

Human Resources Management

Abbreviations used in service area plans

Board of Directors	Board
Policy Council	PC
Executive Director	Ex. Dir.
Program Director	Prog. Dir.
Fiscal Director	Fiscal
Human Resource/Fiscal Assistant	HR
Maintenance/Custodians	Custodian
Data Encoder/Program Assistant	Tech.
Executive Secretary/Receptionist	Secretary
Program Nutrition Specialist	Nutrition
Program Health and Safety Specialists	H & S
Program Behavioral/Mental Health Specialist	MH
Program Family and Community Partnership Specialists	FCP
Education Managers	Ed. Mgr.
Program Disabilities/Transition Specialist	Disabilities
Assistant Cook	Asst. Cook
Cook	Cook
HS Teachers	Teacher
HS Teacher Assistants	T. Asst.
HS Home Visitor and EHS Home Visitor	HV
Disabilities/Transition Coordinator	Dis. Coord.
Transportation Coordinator	Trans. Coord.
Mental Health Consultant	MHC
Management Team (Directors, Managers, All Specialists)	Management Team

1304.52 Human Resources

P.S. #	Performance Standard	Implementation	Responsible	Time Frame	Documentation
<p>1304.52 (a)(1)</p>	<p>(a) Organizational Structure (1) Grantee and delegate agencies must establish and maintain an organizational structure that supports the accomplishment of program objectives. This structure must address major functions and responsibilities assigned to each staff position and must provide evidence of adequate mechanisms for staff supervision and support.</p>	<p>The Management Team reviews the established organizational chart annually. The review includes job titles and explanation of responsibilities of the position and supervision expectations.</p> <p>The organizational chart is reviewed by the Head Start Board and Policy Council. The job titles, lines of supervision and program options are reviewed and approved.</p> <p>An overview of the Organizational Chart, Chain of Command and supervision is reviewed annually with staff at Pre Service.</p>	<p>Ex. Dir., Prog. Dir., FD</p>	<p>August</p>	<p>Management Team Minutes</p>
<p>1304.52 (2)(i)</p>	<p>(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: (i)Program Management.</p>	<p>Executive Director is responsible for the overall supervision and management of the Head Start Program. Key responsibilities include but are not limited to:</p> <ul style="list-style-type: none"> • Program planning • Ongoing management and operations • Fiscal supervision • Administration of facilities, materials, and equipment • All grant applications • Program assessment and 	<p>Ex. Dir., Prog. Dir., Board and Policy Council</p>		

		<p>operations</p> <ul style="list-style-type: none"> • Community relations • Communication with staff, governing bodies, and the community at large • Review of ongoing assessment date 			
1304.52 (ii)	(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.	Executive Director, Program Director, Education Managers, Disabilities/Transition Manager, Behavioral Mental Health Specialist, Nutrition Manager, Health Managers, are responsible for the implementation of services in content area through supervision, coaching and mentoring of content area.	Ex., Dir., Prog., Dir., Ed. Mgr. Disabilities, MH, Nutrition, FCP, H&S	Ongoing	Work Plans
1304.52 (iii)	(iii) Management of family and community partnerships, including parent activities.	Family Community Partnership Specialists, Home Visitors and Teachers are responsible for the implementation of services	Ex., Dir., Prog., Dir., Ed. Mgr. Disabilities, MH, Nutrition, FCP, H&S	Ongoing	Work Plans
1304.52(b) (1), (2), (3) & (4)	(b) Staff Qualifications - General (1) Grantee and delegate agencies must ensure that staff and consultants have the knowledge, skills, and experience they need to perform their assigned functions responsibly.	The program policies and procedures list the procedures to be used in the hiring process to ensure hiring the most qualified staff and provides for the involvement of parents and Policy Council in the screening, interview and selection process. Each position in the program has a written job description of qualifications and responsibilities for that position	Ex. Dir., Prog. Dir., HR	As needed for new hire	Policies and Procedures

