

**COUNTY OF SAN BERNARDINO PRESCHOOL SERVICES DEPARTMENT  
HEAD START SERVICE PLAN**

**Subpart D – Program Governance and Management**

**Content Area: 1304.52 Human Resources Management**

PERFORMANCE STANDARD	STRATEGIES	INDIVIDUAL(S) RESPONSIBLE	TIMELINE	DOCUMENTATION/ MONITORING
<p><b>1304.52(a)(1)</b> <b>(a) Organizational structure.</b> <b>(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.</b></p>	<p><b>County of San Bernardino Preschool Services Department Board of Directors is the Delegate Agency and governing body for the Head Start Program under contract with the County of San Bernardino Board of Supervisors. County of San Bernardino Preschool Services Department and the County of San Bernardino share legal and fiscal responsibilities for the Head Start program. The County of San Bernardino Board of Supervisors, Policy Council and the Head Start parents on the County of San Bernardino Preschool Services Department Policy Committee provide governance for the County of San Bernardino Preschool Services Department Head Start Program.</b></p>	<p><b>HS Director</b></p>	<p><b>As needed</b></p>	<p><b>Organizational chart Job descriptions Staffing records Policy committee functions</b></p>
<p><b>1304.52(a)(2)(i)</b> <b>(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:</b> <b>(i) Program management (the Early Head Start or Head Start director);</b></p>				
<p><b>1304.52(a)(2)(ii) &amp; (iii)</b> <b>(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</b> <b>(iii) Management of family and community partnerships, including parent activities.</b></p>	<p><b>The HS Director provides oversight of the planning development and implementation of operations procedures for the childhood development and health area of service, analyze trend in the field as well as data on staff and parent communication, personnel administration and supervisor, lead staff training and development</b> <b>The HS Director is primarily responsible for enhancing parent involvement in all of the Center’s operations.</b></p>	<p><b>HS Director</b>  <b>Human Resources Division</b></p>		

<p><b>1304.52(b)(1) &amp; (2)</b>  <b>(b) Staff qualifications - general.</b>  <b>(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.</b>  <b>(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.</b></p>	<p>The Human Resources Division actively recruits qualified staff, trainers and consultants with the skills knowledge and experience needed to perform their assigned duties.</p> <p>All prospective employees will sensitive to cultural issues, as well as meet necessary education requirements.</p> <p>All prospective employees are screened and job offers are contingent upon fingerprint clearance, physical and TB clearance.</p>	<p>Human Resources Division  HS Director</p>		<p>Job descriptions  Staff qualifications  Recruitment, selection and termination, policies</p>
<p><b>1304.52(b)(3)</b>  <b>(3) Current and former Early Head Start and Head Start parents must receive preference for employment vacancies for which they are qualified.</b></p>	<p>The Human Resources Division will explore the community to identify individuals to make successful staff members.</p> <p>Posting for vacant positions are within office areas and program site. Volunteer positions are offered to parents who desire a career with children and need experience to qualify. Hiring preference and priority is given to qualified parents of currently enrolled or previously enrolled children.</p>	<p>Human Resources Division  HS Director</p>		<p>Recruitment, selection and termination  Bulletin Boards  Parent Newsletter  Training Sessions</p>
<p><b>1304.52(b)(4)</b>  <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 serve and effectively communicate, to the extent feasible, with children and families with no or limited English proficiency.</b></p>	<p>Focus is placed on the recruiting of multilingual staff and consultant who are culturally and ethnically diverse and representative of the service recipient.</p> <p>Recruit qualified bilingual staff culturally and ethnically diverse.</p> <p>Primary or preferred language. Use current and past parents and staff as resources for understanding different cultures.</p> <p>Using community resources to help appreciate and enjoy diverse culture. Staff training will consist of understanding cultural differences and conflict resolution.</p>	<p>HS Director  Human Resources Division</p>		<p>EEOC Presentation  Bulletin</p>
<p><b>1304.52(c)</b>  <b>(c) Early Head Start or Head Start director qualifications.</b>  <b>The Early Head Start or Head Start director must have demonstrated skills and abilities in a management capacity relevant to human services</b></p>	<p>The Head Start Director will meet the qualifications for the position. (The Head Start Director will minimally possess leadership, interpersonal and communication skills, team work development skills, budget management, human services program management, understanding head start philosophy and shared authority and decision making).</p>	<p>Human Resources Division  HS Director</p>	<p>Prior to Hire</p>	<p>Job description  Resumes</p>

