff or consultants with training and experience in securing and individualizing needed services for children with disabilities.	The Disabilities Coordinator meets the training and experience requirements that are listed as minimum qualifications in the job description.	On-going	Family Services Manager	

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	(8)The program secures the regularly scheduled or ongoing services of a qualified fiscal officer.	The fiscal officer is the Deputy Director of Administration and has served in that capacity for over 25 years.	On-going	Exec. Director	
1304.52 (e) Home visitors meet specified qualifications.	Home visitors have knowledge and experience in child development and early childhood education; the principles of child health, safety, and nutrition; adult learning principles; and family dynamics. They are skilled in communicating with and motivating people. In addition, they have knowledge of community resources and the skills to link families with appropriate agencies and services.	The minimum qualifications on the Home Visitor job description meet the requirements of the Performance Standards. Home Visitors are encouraged to obtain an AA/AS degree. The program pays for their tuition and books. Those possessing a degree are compensated accordingly. Applicants are carefully screened to assure they meet the minimum qualifications for the position.	On-going	CDS	
1304.52 (f) Infant and toddler staff are qualified.	N/A	N/A	N/A	N/A	
1304.52 (g) Meet the requirements of 45 CFR 1306.20 regarding classroom staffing.	When a majority of children speak the same language, at least one classroom staff member or home visitor	Some classrooms are staffed with bi-lingual teachers. Language translators are used in classrooms or home	On-going	CDS	

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	interacting regularly with the children speaks their language.	visits as needed.			
	For center-based programs, the class size requirements specified in 45 CFR 306.32 are maintained through the provision of substitutes when regular classroom staff are absent.	Our staffing pattern requires 3 classroom staff for 20 children, which exceeds the Performance Standards. Substitutes are used as necessary to maintain that ratio. AM staff substitute for PM staff and vice-versa.	On-going	CDS	
	Staff supervise the outdoor and indoor play areas in such a way that children's safety can be easily monitored and ensured.	Staff are strategically located to have observation vantage points. The ratio of staff to children on the playground, as well as in the classroom, always meets or exceeds State Licensing requirements.	On-going	CDS	
1304.52 (h) Ensure that all staff, consultants, and volunteers abide by the program's standards of conduct.	These standards specify that: i) They will respect and promote the unique identity of each child and family and refrain from stereotyping on the basis of gender, race, ethnicity, culture, religion, or disability;	Each new hire signs a Statement of Confidentiality and Ethics, which may be reviewed with the employee from time-to-time. Repeated violations result in disciplinary action up to and including	Upon hire, and as needed thereafter.	LCTs  Service area Managers  ECS Director  Exec. Director	

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	<p>ii) They will follow program confidentiality policies concerning information about children, families, and other staff members;</p> <p>iii) No child will be left alone or unsupervised while under their care; and</p> <p>iv) They will use positive methods of child guidance and will not engage in corporal punishment, emotional or physical abuse, or humiliation. In addition, they will not employ methods of discipline that involve isolation, the use of food as punishment or reward, or the denial of basic needs.</p>	<p>termination.</p>			
	<p>The program ensures that all employees engaged in the award and administration of contracts or other financial awards sign statements that they will not solicit or accept personal gratuities,</p>	<p>Review ethics policies and Standards of Conduct and revise as needed, with updated form that includes space for employees to Sign.</p>	<p>As Needed</p>	<p>Personnel Coordinator  Executive Director  ECS Director</p>	

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	favors, or anything of significant monetary value from contractors or potential contractors.				
	Personnel policies and procedures include provision for appropriate penalties for violating the standards of conduct.	Personnel Policies, Appendix 3, includes a section describing disciplinary action.	On-going	Exec. Director	
1304.52 (i) Perform annual performance reviews of staff.	The program at a minimum performs annual performance reviews of each Early Head Start and Head Start staff member and uses the results of these reviews to identify staff training and professional development needs, modify staff performance agreements, as necessary, and assist each staff member in improving his or her skills and professional competencies.	Performance reviews are conducted at the end of the probationary period and at least annually thereafter.	Annually on the employee's anniversary date, or more often as needed	All supervisors	
1304.52 (j) Engage in practices to ensure staff and	The program assures that each staff member has an initial health	All newly hired staff have a TB test and health screening	Upon hire, and every two years for TB screening	SAMs, ECS Director, Personnel	