	<p>(2) In addition, grantee and delegate agencies must ensure that only candidates with the qualifications specified in this part and in 45 CFR 1306.21 are hired.</p> <p>(3) Current and former Early Head Start parents must receive preference for employment vacancies for which they are qualified.</p> <p>(4) Staff and program consultants must be familiar with the ethnic background and heritage of families in the program and must be able to serve and effectively communicate, to the extent feasible, with children and families with no or limited English proficiency.</p>	<p>located in a binder in the Human Resources office.</p> <p>The Head Start Act Section 648A states that by September 30, 2013 that at least 50% of Head Start teachers nationwide must have a BS or advanced degree in early childhood education or a BS or advanced degree and coursework equivalent to a major in early childhood. . OCDC hires only those individuals who are qualified.</p> <p>Current and former Head Start parents are encouraged to apply for and are given preference for employment opportunities for which they qualify. In the case of two equally qualified candidates, parents are offered the position. Current parents are notified of job vacancies through announcements sent home in child’s partner pouch. All vacancies are posted in house, in the newspaper, and through the Career Center.</p> <p>To the extent possible, the program hires staff and consultants from the area that they will serve. This will ensure they are familiar with the background and heritage of the families with whom they work. When children and families have limited or no English, translators are found to</p>	<p>Ex. Dir., Prog. Dir., HR</p> <p>Ex. Dir., Prog. Dir., HR</p> <p>Ex. Dir., Prog. Dir., HR</p>	<p>As Needed for New Hire Ongoing</p> <p>Ongoing</p> <p>As Needed</p>	<p>Job Descriptions Job Postings</p> <p>Employment Applications, Job Postings</p> <p>Personnel Files Contracts Invoices for services</p>
--	--	--	---	---	--

		assist with communication in the families preferred language when possible.			
1304.52(c)	<p>(c) Early Head Start or Head Start Director qualifications.</p> <p>The Early Head Start or Head Start director must have demonstrated skills and abilities in a management capacity relevant to human services program management.</p>	<p>The program has a written job description stating the qualifications and responsibilities of the Head Start Director (Program Director). Minimum qualifications include: a bachelor’s degree in a child related field and/or a Human Services, Business Management degree. Two years of management and supervisory skills/experience preferred. Computer knowledge and strong organizational skills required. Have strong writing skills necessary for the preparation of grants. Have extensive knowledge of principles of early childhood education;</p> <ul style="list-style-type: none"> • Working knowledge of the Head Start Program and administrative techniques of federal funding; • Have demonstrated ability in personnel management and guiding, evaluating and counseling staff; • Have the ability to implement the principle of shared authority and decision-making. 	Board and Policy Council, Ex. Dir. HR	As Needed	Job Description Job Posting
1304.52(d) (1)	<p>(d) Qualifications of content area experts. Grantee and delegate agencies must hire staff or consultants who meet the qualifications listed below to provide consistent are expertise and oversight on</p>				

	<p>an ongoing or regularly scheduled basis. Agencies must determine the appropriate staffing pattern necessary to provide these functions.</p> <p>(1) Education and child development services must be 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 must meet the qualifications for classroom teachers, as specified in section 648A of the Head Start Act and any subsequent amendments regarding the qualifications of teachers.</p>	<p>The Education Managers must have a BS/BA degree in child development, Early Childhood Education or a related field and a minor in Early Childhood Education or a CDA (Child Development Associates) Credential and the ability to carry out the responsibilities of the job description.</p>	<p>Ex. Dir., Prog. Dir., HR</p>	<p>As Needed</p>	<p>Job Description Job Posting Personnel Records</p>
<p>1304.52(d) (2)</p>	<p>Health services must be 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 must assure that the requirement is followed.</p>	<p>The Program Health Safety Specialist must be a Licensed Registered Nurse with four years experience working with young children and families or Bachelor Degree in allied health area with similar experience.</p>	<p>Ex. Dir., Prog. Dir., HR</p>	<p>As Needed</p>	<p>Job Description Job Posting Personnel Records</p>
<p>1304.52(d) (3)</p>	<p>Nutrition services must be supported by staff or consultants who are registered dietitians or nutritionists.</p>	<p>The Program Nutrition Manager is responsible for nutrition services and is assisted by a consultant nutritionist with experience in menu planning, the ability to interpret nutrition assessment data, provide nutrition counseling and the expertise to assist staff and parents in dealing with children with feeding problems.</p>	<p>Ex. Dir., Prog. Dir., HR</p>	<p>As Needed</p>	<p>Job Description Job Posting Contract</p>

