

**REGION 14 EDUCATION SERVICE CENTER  
HEAD START OPERATIONAL PLAN  
Human Resources Management**

**All specific tasks/activities/responsibilities/timelines/references refer to Head Start & Early Head Start**

| <b>Perf. Standard Ref. #</b> | <b>Objective</b>   | <b>Specific Tasks/ Activities</b>   | <b>Person(s) Responsible</b>                              | <b>Target Date</b> | <b>Reference/ Evaluation</b>        |
|------------------------------|--|---|---|--------------------|-------------------------------------|
| 1304.52(a)(1)                | (a) <u>Organizational Structure.</u> (a)(1) Grantee and delegate agencies must establish and maintain an organizational structure that supports the accomplishment of program objectives. This structure must address the major functions and responsibilities assigned to each staff position and must provide evidence of adequate mechanisms for staff supervision and support. | <u>Organizational Structure</u><br>*establish sufficient Head Start staff to provide services to children & families and to accomplish program goals.<br>*properly assign all functions and responsibilities.<br>-comply with Performance Standards and ESC Policy. | <b>HSD</b>  | Sept. to Aug.      | Head Start Organizational Chart     |
| 1304.52(a)(2)                | (a)(2) At a minimum, grantee and delegate agencies must ensure that the following program management functions are formally assigned to and adopted by staff within the program:   |   |   |                    |                                     |
| 1304.52(a)(2)(i)             | (a)(2)(i) Program management (the Early Head Start or Head Start director);  | *assign program management functions to the Head Start Director   | <b>Exec. Dir. &amp; Board of Directors Policy Council</b> | Sept. to Aug.      | Job Description                     |
| 1304.52(a)(2)(ii)            | (a)(2)(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   | *assign the management of early childhood development, education, child medical, dental, mental health, child nutrition, disabilities, family & community partnership & parent activities to the Head Start consultants.  | <b>Exec. Dir. Board of Directors &amp; Policy Council</b> | Sept. to Aug.      | Job Descriptions                    |
| 1304.52(a)(2)(iii)           | (a)(2)(iii) Management of family and community partnerships, including parent activities.  | Same as above.  | <b>Exec. Dir. Board of Directors &amp; Policy Council</b> | Sept. to Aug.      | Job Descriptions                    |
| 1304.52(b)(1)                | (b) <u>Staff qualifications-general.</u><br>(b)(1) Grantee and delegate agencies must ensure that staff and consultants have the knowledge, skills, and experience they need   | <u>Staff qualifications-general.</u><br>*ensure that staff & consultants have the knowledge, skills, & experience needed to perform responsibilities.   | <b>Exec. Dir. Board of Directors &amp; Policy Council</b> | Sept. to Aug.      | Job Descriptions<br>Personnel Files |

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|               | to perform their assigned functions responsibly.  | *keep personnel files on all Head Start staff documenting qualifications.  |  |               |  |
| 1304.52(b)(2) | (b)(2) In addition, grantee and delegate agencies must ensure that <b>only candidates with the qualifications specified</b> in this part and in 45 CFR 1306.21 <b>are hired</b> .   | <u>Staff qualifications-general.</u><br>*ensure that staff & consultants have the knowledge, skills, & experience needed to perform responsibilities.<br>*keep personnel files on all Head Start staff documenting qualifications.                           | <b>Exec. Dir.</b><br>Board of Directors & Policy Council                 | Same          | Personnel Files  |
| 1304.52(b)(3) | (b)(3) Current and former Early Head Start and Head Start parents must receive <b>preference for employment</b> vacancies for which they are qualified.   | *announce and post job vacancies through local schools and parents.  | <b>HSD</b>   | Sept. to Aug. | Job Vacancy Postings   |
| 1304.52(b)(4) | (b)(4) Staff and program consultants must be familiar with the ethnic background and heritage of families in the program and must be able to <b>serve and effectively communicate</b> , to the extent feasible, <b>with children and families</b> with no or limited English proficiency. | P & P 1304.52hi<br>*recruit bilingual staff and consultants who are culturally and ethnically diverse.<br>*train staff in cultural awareness & communication skills to serve & effectively communicate with children & families in their preferred language. | <b>HSD</b><br>Head Start ESC/ISD Staff<br><br><b>P &amp; P 1304.52hi</b> | Sept. to Aug. | Job Descriptions<br><br>Training Documentation and Identified Need<br><br><b>P &amp; P 1304.52hi</b> |
| 1304.52(c)    | (c) <b><u>Early Head Start or Head Start Director qualifications.</u></b><br>The Early Head Start or Head Start Director must have demonstrated skills and abilities in a management capacity relevant to human services program management.  | <b><u>Early Head Start or Head Start Director qualifications</u></b><br>*demonstrate skills & abilities relevant to human services program management.   | <b>Exec. Dir.</b><br>Board of Directors & Policy Council                 | Sept. to Aug. | Job Descriptions   |
| 1304.52(d)    | (d) <b><u>Qualifications of content area experts.</u></b><br>Grantee and delegate agencies must hire staff or consultants who meet the <b>qualifications listed below</b> to provide content area expertise and oversight on an ongoing or regularly scheduled basis.                     | <b><u>Qualifications of content area experts.</u></b><br>*employ qualified content area personnel in areas of education, health, social services, parent involvement and disabilities who demonstrate the ability  | <b>Exec. Dir.</b><br>Board of Directors & Policy Council<br>HSD          | Sept. to Aug. | Job Descriptions<br><br>Personnel Files  |

