

Hidalgo County Head Start Program

Policy Council Agenda

DATE: May 19, 2009

SUBJECT: Discussion/Approval of Human Resource Management Program Plan

RATIONALE/NEED: The Human Resource Management Plan must be approved annually to comply with Federal Performance Standards.

RECOMMENDATION: Administration recommends approval.

COST: N/A

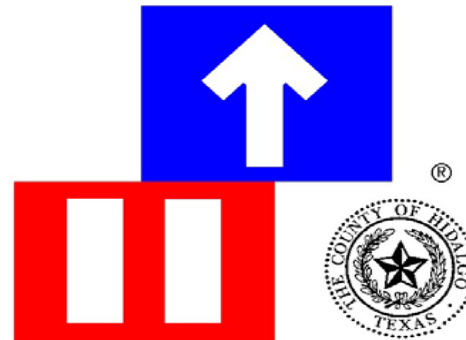
RELATED INFORMATION INCLUDES: Human Resource Management Plan

INITIATED BY: Berta Castillo, Personnel Officer 

REVIEWED BY: Teresa Flores, Executive Director

EXECUTIVE DIRECTOR'S APPROVAL: 

Hidalgo County Head Start Program



HUMAN RESOURCES MANAGEMENT PLAN 2010-2011

Policy Council Approval:
Commissioners' Court Approval:

05.19.10

**HIDALGO COUNTY HEAD START PROGRAM
PROGRAM DESIGN AND MANAGEMENT PLAN
SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD: 1304.52 (a) (1)

GOAL: The Hidalgo County Head Start Program will establish and maintain an organizational structure that supports the accomplishment of program objectives.

OBJECTIVE: The Program will ensure that the organizational structure addresses the major functions and responsibilities assigned to each staff position to fulfill the program's mission and goals.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
(1) An organizational chart is developed to depict how the Grantee Board, and the Department of Health and Human Services, and the Hidalgo County Head Start staff is structured within the program.	Executive Director Assistant Program Directors	Executive Director	As deemed necessary	Organizational Chart
(2) Development and revisions of the organizational chart are conveyed to the Policy Council, Grantee Board (Commissioners Court), and County Judge for their review, approval and/or disapproval.	Executive Director	Executive Director	As deemed necessary	Organizational Chart
(3) The organizational chart illustrates staff positions and proper chain of command.	Executive Director	Executive Director	As deemed necessary	Organizational Chart
(4) All staff positions have a job description which indicates the level of knowledge, skills, and experience required to perform the job responsibilities.	Executive Director	Administrative Assistant	As deemed necessary	Job Descriptions

**HIDALGO COUNTY HEAD START PROGRAM
PROGRAM DESIGN AND MANAGEMENT PLAN
SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD: 1304.52 (a) (1) (continued)

GOAL: The Hidalgo County Head Start Program will establish and maintain an organizational structure that supports the accomplishment of program objectives.

OBJECTIVE: The Program will ensure that the organizational structure addresses the major functions and responsibilities assigned to each staff position to fulfill the program's mission and goals.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
(5) The Program will ensure that the appropriate number of staff is hired to meet staff/child classroom ratio as required by Federal and State Law.	Administrative Assistant Education Area Directors	Education Area Directors	As deemed necessary	Job Requisition Form Announcement Interview Orientation
(6) The program will ensure that the Grantee Board (County Commissioners) and the Hidalgo County Judge receive proper training to assist with legal and fiscal matters for the administration of the Hidalgo County Head Start Program.	Executive Director Assistant Program Directors Family Services Director	Executive Director	Annually	Training Packet

**HIDALGO COUNTY HEAD START PROGRAM
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SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD: 1304.52 (a) (1) (continued)

GOAL: The Hidalgo County Head Start Program will establish and maintain an organizational structure that supports the accomplishment of program objectives.

OBJECTIVE: The Program will ensure that the organizational structure addresses the major functions and responsibilities assigned to each staff position to fulfill the program's mission and goals.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>(7) The program will ensure that lines of communication with the Policy Council and key management are clear and well established in assisting such with their responsibilities in developing, reviewing, and approving or disapproving policies dealing with the following: all funding applications and amendments; shared decision making; selection and enrollment priorities; personnel policies and changes related to; hiring and terminating the Head Start Director and program staff. This will be accomplished by providing program trainings and opportunities to attend local, state, regional and national Head Start conferences.</p>	Executive Director	Executive Director	July 2010 to May 2011	Training Agendas
<p>(8) The program will ensure that the Policy Council serves as a link between parent committees and Grantee Board, public/private organizations and committees they serve.</p>	Executive Director	Executive Director	July 2010 to May 2011	Policy Council Minutes

**HIDALGO COUNTY HEAD START PROGRAM
PROGRAM DESIGN AND MANAGEMENT PLAN
SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD: 1304.52 (a) (2) (i) (ii) (iii)

GOAL: The Grantee Board and Policy Council will ensure that the program management functions are formally assigned to and adopted by staff within the program.