<p>1304.52(d) (4)</p>	<p>Mental health services must be supported by staff or consultants who are licensed or certified mental health professionals with experience and expertise in serving young children and their families.</p>	<p>The Program Behavioral Mental Health Specialist coordinates the mental health services. She is assisted by a licensed certified Mental Health Professional consultant.</p> <p>The consultant is available to staff to help them determine if behaviors they observe in children are developmental or need further observation or evaluation.</p>	<p>Ex. Dir., Prog. Dir., HR</p>	<p>As Needed</p>	<p>Job Description Job Posting Contract</p>
<p>1304.52(d) (5)</p>	<p>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.</p>	<p>Family and Community Partnership services are coordinated by the two Family and Community Partnership Specialists. The Specialists must have a High School Diploma/GED with three years experience working with families, or BA or BS Degree in Social Work, Human Services, Child Development or Family Studies. Knowledge of community and social work practices.</p>	<p>Ex. Dir., Prog. Dir., HR</p>	<p>As Needed</p>	<p>Job Description Job Postings Personnel Records</p>
<p>1304.52(d) (6)</p>	<p>Parent Involvement services must be 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.</p>	<p>The program requires our Family Community Partnership Specialists to attend the Family Service Worker Competency Training and to receive certification from this training.</p>			
<p>1304.52(d) (7)</p>	<p>Disability services must be supported by staff or consultants with training and experience in securing and individualizing needed services for children with disabilities.</p>	<p>Services to children with disabilities are the responsibility of the Program Disability/Transition Specialist. The Specialist must have a degree relevant to Education and/or Human Services. Some special Education background would be preferred and training or</p>	<p>Ex. Dir., Prog. Dir., Disabilities</p>	<p>Ongoing</p>	<p>Job Description Job Postings Personnel Records</p>

		experience working with preschool children with disabilities and the ability to successfully carry out the duties outlined in the job description.			
1304.52(d) (8)	Grantee and delegate agencies must secure the regularly scheduled or ongoing services of a qualified fiscal officer.	Fiscal Management for the program is the responsibility of the Executive Director and Fiscal Director. The Fiscal Director must have a Vocational Technical or Business School. Must have 3 years experience in field and 2 years of supervision experience. . A degree in business with an emphasis in accounting or an accounting degree is preferred. The Fiscal Director maintains a complete set of financial books and records that conform to Standard Accounting practices, prepares all financial reports needed for the administration of the program and submits the reports to the appropriate persons.	Auditor, Ex. Dir., FD	Ongoing	Job Description Job Postings Personnel Records Audit
1304.52(e)	Home Visitor Qualifications Home Visitors must 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 must be skilled in communicating with and motivating people. In addition, they must have knowledge of community resources and the skills to link families with appropriate agencies and services.	Home Visitors who serve as a Home Base unit or serve as Home Visitor/Teacher in a combination option, must have a background in Early Childhood. A 4 year degree in Early Childhood preferred or AA in Early Childhood. Will consider a CDA or an Early Childhood Endorsement if a degree is held in a related field. And the ability to carry out the responsibilities of the job description.	Ed. Mgr., HV	Ongoing	Job Description Job Postings Personnel Records

<p>1304.52(f)</p>	<p>Infant and toddler staff qualifications</p> <p>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 hire as a teacher of infants and toddlers. In addition, infant 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 are (e.g., reducing the risk of Sudden Infant Death Syndrome), and methods for communicating effectively with infants and toddlers, their parents, and other staff members.</p>	<p>Early Head Start and Head Start Staff working as teachers with infants and toddlers must have a CDA (with emphasis on Infant and Toddler) or be willing to obtain the CDA within the first year of employment. Knowledge and skills in communication, human relations and child development are required. Experience in home visiting, Head Start or similar program is desirable. and the ability to carry out the responsibilities of the job description</p>	<p>Ed. Mgr., HV</p>	<p>Ongoing</p>	<p>Job Description Job Postings Personnel Records</p>
<p>1304.52(g) (1)</p>	<p>Classroom staffing and home visitors.</p> <p>Grantee and delegate agencies must meet the requirements of 45 CFR 1306.20 regarding classroom staffing.</p>	<p>The program staffing plan ensures that appropriate child/staff ratios are maintained and that staff are allowed time for planning and record keeping as described in 45CFR 1306.20 and 45CFR 1306.33. Two staff are employed for each classroom.</p>	<p>Ex. Dir., Ed Mgr., Prog. Dir.</p>	<p>Ongoing</p>	<p>Organizational Chart</p>
<p>1304.52(g) (2)</p>	<p>When a majority of children speak the same language, at least one classroom staff member or home visitor interacting regularly with the children must speak their language.</p>	<p>Classroom staff and Home Visitors speak the language spoken by majority of children in their classroom or home base group.</p>	<p>Ex. Dir., Ed Mgr., Prog. Dir.</p>	<p>Ongoing</p>	<p>Personnel Files</p>

