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COMPONENT: PROGRAM DESIGN AND MANAGEMENT – HUMAN RESOURCE

SUBJECT: STAFF QUALIFICATIONS – GENERAL

PERFORMANCE OBJECTIVE: To ensure all staff and consultants have the appropriate education, knowledge, skills, and experience needed to perform their assigned functions responsibly. To ensure that only qualified candidates are hired. Current and former Head Start parents must receive preference for employment vacancies for which they are qualified. Staff and 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.

POLICY AND PROCEDURE:

- Highland Rim Head Start will make every effort to recruit qualified employees from the community, current, and former parents for employment vacancies for which applicants are qualified.
- Current and former Head Start parents must receive preference for employment vacancies for which they are qualified.
- Job vacancies will be advertised in accordance with Highland Rim Economic Corporation (HREC) Personnel Policies.
- Highland Rim Head Start will make every effort to recruit qualified culturally and ethnically diverse staff to ensure appropriate representation of the ethnicities and cultures of enrolled families;
- Highland Rim Head Start will make every effort to offer staff development opportunities in anti-bias strategies and approaches to developing skills in accepting cultural differences and in conflict resolution; and
- To ensure that an appropriately qualified Head Start Director is employed, Highland Rim Head Start will require that the director possess the following attributes:

- Leadership ability
- Excellent interpersonal and communication skills, including the ability to work as a part of a team, communicate effectively both orally and in writing, receive and provide feedback, and manage dynamic interchanges in meetings;
 - The ability to develop and manage a budget;
 - Experience in human services program management, including program planning, operations, and evaluation, and the use of management information systems, and
 - An understanding of the Head Start philosophy and the ability to implement its principle of shared authority and decision-making.
- Highland Rim Head Start will make every attempt to hire qualified content area managers with the ability to:
 - Plan and administer the required program of services for children and families;
 - Coordinate their program of activities with staff in other content area and in other community agencies;
 - Engage in ongoing assessment of the quality of services provided;
 - Communicate effectively with others, including giving and receiving feedback on the quality of services;
 - Cooperate successfully as a member of a team;
 - Provide staff training and development, including giving and receiving feedback on the quality of services;
 - Furnish supervision for ongoing program development; and
 - Meet any specific content area requirements.
- Highland Rim Head Start will ensure that Education staff—Teachers and Teacher Assistants will meet the following qualifications in accordance with the 2007 Head Start Reauthorization Act (P.L. 110-34).
 - By 10/1/2011, all Head Start teachers must have at least an AA degree in ECE or a related field with pre-school teaching experience or have a BA degree and been admitted into the Teach for America program.
 - By 9/30/2013, 50% of Head Start teachers, nation-wide, must have a BA or advanced degree in ECE or in a related field with preschool teaching

experience and coursework equivalent to a major relating to early childhood education.

- By 9/30/2013, all Head Start teacher assistants must have at least a CDA credential or be enrolled in a program leading to an AA or BA degree or be enrolled in a CDA credential program that will be completed with two years.

Head Start staff who receive financial assistance from Head Start to enroll in college courses must agree to work in Head Start for at least 3 years after receiving a degree, or repay the monies awarded for Professional Development within twelve (12) months after the last day of work.

- Highland Rim Head Start Head Start will make every effort to ensure that Educational staff- will meet the following qualifications:
 - Knowledgeable and skilled with training in theories and child growth and development, early childhood education, and family support;
 - Ability to guide the planning and implementation of a comprehensive child development program that meets the Head Start definition of curriculum in the Head Start settings;
 - Embrace the role of the parent as the primary educator of the child and promote and support attachment between parent and the child.
- Highland Rim Head Start will make every effort to ensure that experts in Health services have the ability to:
 - Link families with an ongoing system of health care, assist parents in the selection of health providers, counsel them about child or family health problems, and promote parent involvement in all aspects of the health program;
 - Negotiate with the Health Services Advisory Committee and local health care professionals and service providers to ensure that services for families are available and accessible;
 - Review, evaluate, and interpret health records and other vital health service data; and
 - Promote health and safety practices in the program and coordinate safety and sanitation procedures, first aid, and emergency medical procedures.
- Highland Rim Head Start will employ and/or contract qualified nutrition experts who possess:
 - Experience in menu planning, including the quantity, quality, and variety of food to be purchased;

- The abilities to interpret nutrition assessments data, provide nutrition counseling for families, and in other ways promote good nutrition habits among children and families; and
- Expertise to assist staff in dealing with children with feeding problems or special nutritional needs.
- Highland Rim Head Start staff will employ and/or contract qualified mental health staff who possess:
 - Knowledge of treatment strategies in the areas of child behavior management and family crisis intervention;
 - The ability to work with families in a supportive manner throughout the diagnostic and referral processes;
 - The ability to work with staff to improve their own health and they, in turn, provide supportive services to families, and
 - The ability to broker the services or to provide counseling and treatment for children and families with diagnosed special needs.
- Highland Rim Head Start will make every effort to hire qualified experts in family and community partnerships with training in the field of social, human and family services and with the ability to:
 - Develop referral systems and procedures and coordinate social referrals and follow-up;
 - Provide on-site consultation to family and community partnership staff;
 - Conduct advocacy work for families and children.
- Highland Rim Head Start will make every effort to employ qualified staff in Family Services with specific abilities to:
 - Oversee the recruitment, training, and scheduling of parent volunteers;
 - Work with the Parent Committees;
 - Assist parents in developing and scheduling their own social and
 - developmental activities and encourage and support parents in
 - addressing community needs; and
 - Keep other agency staff apprised of parent issues, and assist staff in designing and implementing a comprehensive, well-integrated plan for

parent involvement that crosses all service areas,

- Highland Rim Head Start will make every effort to employ qualified staff in disabilities services with the ability to:
 - Secure and individualize services needed for children with disabilities;
 - Coordinate the process of assessing children, including initial screenings, ongoing 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 Education Program (IEP);
 - Consult regularly with parents and staff on the progress of disabilities services and of the children with disabilities who are enrolled;
 - Work closely with local school districts to ensure the coordination of services; and
 - Advocate in the community for appropriate services for children with disabilities and their families; and
 - Have a thorough understanding of Federal laws governing services to children with disabilities.

- HREC maintains a fiscal officer with the ability to:
 - Develop, monitor, evaluate, and report on financial control programs and procedures, including compensation and benefits, to policy groups and staff;
 - Develop and maintain accurate charts of accounts, including, the allocation of program income and outlays and in-kind contributions;
 - Initiate and direct, in coordination with other staff and parents, cost studies and comparative analysis of alternate operating strategies; and
 - Assist in the resolution of audit exceptions and the implementation of auditors' recommendations and report all findings to management staff and governing bodies.