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|               | Agencies must determine the appropriate staffing pattern necessary to provide these functions.   | to:<br>-plan /administer required program service to children and families.<br>-coordinate program activities with staff in other content areas and community agencies<br>-engage in ongoing assessment of quality of services provided<br>-communicate effectively with others<br>-cooperate successfully as a member of a team<br>-provide staff training and development, including on-site consultation, coaching and mentoring to other staff<br>-maintain compliance with performance standards. | <b>Exec. Dir.</b><br>Board of Directors & Policy Council<br>HSD                                     | Sept. to Aug. | Job Descriptions<br><br>Personnel Files   |
| 1304.52(d)(1) | (d)(1) <b>Education and child development</b> services must be supported by <b>staff or consultants with training and experience</b> in areas that include: the theories and principles of child growth and development, early childhood education, and family support. In addition, staff or consultants must <b>meet the qualifications for classroom teachers</b> , as specified in section 648 of the Head Start Act and any subsequent amendments regarding the qualifications of teachers. | <b>REFER TO SECTION 1304.21</b><br><br>*employ education/parent involvement consultants with training and experience in child development, early childhood education, and family support. All schools employ teachers certified in early childhood and aides with strong educational backgrounds.  | ESC Board<br><b>Exec. Dir.</b><br>HSD<br><br>ISD Superintendents<br><b>REFER TO SECTION 1304.21</b> | Sept. to Aug. | Job Descriptions<br><br>Personnel Files<br><br><b>REFER TO SECTION 1304.21</b>            |
| 1304.52(d)(2) | (d)(2) <b>Health</b> services must be supported by staff or consultants with <b>training and experience in public health, nursing, health education, maternal and child health, or health administration</b> . In addition, when a health procedure must be performed only by a licensed/certified health professional, the agency must assure that the requirement is followed.   | <b>REFER TO SECTION 1304.22 AND 1304.20</b><br><br>*employ qualified Health Consultants. All schools employ licensed vocational or registered nurses.  | ESC Board<br><b>Exec. Dir.</b><br>HSD<br>HC<br>ISD Superintendents                                  | Sept. to Aug. | Job Descriptions<br><br>Personnel File<br><br><b>REFER TO SECTION 1304.22 AND 1304.20</b> |

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| 1304.52(d)(3) | (d)(3) <b>Nutrition</b> services must be supported by <b>staff or consultants who are registered dietitians or nutritionists</b>  | <b>REFER TO SECTION 1304.23</b><br><br>*employ a nutritionist or registered dietician to provide services to children and their families in collaboration with the Head Start Health Consultant.  | Same as above<br>HNC  | Sept.<br>to Aug. | Job Descriptions<br>T.A.<br>Documentation<br><br><b>REFER TO SECTION 1304.23</b>                         |
| 1304.52(d)(4) | (d)(4) <b>Mental health</b> services must be supported by staff or consultants who are <b>licensed or certified mental health professionals</b> with experience and expertise in serving young children and their families.       | <b>REFER TO SECTION 1304.24</b><br><br>*contract to provide mental health services in collaboration with Mental Health Consultant.  | Same as above<br>MHC  | Sept.<br>to Aug. | Contract<br>Job Descriptions<br>T.A.<br>Documentation<br><b>REFER TO SECTION 1304.24</b>                 |
| 1304.52(d)(5) | (d)(5) <b>Family and community partnership</b> services must be supported by staff or consultants with <b>training and experience in field(s) related to social, human, or family services.</b>                                   | <b>REFER TO SECTION 1304.40 AND 1304.41</b><br><br>*employ Family Service Workers adequately trained in social, human, and family services supported by Family and Community Partnership Consultants, (i.e. Mental Health Consultants, Health Consultants, FSW/PROMIS position and Head Start Director)                         | Same as above<br>FCPC   | Sept.<br>to Aug. | Job Descriptions<br><br>T.A.<br>Documentation<br><br><b>REFER TO SECTION 1304.40 AND 1304.41</b>         |
| 1304.52(d)(6) | (d)(6) <b>Parent involvement</b> services must be supported by staff or consultants with <b>training, experience, and skills in assisting the parents of young children</b> in advocating and decision-making for their families. | <b>Refer to all P &amp; Ps for Parent Involvement</b><br><br>*employ Education/PI Consultants, Mental Health/Family –Community Partnership Consultants Health/Nutrition Consultants, Disabilities Consultants and Family Service Workers with the experience and skills in assisting parents in advocating and decision-making. | ESC Board<br><b>Exec. Dir.</b><br>HSD<br>ISD<br>Superintendents | Sept.<br>to Aug. | Job Descriptions<br><br>Personnel Files<br><br><br><b>Refer to all P &amp; Ps for Parent Involvement</b> |