OBJECTIVE: The Head Start Program will ensure to designate staff who will manage delivery of services to children and families.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
(i) The Grantee Board and Policy Council will select and hire a Head Start Program Director who is sensitive to the community, staff, and families. The Program Director needs to be knowledgeable with program services, organizational structure, and its mission.	Grantee Board (Commissioners Court) Policy Council Civil Service Executive Director	Policy Council	As deemed necessary	Job Application Resume Job Announcement Personnel file
(ii) Qualified staff will be hired to provide leadership, direction, and management of delivery services to children and families.	Executive Director	Assistant Program Directors	As deemed necessary	Job Applications Job Announcement Resume Credentials Personnel File
(1) The following positions for the Head Start program will be identified: - Education Area Directors - Health Services Director - Mental Health Services Director - Nutrition Service Director - Special Services Director - Family Services Director	Executive Director Assistant Program Directors	Assistant Program Directors	As deemed necessary	Organizational Chart

HIDALGO COUNTY HEAD START PROGRAM

**PROGRAM DESIGN AND MANAGEMENT PLAN
SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD: 1304.52 (b) (1) & (2)

GOAL: The Hidalgo County Head Start Program will ensure that staff and consultants that are hired are qualified and have the knowledge, skills and experience in order to perform their assigned functions responsibility.

OBJECTIVE: To ensure the provision of program quality service, qualified staff will be recruited and hired to interact with children and families.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
(1) Qualified staff will be hired accordingly for each position within the Hidalgo County Head Start Program.	Executive Director	Assistant Program Directors Administrative Assistant	As deemed necessary	Requisitions Job Announcement Interviews Evaluations R.F.Q. (Request for Qualifications)
(2) Qualified staff must be sensitive to the cultural differences of low income children and families.	Department Directors	Administrative Assistant	On going	Job Announcement in newspaper
(3) The Hidalgo County Head Start Program employs highly qualified staff via newspaper advertisement, internal job announcements, and recruitment at UTPA, STC, and the Texas Work Force Commission. In addition, the program highly considers Head Start parents who qualified for positions within the program.	Administrative Assistant Staff Development Director	Administrative Assistant	On going	Staff Development training by informal and formal trainings
(4) A mentoring program will be implemented to assist the parents and staff already in the Head Start Program to advance their skills and knowledge.	Staff Development Director	Staff Development Director	On going	CDA Project Associate Degree Project, Bachelor Degree Project

HIDALGO COUNTY HEAD START PROGRAM

**PROGRAM DESIGN AND MANAGEMENT PLAN
SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD: 1304.52 (b) (3)

GOAL: The Hidalgo County Head Start Program will ensure that all current and former Head Start Parents, if qualified, will receive preference for employment vacancies.

OBJECTIVE: The program will ensure that Head Start parents, if qualified, are given employment preference with Head Start with the purpose to fulfill the program's missions and goals.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
(1) Program will highly consider Head Start parents who are qualified and are seeking employment.	Executive Director Administrative Assistant	Administrative Assistant	As deemed necessary	Job Announcement Job Description Personnel File
(2) Staff will encourage Head Start parents to participate in program activities, such classroom volunteering, parent committees, workshops, and trainings.	Family Service Director Center Manager Staff	Center Managers	Annually	In-kind records Parent take home activities Lesson plans
(3) Parents will be encouraged to participate in Literacy Programs such as English as a Second Language (ESL), General Equivalency Diploma (GED)... through referrals in the Community	Transition, Literacy, and Community Partnership Director Center Managers	Transition, Literacy, and Community Partnership Director	Annually	Parent Records F.P.A. Referrals (Family Partnership Agreement)

HIDALGO COUNTY HEAD START PROGRAM

**PROGRAM DESIGN AND MANAGEMENT PLAN
SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD: 1304.52 (b) (3) (continued)

GOAL: The Hidalgo County Head Start Program will ensure that all current and former Head Start Parents, if qualified, will receive preference for employment vacancies.

OBJECTIVE: The program will ensure that Head Start parents, if qualified, are given employment preference with Head Start with the purpose to fulfill the program's missions and goals.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
(4) Job vacancies are posted at each center within the program, Hidalgo County Civil Service Department, and newspaper.	Administrative Assistant Center Staff Civil Service Human Resources Director	Executive Team	As deemed necessary	Job Announcement
(5) Job vacancies include job descriptions for vacancies, include job requirements and responsibilities.	Administrative Assistant Civil Service Human Resources Director	Administrative Assistant		Job Description Job Announcement

HIDALGO COUNTY HEAD START PROGRAM

**PROGRAM DESIGN AND MANAGEMENT PLAN
SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD: 1304.52 (b) (4)

GOAL: The Hidalgo County Head Start Program will hire program staff and consultants that are familiar with the ethnic background and heritage of families in the program and must be able to communicate effectively in the family's primary language.