<p>1304.52(g) (3)</p>	<p>For center-based programs, the class size requirements specified in 45CFR 1306.32 must be maintained through the provision of substitutes when regular classroom staff are absent.</p>	<p>Each classroom and each Home Visitor have substitutes or parent volunteers who work when the regular staff is not available.</p>	<p>Ex. Dir., Ed Mgr., Prog. Dir.</p>	<p>Ongoing</p>	<p>In-Kind Sheets</p>
<p>1304.52(g) (4)</p>	<p>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.</p>	<p>Oahe Child Development Center only has Home Base option for infants and toddlers.</p>			
<p>1304.52(g) (5)</p>	<p>Staff must supervise the outdoor and indoor play areas in such a way that children’s safety can be easily monitored and ensured.</p>	<p>Head Start Children are supervised by 2 Head Start paid staff. There are established procedures for outdoor play, taking children for walks or on field trips to monitor and ensure the safety of the children. Daily schedules and lesson plans provide for adequate supervision of children and appropriate child/staff ratios in the classroom.</p>	<p>Ex. Dir., Prog., Dir., Ed Mgr., Teachers</p>	<p>Ongoing</p>	<p>Teacher Schedules and Lesson Plans</p>
<p>1304.52(h) (1)(i),(ii), (iii), (iv)</p>	<p>Standards of Conduct. Grantee and delegate agencies must ensure that all staff, consultants, and volunteers, abide by the program’s standards of conduct. These standards must specify that:</p>	<p>The Program’s Policies and Procedures Manual addresses the code of conduct for staff, consultants and volunteers working with children, families and other staff. Staff also sign a Code of Conduct at the annual pre-service. The code of conduct in</p>	<p>Board, Ex., Dir., Prog. Dir.</p>	<p>Ongoing</p>	<p>Program Policies & Procedures, Employee Personnel Files</p>

	<p>(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;</p> <p>(ii)They will follow program confidentially policies concerning information about children, families, and other staff members;</p> <p>(iii)No child will be left alone or unsupervised when 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>the Program’s Policies and Procedures provides penalties for violating the policy..</p>			
<p>1304.52(h) (2)</p>	<p>Grantee and delegate agencies must ensure 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, favors, or anything of significant monetary value from contractors or potential contractors.</p>	<p>The Program’s Policies and Procedures Manual addresses the code of conduct forbidding staff from accepting gratuities, favors or anything of monetary value from any person or entity doing business with or receiving services from the Head Start Program.</p>	<p>Board, Ex., Dir., Prog. Dir</p>	<p>Ongoing</p>	<p>Program Policies and Procedures</p>
<p>1304.52(h) (3)</p>	<p>Personnel policies and procedures must include provision for appropriate penalties for violating the standards of conduct.</p>	<p>Program Policies and Procedures provide penalties for violating the code of conduct.</p>	<p>Board, Ex., Dir., Prog. Dir</p>	<p>Ongoing</p>	<p>Program Policies and Procedures</p>

<p>1304.52(i)</p>	<p>Staff Performance appraisals. Grantee and delegate agencies must, at a minimum, perform reviews of each Early Head Start and Head Start staff member and use 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.</p>	<p>The Program Policies and Procedures Manual provides for an annual performance appraisal or review for all staff. Annual performance appraisals provide a method to identify staff strengths and to build upon those strengths. Professional Development Plans are completed annually to define areas where more training may be needed and to assist staff and their supervisors to better understand each others' expectations.</p>	<p>Directors, Supervisors</p>	<p>Ongoing As Needed</p>	<p>Program Policies and Procedures Evaluation in Personnel Records</p>
<p>1304.52(j) (1)</p>	<p>Staff and volunteer health. (1)Grantee and delegate agencies must assure that each staff member has an initial 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 must be implemented consistent with the requirements of the Americans with Disabilities Act and Section 504 of the Rehabilitation Act.</p>	<p>As indicated on the new staff orientation check list all staff must have a physical exam thirty (30) days after start date. Personal health provider determines the need for a TB skin test for staff and volunteers. All results are forwarded to the program. This information is kept in each staff members' personnel file. Staff members complete a health history and an emergency notification form annually.</p>	<p>HR</p>	<p>As Needed Annually</p>	<p>Policies and Procedures Employee Health File</p>
<p>1304.52(j) (2)</p>	<p>Regular volunteers must be screened for tuberculosis in accordance with State, Tribal or local law, the Health Services</p>	<p>The Health Advisory Committee has been consulted. At this time they do not feel there is a need to screen</p>	<p>FCP</p>	<p>As Needed</p>	<p>Policies and Procedures</p>