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| 1304.52(d)(7) | (d)(7) <b>Disabilities</b> services must be supported by staff or consultants with <b>training and experience in securing and individualizing needed services for children with disabilities.</b>  | <b>P &amp; P 1308.4</b><br><br>*employ Disabilities Consultant with training and experience to assist school personnel in securing/individualizing services to meet needs of children with disabilities. All Head Start teachers and consultants have certification in special education or a related field.  | ESC Board<br><b>Exec. Dir.</b><br>HSD<br>ISD<br>Superintendents<br><b>P &amp; P 1308.4</b>  | Sept.<br>to Aug. | Job Descriptions<br><br>Personnel Files<br><br><b>P &amp; P 1308.4</b>   |
| 1304.52(d)(8) | (d)(8) Grantee and delegate agencies must secure the regularly scheduled or ongoing services of a <b>qualified fiscal officer.</b>   | *employ a qualified fiscal office (i.e. Region XIV ESC employed Chief Financial Officer )   | ESC Board<br><b>Executive Director</b>  | Sept.<br>to Aug. | Job Descriptions<br><br>Personnel Files  |
| 1304.52(e)    | (e) <b>Home Visitor qualifications.</b> Home Visitors must have <b>knowledge and experience</b> in child development and early childhood education; the principles of child health, safety, and nutrition; adult learning principles; and family dynamics. They must be <b>skilled in communicating</b> with and motivating people. In addition, they must have <b>knowledge of community resources</b> and the skills to link families with appropriate agencies and services.  | <b>Home Visitor qualifications</b><br>*employ Home Visitor with knowledge and experience in child development and early childhood, health, safety, nutrition, adult learning principles and family dynamics.<br>*employ Home Visitor with knowledge of community resources.   | ESC Board<br><b>Exec. Dir.</b><br>HSD<br>Head Start ESC Staff                               | Sept.<br>to Aug. | Job Description<br><br>Demonstrated Abilities  |
| 1304.52(f)    | (f) <b>Infant and Toddler Staff qualifications.</b> Early Head Start and Head Start staff working as teachers with infants and toddlers must obtain a Child Development Associate (CDA) credential for Infant and Toddler Caregivers or an equivalent credential that addresses comparable competencies within one year of the effective day of the final rule or, thereafter, within one year of hire as a teacher of infants and toddlers. In addition, infants and toddler teachers must have the training and experience necessary to develop consistent, stable, and supportive relationships with very young children. The training must develop knowledge of infant and toddler development, safety issues in infant and toddler care (e.g. | <b>Infant and Toddler Staff qualifications:</b><br>*employ Infant and Toddler caregivers with Child Development Credentials, or an equivalent credential that addresses comparable competencies, demonstrated within one year of hire as a teacher of infants and toddlers.<br>*provide training to infant and toddler teachers and staff for building and establishing consistent, stable, and supportive relationships with very young children.<br>*develop infant and toddler teaching staff knowledge of infant and toddler development, safety issues in infant and | ESC Board<br><b>Exec. Dir.</b><br>HST/EHST Dir.<br>Head Start/EHS<br>ESC Staff<br>LEA Staff | Sept.<br>to Aug. | Job Description<br><br>Demonstrated Abilities<br><br>Child Care Licensing Standards<br><br>Head Start Performance Standards. |

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|               | reducing the risk of Sudden Infant Death Syndrome), and methods for communicating effectively with infants and toddlers, their parents, and other staff members.  | toddler care (including risk of Sudden Infant Death Syndrome and Shaken Baby), and methods for using appropriate language/communication development skills with infants and toddlers, their parents, and other staff members.<br>*provide training hours required by minimum Standards for Child Care Licensing.<br>*employ a qualified Child Care Licensing EHS Compliance Monitor to ensure compliance with Child Care Licensing standards and Head Start Performance Standards for Early Head Start under the direction of the Region 14 ESC HST/EHST Director | ESC Board<br><b>Exec. Dir.</b><br>HST/EHST Dir.<br>Head Start/EHS<br>ESC Staff<br>LEA Staff | Sept.<br>to Aug. | Job Description<br><br>Demonstrated Abilities<br><br>Child Care Licensing Standards<br><br>Head Start Performance Standards. |
| 1304.52(g)(1) | <b>(g) Classroom Staffing and Home Visitors.</b><br>(g)(1) Grantee and delegate agencies must meet the <b>requirements</b> of 45CFR 1306.20 regarding <b>classroom staffing</b> .                               | <b>Classroom Staffing and Home Visitors</b><br>*employ a Home Visitor responsible for home visits and group socialization activities<br>*employ a teacher and a teacher's aide per classroom  | ESC Board<br><b>Exec. Dir.</b><br>HSD   | Sept.<br>to Aug. | Job Descriptions<br><br>Personnel File   |
| 1304.52(g)(2) | (g)(2) When a majority of children speak the same language at least one classroom staff member or Home Visitor interacting regularly with the children must <b>speak their language</b> .                       | *employ classroom staff and Home Visitors able to communicate with families served either directly or with translation.<br>*speak the child's preferred language in the classroom or home when feasible, or utilize a translator.   | <b>HSD</b><br>Head Start<br>ESC/ISD Staff   | Sept.<br>to Aug. | Home Visit<br>Site Translation<br>Visit<br>Documentation   |
| 1304.52(g)(3) | (g)(3) For center-based programs, the <b>class size requirements</b> specified in 45 CFR 1306.32 must be <b>maintained</b> through the provision of <b>substitutes</b> when regular classroom staff are absent. | *utilize qualified substitutes when necessary to maintain adequate supervision and safety.<br>*encourage volunteers   | <b>HSD/LEAs</b>   | Sept.<br>to Aug. | Performance Standards  |