OBJECTIVE: To establish an atmosphere of recognition and respect for the beliefs and practices of families and children the program serves.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>(1) The program will recruit qualified bilingual staff and consultants who are culturally and ethnically diverse to ensure appropriate representation of the ethnicity and cultures of families served.</p> <p>(2) The program will ensure to hire staff and find parents from the community to use as resources for understanding different cultures.</p>	<p>Executive Director Service Directors</p> <p>Executive Director Administrative Assistant</p>	<p>Executive Team</p> <p>Administrative Assistant</p>	<p>As deemed necessary</p> <p>As deemed necessary</p>	<p>Job Announcement Job Description Personnel File Request for Qualifications (RFQ's)</p> <p>Job Announcement Job Description Personnel File</p>

HIDALGO COUNTY HEAD START PROGRAM

**PROGRAM DESIGN AND MANAGEMENT PLAN
SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD: 1304.52 (b) (4) (continued)

GOAL: The Hidalgo County Head Start Program will hire program staff and consultants that are familiar with the ethnic background and heritage of families in the program and must be able to communicate effectively in the family's primary language.

OBJECTIVE: To establish an atmosphere of recognition and respect for the beliefs and practice of families and children that the program serves.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
(3) The program will provide staff development trainings to develop skills in accepting culture differences and conflict resolutions.	Education Area Directors Staff Development Director	Education Area Directors	As deemed necessary	Teacher's Lesson Plans Training Calendar
(4) The program will encourage the use of community resources such as libraries and museum theater groups to help staff and parents appreciate and enjoy diverse cultures.	Education Area Directors	Education Area Directors	As deemed necessary	Curriculum Calendar Teachers Lesson Plans
(5) The program will conduct staff trainings which discuss issues of cultural diversity along with local organizations.	Staff Development Director	Staff Development Director	Pre-Service and Ongoing training as deemed necessary	Program Training Agenda's Training Calendar

**HIDALGO COUNTY HEAD START PROGRAM
PROGRAM DESIGN AND MANAGEMENT PLAN
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2010-2011**

PERFORMANCE STANDARD: 1304.52 (c)

GOAL: The Hidalgo County Head Start Program will hire a Head Start Director who has skills and abilities in a management capacity relevant to a human service program management

OBJECTIVE: To ensure leadership, management skills and ability to oversee the operation of a comprehensive quality child and family program.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will ensure that the Executive Director has the following attributes:</p> <ul style="list-style-type: none"> - Leadership skills. - Good interpersonal and communication skills. - The ability to develop and manage a budget. - Experience in Human Services. - Understands the Head Start philosophy and ability to share authority and decision making. 	<p>Grantee Board (Commissioners Court) County Judge Policy Council</p>	<p>Policy Council</p>	<p>As vacancy occurs</p>	<p>Job Description Credentials Experience</p>

**HIDALGO COUNTY HEAD START PROGRAM
PROGRAM DESIGN AND MANAGEMENT PLAN
SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD: 1304.52 (d)

GOAL: The Hidalgo County Head Start Program will ensure to hire staff and consultants who meet the qualifications to provide content area expertise and oversight on an ongoing scheduled basis. The program will determine appropriate staffing pattern necessary to provide these functions.

OBJECTIVE: To ensure quality services are delivered to children and families.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will ensure hiring qualified Directors who have the following abilities:</p> <ul style="list-style-type: none"> - Plan and administer the required program services for children and families. - Coordinate program activities with staff, other content areas and community agencies. - Engage in the on going assessment of quality services provided. - Communicate effectively with others. - Provides staff training and development. - Ability to supervise. 	<p>Executive Director Administrative Assistant</p>	<p>Administrative Assistant</p>	<p>As vacancies occur</p>	<p>Job Description Credentials Personnel File</p>

**HIDALGO COUNTY HEAD START PROGRAM
PROGRAM DESIGN AND MANAGEMENT PLAN
SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD: 1304.52 (d) (1)

GOAL: The Hidalgo County Head Start Program will ensure staff or consultants meet the qualifications for classroom teachers with experience in the theories and principles of child growth and development.