	Advisory Committee must be consulted regarding the need for such screenings (see 45CFR 1304.3(20) for the definition of volunteer.	regular volunteers unless they volunteer 30 or more consecutive days in a row.			
1304.52(j) (3)	Grantee and delegate agencies must make mental health and wellness information available to staff with concerns that may affect their job performance.	The Program provides an Employee Assistance Program for staff. Part year staff receive four free sessions and full year staff receive 6 free sessions per grant year. Each employee receives \$.83 per hour worked of wellness monies per grant year. Benefits are explained at new employee orientation.	Ex. Dir., Prog. Dir., HR	Annually Orientation	Orientation Check List
1304.52(k) (1)	Training and Development Grantee and delegate agencies must provide 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.	Orientation for new employees is the responsibility of the Human Resource/Fiscal Assistant. At a minimum, the employee and the supervisor discuss the Head Start philosophy, expectations and requirements of the position as it relates to other positions. The Human Resource/Fiscal Assistant uses a new employee checklist to insure all necessary forms are completed and/or given to the new employee. Supervisor will serve as a mentor to assist the employee in learning the requirements of the job and the program.	HR, Supervisors	As Needed	Personnel File Orientation Check List
1304.52(k) (2)	Grantee and delegate agencies must establish and implement a structured approach to staff training and development, attaching academic credit whenever possible. This system should	Staff training and development is a continuous process. An annual staff Professional Development Plan assessment is completed and a training plan is developed combining training	CDC Committee	Annually	Professional Development Plan Binder, CDC Minutes

	be 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 45CFR 1306.23.	requested by the staff and training the program is required to provide for the staff.			
1304.52(k) (3)(i)(ii)	<p>At a minimum, this system must include ongoing opportunities for staff to acquire the knowledge and skills necessary to implement the content of the Head Start Program Performance Standards. This program must also include:</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 rather than a punitive attitude toward abusing or neglecting parents and other caretakers; and</p> <p>(ii)Methods for planning for successful child and family transitions to and from the Early Head Start or Head Start Program.</p>	<p>All new staff meet with each content area specialist to receive an orientation into the performance standards, philosophy and procedures related to that area.</p> <p>ODCD has a written policy on Child Abuse and Neglect. Each year at pre-service training is given on identifying and reporting suspected cases of child abuse and neglect. Training is provided to all new staff at orientation. Training covers South Dakota Codified Law.</p> <p>Disability/Transition Specialist and other content area specialists support staff through meetings and dialogue to provide successful child and family transition.</p>	<p>HR, Supervisors, Specialists</p> <p>Ex. Dir., Prog. Dir</p> <p>Disabilities</p>	<p>Orientation</p> <p>Annually Orientation</p> <p>Ongoing</p>	<p>Employee Personnel File</p> <p>Pre Service Sign In Sheets</p> <p>Transition Plan</p>
1304.52(k) (4)	Grantee and delegate agencies must provide training or orientation to Early Head Start and Head Start governing body members. Agencies must also provide orientation and ongoing training to Early Head Start and Head Start Policy Council and Policy Committee	Training is provided to all Board and Policy Council members annually. Training includes but not limited to agency history, mission and philosophy statement, organizational structure, performance standards, goals and objectives and their roles	Ex. Dir., Prog. Dir.	Annually	Minutes and Attendance Sign In Sheets.

	members to enable them to carry out their program governance responsibilities effectively.	and responsibilities in operating and governing the program, and financial planning and budgeting.			
--	---	--	--	--	--