

Sweetwater County School District Number One Head Start Monitoring Procedure

Quality services result from effective monitoring of program activities and the personnel responsible for their management and delivery. All Sweetwater County School District Number One Head Start program administrators and managers utilize the following procedure to maintain the integrity of Head Start services to children and families.

Persons Responsible for Implementation

Executive Director
Director
Managers and designees

PROCEDURE

All managers have copies of the documents necessary to monitor their own productivity as well as that of their subordinates. The documents include:

-  Mission Statement
-  Head Start Performance Standards
-  Strategic Plan
-  Current Office of Head Start monitoring instrument
-  Current Annual Program Review
-  Goals of the program as well as their own area of responsibility
-  Personnel and other District policies
-  Program Procedures
-  Individual work plans
-  Position descriptions
-  Professional Development Plans and/or other improvement plans

Our mission is the foundation for all program plans and activities. Individual goals and work plans drive the day-to-day operations and provide important monitoring guidance. Work plans reference each applicable Performance Standard and include the title of the responsible person(s), and specific activities designed to achieve each objective, as well as a time frame for completion. Managers assign responsibilities to support staff as appropriate and track their progress.

Supervisors conduct observations and consider feedback from other personnel communicated via Internal Communications, e-mail and verbal reports.

The Management Team, consisting of management staff and the program director, meets weekly. The purpose of the meetings is to:

- ☞ Provide information about the status of planned activities within each person's area of responsibility, including soliciting assistance for carrying out the activity
- ☞ Plan events or activities that involve shared responsibility (including staff development and employee recognition) and assign tasks as appropriate
- ☞ Problem solve areas of concern in all program areas, including personnel and facility management
- ☞ Share successes
- ☞ Review policy and procedure as necessary
- ☞ Provide support for each other
- ☞ Provide input for case management, as appropriate
- ☞ Selection of children for enrollment

Supervisors hold regular meetings with their staff both individually and collectively. The frequency of the meetings varies, depending on the needs of each group or issues identified by program administration or the Management Team. The purpose of the meetings may include:

- ☞ Ascertainment of the staff's perspective about the quality of services in their respective areas, including progress made toward meeting objectives and the effectiveness of any previously developed plans for improvement
- ☞ Celebration of successes
- ☞ Review of work plans
- ☞ Review of written documentation submitted by managers regarding progress toward meeting specific plans and objectives defined in the Strategic Plan and their work plans. The reports become the basis of monthly updates submitted to the Policy Council
- ☞ Identification of areas of concern affecting the performance of their duties
- ☞ Brainstorming solutions to concerns

The Policy Council receives monthly budget and program updates. The budget vs actual status is reviewed quarterly.

Supervisory Conferences, held in accordance with existing district policy and practice, address concerns regarding staff performance. Individual personnel files contain signed documentation of the conference, including the offer of support for improvement. Depending on the seriousness of the situation, the supervisor and staff person develop a written plan for improvement.

Each staff person's ability to meet performance goals and objectives as defined in job descriptions or through supervisory meetings is addressed through the employee performance

appraisal process. Performance Appraisals are conducted annually on each employee. To insure the accomplishment of this requirement, appraisals are scheduled by each manager and the program director prior to the end of the school year. The schedule is used as a checklist by the Administrative Assistant who emails the appropriate manager a reminder of scheduled appraisals within two weeks of the due date. The Administrative Assistant attends the second Management Team meeting in May to deliver a Performance Appraisal status report.

Teams of volunteers and staff conduct the Annual Program Review (APR). The most current Office of Head Start monitoring instrument and Program Self Assessment instruments are used to conduct the review. The Policy Council receives a final report of the results of the APR. If there are areas of non-compliance, the Policy Council receives a written proposed plan for remedy within 30 days of the results report.