OBJECTIVE: To ensure quality services are delivered to children and families.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>(1) The program will ensure that the Area Directors meet the qualifications of classroom teachers such as: Child Development Associate Credential (C.D.A.) State award certificate that exceeds the C.D.A. An Associate, Baccalaureate, or advance degree in Early childhood Education.</p>	<p>Executive Director Assistant Program Directors</p>	<p>Administrative Assistant</p>	<p>As vacancies occur</p>	<p>Job Description Credentials Degrees Personnel File</p>
<p>(2) The program will ensure that all staff employed for the Education Department plan and implement a comprehensive Child Development Program that meets the Head Start standards.</p>	<p>Executive Director</p>	<p>Administrative Assistant</p>	<p>As vacancies occur</p>	<p>Job Description Credentials Degrees Personnel File</p>

PROGRAM DESIGN AND MANAGEMENT PLAN
SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011

PERFORMANCE STANDARD: 1304.52 (d) (1) (continued)

GOAL: The Hidalgo County Head Start Program will ensure staff or consultants meet the qualifications for classroom teachers with experience in the theories and principles of child growth and development

OBJECTIVE: To ensure quality services are delivered to children and families.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<ul style="list-style-type: none"> - Put into practice theories and sound principles of child and adult education. - Embrace the role of the parent as the primary educator of the child. - Promote support between parent and child. 	Education Area Directors	Education Area Directors Center Managers	July 2010 to May 2011	Curriculum Lesson Plans

HIDALGO COUNTY HEAD START PROGRAM

**PROGRAM DESIGN AND MANAGEMENT PLAN
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2010-2011**

PERFORMANCE STANDARD: 1304.52 (d) (2)

GOAL: The Hidalgo County Head Start Program will ensure that health services are supported by staff and consultants with training and experience in public health, nursing, health education, maternal and child health or health administration.

OBJECTIVE: To ensure quality services are delivered to children and families.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will ensure that an appropriate qualified Director in Health Services is employed with the abilities to:</p> <ul style="list-style-type: none"> -Link families with ongoing systems for health care, assist parents in selection of health provider, counsel them about child or family health problems, and promote parent involvement in all aspects of health programs. -Negotiate with Health Service Advisory Committee, local health care professionals and service providers to ensure the services for families are available and accessible. -Review, evaluate, and interpret health records. -Promote health and safety practices in the program. -Coordinate safety and sanitation procedures, first aid, and emergency medical procedures. 	<p>Executive Director Assistant Program Directors Administrative Assistant</p>	<p>Administrative Assistant</p>	<p>As vacancy occurs</p>	<p>Job Description Credentials Personnel File</p>

HIDALGO COUNTY HEAD START PROGRAM

PROGRAM DESIGN AND MANAGEMENT PLAN
SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011

PERFORMANCE STANDARD: 1304.52 (d) (3)

GOAL: The Hidalgo County Head Start Program will ensure that nutrition services are supported by staff or consultants who are registered dietitians or nutritionists.

OBJECTIVE: To ensure quality nutrition services to children and families being served.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will hire highly qualified Nutrition Director with the following characteristics:</p> <ul style="list-style-type: none"> - Experience in menu planning including the quantity, quality, and variety of food to be purchased. - Ability to interpret nutrition assessment data, provides nutrition counseling to families, and promotes good nutrition habits among children and families. - Have expertise to assist staff in dealing with children having feeding problems or special nutritional needs. 	<p>Executive Director Assistant Program Directors Administrative Assistant</p>	<p>Administrative Assistant</p>	<p>As vacancy occurs</p>	<p>Job Description Credentials Personnel File</p>

**HIDALGO COUNTY HEAD START PROGRAM
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2010-2011**

PERFORMANCE STANDARD: 1304.52 (d) (4)

GOAL: The Hidalgo County Head Start Program will ensure that Mental Health services is supported by staff or consultants who are licensed professionals with experience and expertise in serving young children and their families.

OBJECTIVE: To ensure quality mental health services to children and families being served.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will ensure to hire a highly Mental Health Director with the following characteristics:</p> <ul style="list-style-type: none"> - Knowledge of treatment strategies in the areas of child behavior management and family crisis intervention. - Ability to work with families in a supportive manner throughout the diagnostic and referral processes. - Ability to work with staff to improve their own health and they, in turn provide supportive services to families. - The ability to provide counseling and treatment for children and families with diagnosed problems. 	<p>Executive Director Assistant Program Directors Administrative Assistant</p>	<p>Administrative Assistant</p>	<p>As vacancy occurs</p>	<p>Job Description Credentials Personnel File</p>

**HIDALGO COUNTY HEAD START PROGRAM
PROGRAM DESIGN AND MANAGEMENT PLAN
SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD: 1304.52 (d) (5) (6)

GOAL: The Hidalgo County Head Start Program will ensure that family and community partnership services and parent involvement is supported by qualified staff and consultants who are experienced with social, human or family services.

Objective: To ensure quality social and human services to program families.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will hire a highly qualified Family Services and Community Partnership Director with the following characteristics:</p> <ul style="list-style-type: none"> - Have the ability to develop referral systems and procedures, coordinate social service referrals and follow-up. - Provide on-site consultation to family and community partnerships staff. - Conduct advocacy work. - Oversee the recruitment, training and scheduling of parent volunteers. - Work with Policy Committee and serve as a resource for Parent Committee. - Assist parents in developing and scheduling their own social and developmental activities. - Encourage and support parents in addressing community needs. - Assist staff in integrating a plan for parent involvement that crosses all service areas. 	<p>Executive Director Assistant Program Directors Administrative Assistant</p>	<p>Administrative Assistant</p>	<p>As vacancy occurs</p>	<p>Job Description Credentials Personnel File</p>

**PROGRAM DESIGN AND MANAGEMENT PLAN
SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD: 1304.52 (d) (7)

GOAL: The Hidalgo County Head Start Program will ensure that disability services are supported by staff or consultants with training and experience in securing services for children with disabilities.