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| 1304.52(g)(4)         | (g)(4) Grantee and delegate agencies must ensure that each teacher working exclusively with infants and toddlers has responsibility for no more than four infants and toddlers and that no more than eight infants and toddlers are placed in any one group. However, if State, Tribal or local regulations specify staff: child ratios and group sizes more stringent than this requirement, the State, tribal or local regulations must apply. | *ensure each teacher working exclusively with infants and toddlers has responsibility for no more than four infants and toddlers and that no more than eight infants and toddlers are placed in any one group.  | <b>HST/EHST Dir.</b><br>Head Start/EHS<br>ESC Staff<br>LEA Staff | Sept.<br>to Aug.    | Child Care<br>Licensing<br>Standards<br><br>Head Start<br>Performance<br>Standards. |
| 1304.52(g)(5)         | (g)(5) Staff must <b>supervise the outdoor and indoor play areas</b> in such a way that children's safety can be easily monitored and ensured.   | *ensure supervision of children indoors and outdoors.<br>*ensure staff completion of daily classroom and playground health and safety checklists.   | <b>LEAs/HSD</b><br>Head Start<br>ESC/ISD Staff                   | Sept.<br>To<br>Aug. | Health and<br>Safety Checklists<br>Visit Reports                                    |
| 1304.52(h)(1)         | <b>(h) Standards of conduct.</b><br>(h)(1) Grantee and delegate agencies must ensure that all staff, consultants, and volunteers abide by the program's standards of conduct. <b>These standards must specify that:</b>  | <b><u>Standards of conduct.</u></b><br><b><u>P &amp; P 1304.52h1</u></b>  |  |                     |   |
| 1304.52(h)(1)<br>(i)  | (h)(1)(i) They will <b>respect and promote the unique identity of each child and family</b> and refrain from stereotyping on the basis of gender, race, ethnicity, culture, religion, or disability;   | <b><u>P &amp; P 1304.52h1</u></b><br><b><u>Standards of conduct.</u></b> *ensure Head Start Staff and Volunteers respect and promote the unique identity of each child and refrain from stereotyping on the basis of gender, race, ethnicity, culture, religion, or disability. | <b>HSD</b><br>Head Start<br>ESC/ISD Staff                        | Sept.<br>to Aug.    | Standards of<br>Conduct Form<br><br><b><u>P &amp; P 1304.52h1</u></b><br>1304.21a1  |
| 1304.52(h)(1)<br>(ii) | (h)(1)(ii) They will follow program <b>confidentiality policies</b> concerning information about children, families, and other staff members;  | P & P 1304.52h1ii<br>*ensure Head Start Staff, Consultants, and Volunteers follow confidentiality procedures.<br>*ensure no disclosure of child information without a signed release of   | <b>HSD</b><br>Head Start<br>ESC/ISD Staff                        | Sept.<br>to Aug.    | Confidentiality<br>Procedures<br><br>P & P<br>1304.52h1ii                           |