program management.				
<p><b>1304.52(d)</b>  <b>(d) Qualifications of content area experts.</b>  Grantee and delegate agencies must hire staff or consultants who meet the qualifications listed below to provide content area expertise and oversight on an ongoing or regularly scheduled basis. Agencies must determine the appropriate staffing pattern necessary to provide these functions.</p>	<p>The Content Area Experts will administer specialized knowledge area oversight and quality services delivered.  Content Area Experts will plan and administer the required program of services as well as coordinate activities with the staff in other content areas. Content Area Experts will conduct ongoing assessments of the quality of services, communicate effectively with others, cooperate as a team, staff training and develop on site consulting, coaching supervision of ongoing program development, as well as possess specific content area requirements.</p>	<p>HS Director  Human Resources Division</p>		<p>Job Description</p>
<p><b>1304.52(d)(1)</b>  <b>(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.</b></p>	<p>The content area specialist in education services will also meet the qualifications for classroom teachers.  Minimally, the content area specialist in education services will possess a state certificate for preschool teachers that meet or exceed the requirement of a CDA equivalent credential.  The content area specialist in education services will possess an AA, BA or higher in early childhood education</p>	<p>Human Resources Division  HS Director</p>	<p>Ongoing</p>	<p>Job descriptions</p>
<p><b>1304.52(d)(2)</b>  <b>(2) 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.</b></p>	<p>Staff link families with ongoing system of health care, assist in selection, and counsel them about health problems, and promote parent involvement.  Staff will negotiate with health services advisory committee and community professional and service providers ensure that services for families are available.  Staff will review, evaluate and interpret health records.  Staff will promote health and safety practices in the program and coordinate safety and sanitation procedures, first aid and emergency medication procedures.  Contract with licensed or certified health professionals.</p>	<p>HS Director</p>		<p>Resume  Job Description</p>

<p><b>1304.52(d)(3)</b>  <b>(3) Nutrition services must be supported by staff or consultants who are registered dietitians or nutritionists.</b></p>	<p><b>Staff supporting nutrition services will have experience in menu planning, quantity, quality and variety of food to be purchase. Nutrition services staff will interpret nutrition assessment data, provide counseling for families promote good nutrition habits, possess expertise to assist staff in dealing with feeding problem or special nutritional needs.</b></p>	<p><b>HS Director Registered Dietician</b></p>		<p><b>Job Description Resume</b></p>
<p><b>1304.52(d)(4)</b>  <b>(4) 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.</b></p>	<p><b>Staff supporting mental health services will possess knowledge of treatment strategies in the areas of child behavior management and family crisis intervention, have the ability to work with families in a supportive manner diagnostic and referral process, work with staff to improve own health and to provide supportive services to families, refer services or provide direct counseling and treatment for children and families with diagnose problems.</b></p>	<p><b>Mental Health Consultant</b></p>	<p><b>Upon signing of contract</b></p>	<p><b>Job Description Copy of Contract License Certification</b></p>
<p><b>1304.52(d)(5)</b>  <b>(5) 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.</b></p>	<p><b>The grantee agency will develop a referral system and coordinate social service referrals as well as follow-up.</b></p>	<p><b>Program Manager</b></p>	<p><b>Upon contract signing</b></p>	<p><b>Job description Resume</b></p>
<p><b>1304.52(d)(6)</b>  <b>(6) 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.</b></p>	<p><b>The Head Start Director will oversee recruitment, training and schedule of parent volunteers, work with the Policy Committee and serve as a resource to the parent committee, assist parents in developing and scheduling their own social and other activities, encourage and support parents in addressing community needs and keep agency staff, apprise of parent issues, assist staff in design and implement a comprehensive well integrated plan for parent involvement that crosses all service area.</b></p>	<p><b>Generalists  HS Director</b></p>	<p><b>Ongoing</b></p>	<p><b>Job descriptions</b></p>
<p><b>1304.52(d)(7)</b>  <b>(7) Disability services must be supported by staff or consultants with training and experience in securing and individualizing needed services for children with disabilities.</b></p>	<p><b>Disabilities services will be consist of conducting assessment of children, health of staff and children, mental health, and participate on the IEP multidisciplinary team.</b>   <b>Staff supporting disabilities services will coordinate the process of assessing children, including initial screening, ongoing developmental and specialized assessments to determine if a disability exists, work with multidisciplinary team to develop IEP for each child, consult regularly with parent and staff on the program</b></p>	<p><b>Mental Health Consultant  Special Education Specialist</b></p>	<p><b>Ongoing</b></p>	<p><b>Copy of contract Job description</b></p>