OBJECTIVE: To ensure quality disability services to children being served.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will hire a highly qualified Disability Director with the abilities to:</p> <ul style="list-style-type: none"> -Coordinate the process of assessing children including initial screenings on-going developmental and specialized assessments to determine if a disability exists. -Work with an interdisciplinary team of staff and parents to develop and implement an Individualized Educational Plan (IEP), or Individualized Family Service Plan (IFSP). -Consult regularly with parents and staff on the progress of disability services. -Work closely with local school districts to ensure the coordination of services. -Advocate in the community for appropriate services for children with disabilities and their families. 	<p>Executive Director Assistant Program Directors Administrative Assistant</p>	<p>Administrative Assistant</p>	<p>As vacancy occurs</p>	<p>Job Description Credentials Personnel File</p>

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**SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD: 1304.52 (d) (8)

GOAL: The Hidalgo County Head Start Program will ensure to secure on going services of a qualified fiscal officer.

OBJECTIVE: To ensure on going quality services in the Finance Department.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will hire a qualified fiscal officer with the abilities to:</p> <ul style="list-style-type: none"> -Develop, monitor, evaluate, and report on financial control programs and procedures. -Develop and maintain accurate charts of accounts including the allocation of program income and out lays and in-kind contribution. -Assist in the resolution of audit exceptions and implementation of auditors' recommendations and report all findings to management staff and governing bodies. 	<p>Executive Director Assistant Program Directors Administrative Assistant</p>	<p>Administrative Assistant</p>	<p>As vacancies occur</p>	<p>Job Description Credentials Personnel File</p>

**HIDALGO COUNTY HEAD START PROGRAM
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**SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD:1304.52 (g) (1)

GOAL: The Hidalgo County Head Start Program will ensure that the appropriate staff/child ratio is maintained at all times of the day.

OBJECTIVE: Maintaining the staff/child ratio will have a more positive outcome for young children and generate more positive social interaction with peers.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
The program will hire the appropriate number of staff required to maintain staff/child classroom ratio by monitoring and replacing staff when vacancies occur through resignations or promotions.	Executive Director Education Area Directors Administrative Assistant	Education Area Directors	Ongoing as vacancies occur	Job Requisition Job Announcement

**HIDALGO COUNTY HEAD START PROGRAM
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2010-2011**

PERFORMANCE STANDARD: 1304.52 (g) (2)

GOAL: The Hidalgo County Head Start Program will ensure that at least one classroom staff member interacting regularly with the children must speak their language.

OBJECTIVE: Classroom staff who speak the child's home language provides reassurance and support to the child's development and sense of identity and respect for values and beliefs of family.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
The program will emphasize the employment of staff from the service area. Through this process multi-cultural bilingual awareness is ensured.	Executive Director Education Area Directors	Administrative Assistant	Ongoing as vacancies occur	Job Requisition Job Announcement Job Description

**HIDALGO COUNTY HEAD START PROGRAM
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**SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD:1304.52 (g) (3)

GOAL: The Hidalgo County Head Start Program will ensure that the appropriate staff/child ratio is maintained when classroom staff is absent through use of substitute staff

OBJECTIVE: To ensure that children are always safe, substitutes will be used to maintain staff/child ratio.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will ensure that substitutes are contracted when teachers are absent in order to maintain staff/child ratios.</p> <ul style="list-style-type: none"> - The program implements a substitute pool. -The pool is generated from parent volunteers and from the community service area. 	<p>Executive Director Administrative Assistant</p>	<p>Education Area Directors</p>	<p>Ongoing as Substitutes are needed</p>	<p>Job Announcement Personnel File Substitute Plan Substitute Pool</p>

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2010-2011**

PERFORMANCE STANDARD:1304.52 (g) (5)

GOAL: The Hidalgo County Head Start Program will ensure that staff supervises the outdoor and indoor play areas in such a way that children’s safety can be easily monitored and ensured.

OBJECTIVE: The staff will ensure that all children be observed to prevent mishaps. Should any mishap occur, children can be quickly reached.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will ensure that staff:</p> <ul style="list-style-type: none"> -Make regular checks of safety and cleanliness of indoor and outdoor play areas. -Outdoor equipment will be monitored on regular basis. -Staff will develop a written schedule for outdoor play which will ensure proper staff/ratio supervision. 	<p>Center Managers Teachers</p> <p>Center Managers Teachers</p>	<p>Center Managers</p> <p>Center Managers</p>	<p>July 2010 to May 2011 Ongoing daily</p> <p>July 2010 to May 2011</p>	<p>Monitoring Checklist</p> <p>Daily Schedule</p>

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PERFORMANCE STANDARD: 1304.52 (h) (1) (i) (ii) (iii) (iv) (continued)

GOAL: The Hidalgo County Head Start Program will ensure that all staff, consultants, and volunteers abide by the programs' standards of conduct.