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|                    |   | information by the parent.   |   |               |  |
| 1304.52(h)(1)(iii) | (h)(1)(iii) <b>No child will be left alone or unsupervised</b> while under their care; and  | <b><u>P &amp; P 1304.52h1</u></b><br>*ensure no child is left alone or unsupervised while under Staff, Consultant or Volunteer care.   | <b>HSD/LEAs</b><br>Head Start<br>ESC/ISD Staff<br><b><u>P &amp; P 1304.52h1</u></b>                               | Sept. to Aug. | Standards of Conduct<br><b><u>P &amp; P 1304.52h1</u></b>  |
| 1304.52(h)(1)(iv)  | (h)(1)(iv) Head Start staff <b>will use positive methods of child guidance and not engage in Corporal Punishment</b> , 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.              | <b><u>P &amp; P 1304.52h1</u></b><br>*ensure Head Start Staff, Consultants, and Volunteers have the training and tools necessary to use positive methods of child guidance and not engage in corporal punishment, emotional or physical abuse, humiliation, isolation, use of food as punishment or reward, or deny basic child needs. | <b>HSD/LEAs</b><br>Head Start<br>ESC/ISD Staff<br><b><u>P &amp; P 1304.52h1</u></b>                               | Sept. to Aug. | Standards of Conduct<br>Discipline Policy<br><br><b><u>P &amp; P 1304.52h1</u></b><br><br>P&P # 23 & #28 |
| 1304.52(h)(2)      | (h)(2) Grantee and delegate agencies must ensure that <b>all employees</b> engaged in the award and administration of contracts or other financial awards <b>sign statements that they will not solicit or accept personal gratuities, favors, or anything of significant monetary value from contractors or potential contractors.</b> | *ensure Head Start Staff and LEAs sign statements that they will not solicit or accept personal gratuities, favors, or anything of significant monetary value from contractors or potential contractors.<br><b>P &amp; P 1305.9</b>  | <b>HSD</b><br><b>P &amp; P 1305.9</b>   | Sept. to Aug. | Personnel Files<br><br>Signed Statements<br><br><b>P &amp; P 1305.9</b>                                  |
| 1304.52(h)(3)      | (h)(3) Personnel policies and procedures must include provision for appropriate penalties for violating the standards of conduct.   | <b><u>P &amp; P 1304.52h1</u></b><br>*notify LEA Administrator regarding any violations of Head Start Standards of Conduct<br>*follow school district procedures for violating the standards of conduct.   | ESC Board of Directors<br><b>Exec. Dir.</b><br>HSD<br>ISD<br>Superintendents<br><b><u>P &amp; P 1304.52h1</u></b> | Sept. to Aug. | Personnel Policies<br><br><b><u>P &amp; P 1304.52h1</u></b>  |
| 1304.52(i)         | (i) <b><u>Staff Performance Appraisals.</u></b> Grantee and delegate agencies must, at a minimum, perform <b>annual performance reviews</b> of each Early Head Start and Head Start staff member and use the results of these reviews to identify staff training and  | See below<br><br>*conduct ESC Appraisal system with ESC staff.   | See below   | See below     | See below  |

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|               | professional development needs, modify staff performance agreements, as necessary, and assist each staff member in improving his or her skills and professional competencies.   | *ensure annual LEA Head Start Staff Appraisals are completed.   | LEA Staff                             | Sept. to Aug. | Program Evaluation<br><br>LEA Personnel Records                                 |
| 1304.52(j)(1) | <b>(j) Staff and Volunteer health.</b><br>(j)(1) Grantee and delegate agencies must assure that <b>each staff member</b> has an <b>initial health examination</b> that includes screening for tuberculosis and a <b>periodic re-examination</b> (as recommended by their health care provider or as mandated by State, Tribal, or local laws) so as to <b>assure that they do not</b> , because of communicable diseases, <b>pose a significant risk to the health or safety of others</b> in the Early Head Start or Head Start program that cannot be eliminated or reduced by reasonable accommodation. This requirement must be implemented consistent with the requirements of the <b>Americans with Disabilities Act</b> and section 504 of the Rehabilitation Act. | <b>Staff and Volunteer health.</b><br>*ensure all new staff have an initial physical examination, and screening for tuberculosis.<br><br>Program (Personnel) Handbook | HSD/HC                                | Sept. to Aug. | Personnel Files<br><br>Personnel Handbook                                       |
| 1304.52(j)(2) | (j)(2) Regular Volunteers must be screened for <b>tuberculosis</b> in accordance with State, Tribal or local laws. In the absence of State, Tribal or local law, the <b>Health Services Advisory Committee must be consulted regarding the need for such screenings</b> (see 45 CFR 1304.3(20) for a definition of Volunteer.   | Most recent Health Advisory Committee determined no need for volunteers to be screened for tuberculosis<br><br>Personnel Handbook                                     | HSD<br>HC<br>HSAC                     | Sept. to Aug. | HSAC Minutes<br><br>Personnel Handbook  |
| 1304.52(j)(3) | (j)(3) Grantee and delegate agencies must make mental health and wellness information available to staff with concerns that may affect their job performance.   | <b>P &amp; P 1304.52k2</b><br>*provide mental health and wellness information to all Head Start staff   | HSD/MHC<br><b>P &amp; P 1304.52k2</b> | Sept. to Aug. | Head Start Orientation and Training Documentation<br><b>P &amp; P 1304.52k2</b> |