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volunteer health.	examination that includes screening for tuberculosis and a periodic re-examination (as recommended by their health care provider or as mandated by State, Tribal, or local laws) so as to assure that they do not, because of communicable diseases, pose a significant risk to the health or safety of others in the Early Head Start or Head Start program that cannot be eliminated or reduced by reasonable accommodation. This requirement is implemented consistent with the requirements of the Americans with Disabilities Act and section 504 of the Rehabilitation Act.	conducted by, or under the supervision of, a qualified health professional. TB screenings are repeated every two years. In accordance with Health Advisory Board (HAB) recommendation. The questionnaire that accompanies the TB screening was determined by HAB to constitute a health examination for communicable disease.		Coordinator Health Advisory Board	
	Regular volunteers are screened for tuberculosis in accordance with State, Tribal or local laws. In	Volunteers meet licensing requirements for TB screening The HAB has determined the frequency of TB	On-going:	SAMs	

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	the absence of State, Tribal or local law, the Health Services Advisory Board (HAB) is consulted regarding the need for such screenings (see 45 CFR 1304.3(20) for a definition of volunteer).	screening.			
	The program makes mental health and wellness information available to staff with concerns that may affect their job performance.	Staff are offered the services of the mental health consultant as indicated.	Upon request by staff or recommendation of supervisor	Supervisors SAMs Health Services Manager	
1304.52 (k) Develop and implement a structured approach for staff, consultant, and volunteer training and development.	The program provides an orientation to all new staff, consultants, and volunteers that includes, at a minimum, the goals and underlying philosophy of Early Head Start and/or Head Start and the ways in which they are implemented by the program.	New staff receive an Orientation Handbook that they review with their supervisors the first 30 days on the job. The Handbook includes a statement of the Head Start philosophy.  Volunteers are oriented at the initial home visit.	Within 30 days of hire.  At initial home visit	Supervisors  LCTs, Teachers	
	The program establishes and implements a structured approach to staff training and	A Staff Training Plan is prepared annually and is based on staff surveys, Self Assessment Results,	Late spring	ECS Director SAMs	

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	<p>development, attaching academic credit whenever possible. This system is designed to help build relationships among staff and to assist staff in acquiring or increasing the knowledge and skills needed to fulfill their job responsibilities, in accordance with the requirements of 45 CFR 1306.23.</p>	<p>monitoring observations, new Federal initiatives.</p> <p>The program reimburses tuition and other educational expense for staff enrolled in Community College classes.</p>	<p>Each college semester</p>	<p>Supervisors Payroll Coordinator</p>	
	<p>At a minimum, this system includes ongoing opportunities for staff to acquire the knowledge and skills necessary to implement the content of the Head Start Program Performance Standards. This program includes:</p> <p>(i) Methods for identifying and reporting child abuse and neglect that comply with applicable State and local laws using so far as possible, a helpful,</p>	<p>Staff are required to attend child abuse reporting training annually.</p>	<p>annually</p>	<p>Family Services Manager</p>	

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	rather than a punitive attitude toward abusing or neglecting parents and other care takers; and				
	(ii) Methods for planning for successful child and family transitions to and from the Early Head Start or Head Start program.	Staff receive training on transition training in flip flops.	Annually	Family Services Manager Enrollment and Disabilities Coordinator	
	The program provides training or orientation to Early Head Start and Head Start governing body members. The program also provides orientation and ongoing training to Early Head Start and Head Start Policy Council and Policy Committee members to enable them to carry out their program governance responsibilities effectively	Training for Governing Body and Parent Policy Council (PPC) is offered every year in November. Head Start Outcomes, PIR results, and NRS results are presented to ATCAB and PPC in Spring.  Additional training for PPC members is on-going as needed.	November March-June	ECS Director SAMs Exec. Director  Teaching staff Family Advocates	

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