OBJECTIVE: (i) To ensure that children of all races, religions, family back grounds, and cultures are treated with respect and consideration.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>Provide boys and girls with equal opportunities to participate in playing activities that promote independent learning.</p> <p>The educational classrooms will have materials in the learning activities and decorations that reflect the diversity of all children.</p> <p>All educational classrooms will provide an engaging environment that exhibits the diversity of all children.</p>	<p>Education Area Director Center Managers Teachers Facilitators</p>	<p>Executive Team</p>	<p>continuously</p>	<p>Monitoring Checklist Lesson Plans</p>

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2010-2011**

PERFORMANCE STANDARD: 1304.52 (h) (i) (ii) (iii) (iv)

GOAL: The Hidalgo County Head Start Program will ensure that all staff, consultants and volunteers abides by the programs standards of conduct.

OBJECTIVE: (ii) To conform with Federal, State, Tribal and local laws, staff and consultants will follow the confidentiality policies concerning information about children, families and other staff members.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>To conform with Federal, State, Tribal, and local laws, and the Health Insurance Portability Accountability Act (HIPAA), the confidentiality policy ensures:</p> <p>-Confidential information will be seen and discussed only with staff members who have the need for information to perform their job (children’s records and family records).</p> <p>-Staff personnel records will not be disclosed without a written consent by the staff member submitted to the Administrative Assistant (Custodian of Records).</p> <p>-Staff has the right to examine their own personnel files and to respond to the contents of those files.</p>	<p>Health Director</p> <p>Executive Team</p> <p>Administrative Assistant</p> <p>Administrative Assistant</p>	<p>Executive Team Center Managers</p> <p>Executive Team Center Managers</p> <p>Administrative Assistant</p> <p>Administrative Assistant</p>	<p>July 2010 to May 2011 Ongoing</p> <p>Whenever requested</p> <p>Whenever requested</p>	<p>Children Records Family Records</p> <p>Personnel File</p> <p>Personnel File</p>

**HIDALGO COUNTY HEAD START PROGRAM
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SECTION: HUMAN RESOURCE MANAGEMENT**

2010-2011

PERFORMANCE STANDARD: 1304.52 (h) (i) (ii) (iii) (iv)

GOAL: The Hidalgo County Head Start Program will ensure that all staff, consultants and volunteers abide by the program's standards of conduct.

OBJECTIVE: (iii) To ensure that child/staff ratio is maintained by adult supervision at all times that requires child/staff ratios.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>By having appropriate staff members assigned to supervise children the program will ensure that child/staff ratio is maintained at all times and that no child is ever left alone or unattended.</p> <p>(15 to 1 - 3 year olds) (18 to 1 - 4 year olds)</p>	<p>Education Area Directors Center Managers</p>	<p>Center Manager Executive Team</p>	<p>Ongoing July 2010 to May 2011</p>	<p>Substitute Pool</p>

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SECTION: HUMAN RESOURCE MANAGEMENT**

2010-2011

PERFORMANCE STANDARD: 1304.52 (h) (1) (i) (ii) (iii) (iv)

GOAL: The Hidalgo County Head Start Program will ensure that all staff, consultants and volunteers abide by the program’s standards of conduct.

OBJECTIVE: (iv) To ensure the use of positive, non punitive methods of guidance and discipline.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>Staff will ensure that positive methods of child guidance are used and will not engage in corporal punishment, emotional or physical abuse or humiliation. They will not employ methods of discipline that involve isolation, the use of food as punishment or rewards, or denial of basic needs. In accomplishing this standard staff will:</p> <p>-Staff will develop clear, reasonable, and consistent age appropriate rules and expectations for children.</p> <p>-Guide children to positive problem solving.</p> <p>-Proper supervision and guidance will be use at all times in order to ensure the potential need to discipline.</p> <p>-Staff will respect and acknowledge children’s feelings by listening, praising and providing guidance.</p>	<p>Teachers Assistant Teacher Disability Aides Substitutes</p>	<p>Center Managers Executive Team</p>	<p>July 2010 to May 2011</p>	<p>Daily Schedule Curriculum Progress Notes Classroom rules Discipline and Guidance Policy</p>

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**SECTION: HUMAN RESOURCE MANAGEMENT
2010-2011**

PERFORMANCE STANDARD: 1304.52 (h) (2) (3)

GOAL: The Hidalgo County Head Start Program will ensure that all staff, consultants and volunteers abide by the program’s standards of conduct.