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| 1304.52(k)(1)         | (k) <b>Training and Development.</b><br>(k)(1) Grantee and delegate agencies must provide an <b>orientation to all new staff</b> , 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.  | <b>P &amp; P 1304.52k2</b><br><b>Training and Development.</b><br>*conduct orientation to all new staff, consultants, and volunteers on goals and underlying Head Start philosophy, including ways they are implemented by the program. | <b>HSD</b><br>Head Start<br>ESC/ISD Staff<br><br><b>P &amp; P 1304.52k2</b> | Sept.<br>to Aug. | Agenda<br>Training<br>Evaluations<br><br><b>P &amp; P 1304.52k2</b>                         |
| 1304.52(k)(2)         | (k)(2) Grantee and delegate agencies must establish and implement a <b>structured approach to staff training and development</b> , attaching academic credit whenever possible. This system should be designed to help build relationships among staff and to assist staff in acquiring or increasing the knowledge and skills need to fulfill their job responsibilities, in accordance with the requirements of 45 CFR 1306.23. | <b>P &amp; P 1304.52k2</b><br>*provide staff training and development to increase knowledge and skills in education , health, mental health, social services, disabilities and needs as identified by Head Start staff.                 | <b>HSD</b><br>Head Start ESC<br>Staff<br><br><b>P &amp; P 1304.52k2</b>     | Sept.<br>to Aug. | Agenda<br>Training<br>Evaluations<br><br><b>P &amp; P 1304.52k2</b>                         |
| 1304.52(k)(3)         | (k)(3) At a minimum, this system must <b>include ongoing opportunities for staff to acquire the knowledge and skills necessary to implement the content of the Head Start program Performance Standards.</b><br><b>This program must also include:</b>  | <b>P &amp; P 1304.52k2</b><br>*conduct training in the Head Start Performance Standards and provide staff with access to the Performance Standards.   | <b>HSD</b><br>Head Start<br>ESC Staff<br><b>P &amp; P 1304.52k2</b>         | Sept.<br>to Aug. | <b>P &amp; P 1304.52k2</b>  |
| 1304.52(k)(3)<br>(i)  | (k)(3)(i) -Methods for <b>identifying and reporting child abuse</b> and neglect that comply with applicable State and local laws using, so far as possible, a helpful rather than a punitive attitude toward abusing or neglecting parents and other caretakers; and  | <b>P &amp; P 1304.22a5</b><br>*conduct training in identifying and reporting child abuse and neglect that comply with state and local laws.   | <b>HSD</b><br>ESC Staff<br><br><b>P &amp; P 1304.22a5</b>                   | Sept.<br>to Aug. | Performance<br>Standards<br><br>Training<br>Documentation<br><br><b>P &amp; P 1304.22a5</b> |
| 1304.52(k)(3)<br>(ii) | (k)(3)(ii)-Methods for planning for <b>successful child and family transitions</b> to and from the Early Head Start or Head Start program.  | *ensure an effective transition plan for each child from Head Start to next program   | <b>HSD/DC/COEC</b>  | March<br>to May  | Transition Plan   |

**REGION 14 EDUCATION SERVICE CENTER  
HEAD START OPERATIONAL PLAN  
Human Resources Management**

**All specific tasks/activities/responsibilities/timelines/references refer to Head Start & Early Head Start**

|               |  |  |   |               |   |
|---------------|--|--|---|---------------|---|
|               |  |  |   |               |   |
| 1304.52(k)(4) | (k)(4) Grantee and delegate agencies must provide <b>training or orientation</b> to Early Head Start and <b>Head Start governing body members</b> . Agencies must also provide orientation and ongoing training to Early Head Start and <b>Head Start Policy Council</b> and Policy Committee members to enable them to carry out their program governance responsibilities effectively. | <b>P &amp; P 1304.50g</b><br>*provide orientation to ESC Board of Directors and Policy Council | <b>HSD</b><br>Head Start ESC Staff<br><br><b>P &amp; P 1304.50g</b> | Sept. to Oct. | ESC Board and Policy Council Minutes<br><br><b>P &amp; P 1304.50g</b> |

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| <b>HEAD START PROCEDURES FOR:<br/>STANDARDS OF CONDUCT<br/>COMPONENT: CENTER FOR YOUNG LEARNERS</b> |
|---|

1.0 **Scope: Performance Standard 1304.52(h)(1) Standards of Conduct and 1304.52(h)(3) Penalties for Violating Standards of Conduct.**

2.0 **Responsibility:**

- 2.1 Head Start Director
- 2.2 ESC/ISD Staff

3.0 **Resources:**

- 3.1 Head Start Performance Standard

4.0 **Procedures:**

- 4.1 Head Start staff, consultants, and volunteers 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;
- 4.2 Head Start staff, consultants, and volunteers will follow program confidentiality policies concerning information about children, families and other staff members;
- 4.3 No child will be left alone or unsupervised while under staff, consultants, or staff and volunteer care: supervision of Children is the responsibility of staff.
- 4.4 Head Start staff, consultants, and volunteers will use positive methods of child guidance and **will not engage in Corporal Punishment, emotional or physical abuse, or humiliation.**
- 4.5 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.
- 4.6 Local school district procedures (i.e. State Board of Educators Committee Rules) will be followed, as appropriate, for violating these standards of conduct.