OBJECTIVE: (2) To ensure that employees engage appropriately with contracts and financial awards and will not solicit or accept personal gratuities, favors, or anything of significant monetary value from contractors or potential contractors.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
The program will ensure that employees conduct to the highest standards of conduct when handling any contracts and other Financial awards that are defined as “significant monetary value.”	Administrative Assistant	Administrative Assistant	Yearly	Standards of Conduct (Statement of Ethical Conduct and Behavior) Statement of Ethical Conduct and Behavior Ethics Policy

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2010-2011

PERFORMANCE STANDARD: 1304.52 (h) (2) (3)

GOAL: The Hidalgo County Head Start Program will ensure that all staff, consultants and volunteers abide by the program’s standards of conduct.

OBJECTIVE: (3) To ensure that all staff, consultants and volunteers are accountable for meeting the agency’s standards of conduct.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will ensure that the personnel policies and procedures include provisions for appropriate penalties for violating the standards of conduct.</p> <p>Misconduct and/or breach of the standards of conduct will be grounds for disciplinary action, which may include dismissal in accordance to the Hidalgo County Civil Service Rules and policies.</p>	<p>Executive Director</p>	<p>Administrative Assistant</p>	<p>Ongoing</p>	<p>Civil Service Personnel Policies and Procedures Personnel File Standards of Conduct Policy Form</p>

**HIDALGO COUNTY HEAD START PROGRAM
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2010-2011**

PERFORMANCE STANDARD: 1304.52 (j) (1)

GOAL: The Hidalgo County Head Start Program will ensure that all staff have an initial examination that includes screening for tuberculosis and a periodic re-examination.

OBJECTIVE: (j) (1) To ensure a safe and health environment for children and staff.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will assure that each staff member has an initial health examination (that includes screening for tuberculosis) to assure that they are free of a communicable disease and do not pose a significant risk to the health and safety of others. This will be accomplished as follow:</p> <p>-Upon employment, the employee will have thirty (30) working days to have an initial health appraisal by his/her physician; thereafter, screened every three (3) years (includes tuberculosis screening). The tuberculosis questionnaire will be implemented annually.</p> <p>-Employees will be given a 2nd and 3rd notice to comply with the Health Examination Requirements.</p> <p>-On the 3rd notice, employees will be given five (5) working days, to comply with the Health Examination Requirements.</p> <p>-After five (5) working days employees will be subject to disciplinary action constituting leave without pay until the health appraisal is provided.</p> <p>Reference to Civil Service Policy Standards of conduct.</p>	Administrative Assistant	Personnel Officer	Ongoing	Health Appraisal Tuberculosis Form Confidential Files

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PERFORMANCE STANDARD: 1304.52 (j) (2)

GOAL: The Hidalgo County Head Start Program will ensure that volunteers who volunteer on regular basis will be screened for tuberculosis.

OBJECTIVE: (j) (2) To ensure a safe healthy environment for children and staff.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will ensure that all volunteers participating on a daily basis will be screened for tuberculosis in accordance to state, tribal, and local laws. This will be accomplished as follow :</p> <p>At the initial parent/volunteer training; and thereafter, whenever necessary.</p>	<p>Family Service Director Center Manager</p>	<p>Center Manager</p>	<p>Ongoing</p>	<p>Volunteer File</p>

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PERFORMANCE STANDARD: 1304.52 (j) (3)

GOAL: The Hidalgo County Head Start Program will ensure that all staff receives mental health and wellness information with concerns that may affect their job performance

OBJECTIVE: To ensure that the complexity of challenges in caring for children and families will not generate problems of “burnout” to staff.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will ensure that mental health and wellness information is available to staff with concerns that may affect their job performance. This will be accomplished by:</p> <p>Providing information on job related stress, mental health and wellness training.</p> <p>Sponsor mental wellness programs such as exercise groups or staff support groups.</p> <p>Make confidential referrals to community agencies such as mental health centers and/or alcohol and drug counseling centers.</p>	Mental Health Director	Mental Health Director	Ongoing	Training Agendas Referrals

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SECTION: HUMAN RESOURCE MANAGEMENT
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PERFORMANCE STANDARD: 1304.52 (k) (1) - (3)

GOAL: The Hidalgo County Head Start Program will ensure that orientation to all new staff, consultants and volunteers includes the goals and underlying philosophy of Head Start and the ways the program is implemented.