5.0 **Associated Documents:**

- 5.1 Standard of Conduct Signature Page

6.0 **Record Retention Table:**

| <b>Identification</b>              | <b>Format</b> | <b>Storage</b>     | <b>Retention</b> | <b>Disposition</b> | <b>Protection</b> |
|------------------------------------|---------------|--------------------|------------------|--------------------|-------------------|
| Standard of Conduct Signature Page | Print         | ESC Locked Cabinet | 7 years          | Shredded           | CYL Office        |

7.0 **Monitoring:**

- 7.1 Observation
- 7.2 CYL meetings
- 7.3 Policy Council reports

**HEAD START PROCEDURES FOR:  
STANDARDS OF CONDUCT  
COMPONENT: CENTER FOR YOUNG LEARNERS**

**8.0 Revision History:**

| Date:  | Revision# | Description of Revision      |
|--------|-----------|------------------------------|
| 6-2006 |           |                              |
| 8-2009 |           | Reviewed & Revised as needed |

|   |
|---|
| <b>HEAD START PROCEDURES FOR:<br/> CONFIDENTIALITY POLICIES<br/> COMPONENT: CENTER FOR YOUNG LEARNERS</b> |
|---|

1.0 **Scope:** Reference: Head Start Standard 1304.52(h)(1)(ii) Confidentiality Policies

2.0 **Responsibility:**

- 2.1 Head Start Director
- 2.2 Head Start ESC/ISD Staff

3.0 **Resources:**

- 3.1 Head Start Performance Standard

4.0 **Procedures:**

- 4.1 Parents will be the primary source of information about themselves, and information sought from them will be limited to that which is essential for service.
- 4.2 Parents and other volunteers are prohibited from reviewing records other than those of their own children.
- 4.3 Children’s Health, Education and Social Services records on families are open only to Head Start staff and special consultants on a “need to know basis”.
- 4.4 No information will be released to anyone outside the program without written consent from the family, (except in reporting child abuse neglect).
- 4.5 Other agencies and individuals will be consulted only with the family’s consent.
- 4.6 Consolidated forms will not be used for the purpose of release to other agencies.
- 4.7 Only information that is essential to provide service will be recorded and maintained, on any Head Start Child.

5.0 **Associated Documents:**

- 5.1 Standards of Conduct

6.0 **Record Retention Table:**

| Identification        | Format | Storage              | Retention | Disposition | Protection           |
|-----------------------|--------|----------------------|-----------|-------------|----------------------|
| Staff personnel files | Print  | CYL Office and ISD’s | 7 years   | Shredded    | CYL Office and ISD’s |

7.0 **Monitoring:**

- 7.1 Technical Assistance Observations
- 7.2 CYL meetings

8.0 **Revision History:**

| Date:  | Revision# | Description of Revision      |
|--------|-----------|------------------------------|
| 6-2006 |           |                              |
| 8-2009 |           | Reviewed & Revised as needed |

**HEAD START PROCEDURES FOR:  
POSITIVE METHODS OF CHILD GUIDANCE  
COMPONENT: CENTER FOR YOUNG LEARNERS**

**1.0 Scope: Performance Standard 1304.52(h)(1)(iv) Positive Methods of Child Guidance**

**2.0 Responsibility:**

- 2.1 Consultants
- 2.2 Teacher
- 2.3 Teacher's Aides
- 2.4 Family Service Worker

**3.0 Resources:**

- 3.1 Positive Practices for Behavior Management

**4.0 Procedures:**

- 4.1 If a child in a Head Start classroom is identified as having transition or classroom issues, the classroom teacher, or principal will contact the Center for Young Learners staff (Head Start or Early Childhood).
- 4.2 If a child in a Head Start classroom is identified as having serious behavior problems, the teacher or principal will complete the referral for services form including the parent signature, and will refer the child to the mental health consultant.
- 4.3 The Region XIV ESC Center for Young Learners (CYL)-Head Start and Early Childhood- consultants will respond to these referrals immediately by telephone or in face-to-face contact, including appropriate recommendations.
- 4.4 If the CYL staff deems it appropriate, a meeting will be called including, but not limited to, attendance by the parents or primary caregivers, teachers, aides, school counselor, principal, and CYL staff.
  - 4.4.1 CYL staff must be present at all Positive Practices for Behavior Management meetings.
- 4.5 The team will discuss and make the appropriate recommendations for assisting the child in being successful in the classroom, with all members in agreement.
  - 4.5.1 Follow-up meetings will be conducted as needed.

**5.0 Associated Documents:**

- 5.1 Positive Practices for Behavior Management
- 5.2 Mental Health Observations

**HEAD START PROCEDURES FOR:  
POSITIVE METHODS OF CHILD GUIDANCE  
COMPONENT: CENTER FOR YOUNG LEARNERS**

**6.0 Record Retention Table:**

| <b>Identification</b> | <b>Format</b> | <b>Storage</b>               | <b>Retention</b> | <b>Disposition</b> | <b>Protection</b> |
|-----------------------|---------------|------------------------------|------------------|--------------------|-------------------|
| Observations          | Print         | Locked filing cabinet at ISD | 7 years          | Shredded           | ISD locked unit   |
| Home Visit Form       | Print         | Locked filing cabinet at ISD | 7 years          | Shredded           | ISD locked unit   |
| Conference Form       | Print         | Locked filing cabinet at ISD | 7 years          | Shredded           | ISD locked unit   |

**7.0 Monitoring:**

7.1. Bi-Annual

**8.0 Revision History:**

| <b>Date:</b> | <b>Revision#</b> | <b>Description of Revision</b> |
|--------------|------------------|--------------------------------|
| 6-2006       |                  |                                |
| 8-2009       |                  | Reviewed & Revised as needed   |

**HEAD START PROCEDURES FOR:  
STAFF TRAINING & DEVELOPMENT PROCEDURES  
COMPONENT: CENTER FOR YOUNG LEARNERS**

**1.0 Scope: Performance Standard 1304.52(k)(2) Staff Training and Development Procedures.**

**2.0 Responsibility:**

- 2.1 Head Start Director
- 2.2 ESC Staff

**3.0 Resources:**

- 3.1 Child Outcome Analysis
- 3.2 Visit reports
- 3.3 Self-Assessment;
- 3.4 Job Descriptions

**4.0 Procedures:**

- 4.1 Each year, prior to the beginning of the new school year, staff orientation will be conducted based on identified needs, program changes, teacher requests for training, and general review of Head Start Standards.
  - 4.1.1 Orientation will include training on how to recognize and report child abuse and neglect.
    - 4.1.1.1 Additional child abuse training opportunities are provided throughout the year.
- 4.2 Orientation for new Head Start employees will be conducted prior to employment.
  - 4.2.1 Training will cover:
    - 4.2.1.1 Head Start Performance Standards
    - 4.2.1.2 Grantee Operational Plan
    - 4.2.1.3 Grantee Policies and Procedures
    - 4.2.1.4 Handbook including forms and processes
    - 4.2.1.5 Overall Grantee Goals and Philosophy, of Early Head Start and Head Start, the education approach, and the ways in which they are implemented by the program.
- 4.3 At least four times during the year, full day trainings will be provided by Grantee staff or by consultant specialists brought in to strengthen Head Start staff knowledge and performance.
- 4.4 Credit will be provided for these trainings through the Region XIV ESC Staff Development Tracking System and remain a part of the staff's permanent record.
  - 4.4.1 Region XIV ESC Head Start Grantee will provide funds for substitute teachers during these four trainings.
  - 4.4.2 During April and May the Head Start Education Consultant will assist teachers and education aides in developing goals for classroom improvement. Goals will be recorded on the Region XIV ESC Head Start Professional Goals form. The Region XIV ESC Head

**HEAD START PROCEDURES FOR:  
STAFF TRAINING & DEVELOPMENT PROCEDURES  
COMPONENT: CENTER FOR YOUNG LEARNERS**

Start Classroom Teachers and Aides Staff Development form will be completed using goals that have been identified by the teacher or education aide and the Head Start Education Consultant. As more needs are identified, new goals and staff development training may be added throughout the next school year. A final copy of goals and staff development will be placed in the employees file at Region XIV ESC at the end of the school year. The ongoing goals will help determine staff development needs.

- 4.5 A scholarship fund is provided for Head Start staff members who wish to obtain a CDA, Associate's degree, or receive a Bachelor's degree if they do not have one, based on number who apply and amount of funds available.
- 4.6 Staff will be polled at least twice a year as to their needs for training.
- 4.7 Additional training needs assessments will be conducted at least one other time during the school year.
- 4.8 Grantee self-assessment will also be used to identify training needs.
- 4.9 ESC will make recommendations for training based on classroom observations, quarterly visits, staff contacts, and new policies and procedures.
- 4.10 Individual goals for each teacher and education aide will also be used to identify training needs.

**5.0 Associated Documents:**

- 5.1 Head Start Grant
- 5.2 Operational Plan
- 5.3 ESC Head Start Training Plan
- 5.4 10<sup>th</sup> of the Month Reports
- 5.5 Quarterly Reports
- 5.6 Individual Goals and Training Plan

**6.0 Record Retention Table:**

| <b>Identification</b>                                   | <b>Format</b> | <b>Storage</b>        | <b>Retention</b> | <b>Disposition</b> | <b>Protection</b> |
|---|---------------|-----------------------|------------------|--------------------|-------------------|
| Policy Council meeting minutes                          | Print         | Policy Council Binder | 7 years          | Shredded           | Locked Office     |
| 10 <sup>th</sup> of the Month Reports                   | Print         | ESC file              | 7 years          | Deleted            | Locked cabinet    |
| CYL Meetings Minutes                                    | Print         | CYL Binder            | 7 years          | Shredded           | Locked Office     |
| Quarterly Reports                                       | Print         | ESC Files             | 7 years          | Shredded           | Locked Office     |
| Individual goals and training plans for classroom staff | Print         | ESC Files             | 7 years          | Shredded           | Locked cabinet    |

**HEAD START PROCEDURES FOR:  
STAFF TRAINING & DEVELOPMENT PROCEDURES  
COMPONENT: CENTER FOR YOUNG LEARNERS**

**7.0 Monitoring:**

7.1 Program Monitoring

**8.0 Revision History:**

| Date:    | Revision#  | Description of Revision               |
|----------|------------|---------------------------------------|
| 6-2006   |            |                                       |
| 05/11/09 | 5.6 & 4.10 | Individual Goals for Teachers & Aides |
| 8-2009   |            | Reviewed & Revised as needed          |