OBJECTIVE: (1) To assist staff, volunteers and consultants in acquiring or increasing the knowledge and skills required to fulfill their job responsibilities.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will ensure that staff, new employees, volunteers and consultants receive orientation at a minimum on the goals and underlying philosophy of Head Start and the ways in which they are implemented by the program:</p> <p>All volunteers will receive orientation training on the goals and philosophy of Head Start through the Parent Volunteer and Fatherhood Conferences.</p>	<p>Administrative Assistant Staff Development Director</p> <p>Family Service Director Mental Health Director</p>	<p>Staff Development Director</p> <p>Family Service Director Mental Health Director</p>	<p>Ongoing</p> <p>August 2010 to February 2011</p>	<p>Orientation Agendas</p> <p>Agendas</p>

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 2010-2011**

PERFORMANCE STANDARD: 1304.52 (k) (1) -(3)

GOAL: The Hidalgo County Head Start Program will establish and implement a structured approach to staff training and development, with a designed purpose to help build

relationships among staff and to assist staff in acquiring or increasing the knowledge and skills needed to fulfill their job responsibilities.

OBJECTIVE: (2) To maintain program excellence by having well trained qualified staff.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
The program will ensure that all staff is provided with trainings in all facets of the program during pre-service and throughout the year. In addition, academic trainings to all interested staff and parent volunteers.	Executive Director Staff Development Director Executive Team	Staff Development Director	Ongoing	Staff Development files Training Calendars Agendas

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 2010-2011**

PERFORMANCE STANDARD: 1304.52 (k) (1) - (3)

GOAL: The program will implement a training system that will include on-going opportunities for staff to gain knowledge and skills necessary to implement the Head

Start Performance Standards.

OBJECTIVE: (3) A creative process for training staff which will meet the goals of each employee will be implemented.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program ensures a comprehensive form of staff development for staff to acquire knowledge and skills about the program’s performance standards: and advancement into their academics formal education through college course work. This is accomplished by :</p> <ul style="list-style-type: none"> -Staff orientation designed for the program’s goals, performance standards, and Personnel Policies. -Pre-Service and ongoing training through the year. -Individualized training and technical assistance at work site. -Academic college course training -Educational Leave -Paid Tuition -Increase in Salaries 	<p>Staff Development Director</p>	<p>Staff Development Director</p>	<p>Ongoing</p>	<p>Training Calendar Staff Development Files Agendas</p>

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PERFORMANCE STANDARD: 1304.52. (K) (3) (i) & (ii)

GOAL: The Hidalgo County Head Start Program will ensure that a method for identifying child abuse and neglect that comply with applicable state and local laws is in place.

OBJECTIVE: (3) (1) To support staff who have on going relationship with families facing issues concerning identifying and reporting suspected child abuse and neglect.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will provide staff with the policies and guidelines on how to identify and report suspected child abuse and neglect.</p> <p>Staff will sign on yearly basis a statement of acknowledgment on how to identify and report suspected child abuse and neglect.</p>	<p>Health Service Director Administrative Assistant</p>	<p>H.S. Personnel Officer</p>	<p>Ongoing</p>	<p>Policy on Suspected Child Abuse and Neglect Acknowledgment document</p>

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PERFORMANCE STANDARD: 1304.52. (K) (3) (i) & (ii)

GOAL: The Program will ensure that a plan to transition child and family to and from Head Start is in place.

OBJECTIVE: 3 (ii) To have a method that supports a successful transition for families and children.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>Staff will implement activities on transitions from home to program and from program to public entities such as school and private day care.</p> <p>Staff will prepare families and children with the transition.</p> <p>Assist parents in advocating for their children in the school system and exercising their rights and responsibilities concerning their child's education.</p> <p>Maintaining on going communication and cooperation with schools and other child care settings.</p> <p>A written plan on how to transition children with disabilities will be in place.</p>	<p>Transition, Literacy and Community Partnership Director</p> <p>Center Managers</p> <p>Family Service Director</p> <p>Special Service Director</p>	<p>Transition Literacy and Community Partnership Director</p>	<p>Ongoing</p>	<p>Schedule Plan</p> <p>Lesson Plan</p> <p>File</p>

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PERFORMANCE STANDARD: 1304.52 (k) (4)

GOAL: The Hidalgo County Head Start Program will provide training or orientation to the Head Start governing body and Policy Council and policy members to carry out their

program governance responsibilities effectively.

OBJECTIVE: To inform the governing body and Policy Council members about the Head Start program and the knowledge and skills needed to carry out their program governance responsibilities effectively.

TASK TO BE ACCOMPLISHED	PERSON RESPONSIBLE	PERSON RESPONSIBLE FOR MONITORING	PROJECTED DATE OF COMPLETION	DOCUMENTS OR FORMS
<p>The program will ensure that the governing body policy council and policy committees are adequately trained with the program's oversight responsibilities.</p> <p>Trainings will be address in the following areas:</p> <p>The Program's history, mission statement, and organizational structure.</p> <p>The roles and responsibilities of governing, organizing, and operating the program.</p> <p>The goals, underlying philosophy, and performance standards of Head Start.</p>	<p>Executive Director Family Service Director</p>	<p>Executive Director</p>	<p>July 2010 to May 2011</p>	<p>Training Calendar Training Agendas Conferences (local, state, regional and national)</p>