	of the disabilities services. In addition, staff will work closely with local school coordination of service advocate for appropriate service with disability and their family.			
1304.52(d)(8) (8) Grantee and delegate agencies must secure the regularly scheduled or ongoing services of a qualified fiscal officer.	The Administrative Supervisor II is assigned to develop internal evaluation and report of financial control program and procedures, compensation, benefits, accurate records of account, cost studies, audits, demonstrate indirect cost pool.	HS Director Administrative Supervisor II	Ongoing	Committee meeting minutes Resume Job description
1304.52(e) (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.	N/A			
1304.52(f) (f) Infant and toddler staff qualifications. 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 date of the final rule or, thereafter, 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	N/A			

<p>young children. The training must develop knowledge of infant and toddler development, safety issues in infant and toddler care (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><b>1304.52(g)(1)</b>  <b>(g) Classroom staffing and home visitors.</b>  <b>(1) Grantee and delegate agencies must meet the requirements of 45 CFR 1306.20 regarding classroom staffing.</b></p>	<p><b>Site supervision assigns staff floater</b>  <b>Staffing report update listing and number of kids for staff.</b></p>	<p><b>HS Director</b>   <b>HS Director</b></p>	<p><b>Daily</b></p>	<p><b>Classroom census</b>  <b>Staff assignment</b></p>
<p><b>Performance Standard</b>  <b>1304.52(g)(2)</b>  <b>(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 speak their language.</b></p>	<p><b>Staff are employed to provide additional languages spoken by the majority of the children.</b></p>	<p><b>HS Director</b></p>	<p><b>As required</b></p>	<p><b>Staff assignment</b>  <b>Classroom census</b></p>
<p><b>1304.52(g)(3)</b>  <b>(3) For center-based programs, the class size requirements specified in 45 CFR 1306.32 must be maintained through the provision of substitutes when regular classroom staff are absent.</b></p>	<p><b>Child – staff ratios are maintained. Regular substitution scheduled as needed.</b></p>	<p><b>HS Director</b></p>	<p><b>Daily as needed</b></p>	<p><b>Staff schedule</b>  <b>Title 22</b></p>
<p><b>1304.52(g)(4)</b>  <b>(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</b></p>				

<p>stringent than this requirement, the State, Tribal, or local regulations must apply.</p>				
<p><b>Performance Standard</b>  <b>1304.52(g)(5)</b>  <b>(5) Staff must supervise the outdoor and indoor play areas in such a way that children’s safety can be easily monitored and ensured.</b></p>	<p><b>Staff ratios are maintained at all times. Classroom and outdoor play areas are visually examined prior to children going out and regularly.</b></p>	<p><b>Teachers</b></p>	<p><b>Daily</b></p>	<p><b>Staff schedules</b>  <b>Title 22</b></p>
<p><b>1304.52(h)(1)</b>  <b>(h) Standards of conduct.</b>  <b>(1) 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:</b>  <b>(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;</b>  <b>(ii) They will follow program confidentiality policies concerning information about children, families, and other staff members;</b>  <b>(iii) No child will be left alone or unsupervised while under their care; and</b>  <b>(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.</b></p>	<p><b>Code of conduct covered in the personnel policies manual/Addendum.</b></p> <p><b>Staff are instructed to adhere and to honor confidentiality</b></p> <p><b>Children and Volunteers are always supervised.</b></p> <p><b>Only positive methods of child guidance are utilized.</b></p>	<p><b>HS Director</b></p>	<p><b>Inservice</b>   <b>New Employee Orientation</b></p>	<p><b>Personnel policies</b>  <b>Staff training log</b>  <b>Confidentiality statement</b>  <b>New Employee Orientation check list</b></p>

<p><b>1304.52(h)(2) &amp; (3)</b></p> <p><b>(2) 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.</b></p> <p><b>(3) Personnel policies and procedures must include provision for appropriate penalties for violating the standards of conduct.</b></p>	<p><b>Personnel Policies Manual and Conflict of Interest Form 700 state that staff does not accept gifts under any circumstances.</b></p>	<p><b>HS Director</b></p> <p><b>Human Resources Division</b></p>	<p><b>Daily</b></p>	<p><b>Code of Conduct Addendum</b></p> <p><b>Conflict of Interest Violations</b></p> <p><b>Personnel Policies From 700</b></p>
<p><b>1304.52(i)</b></p> <p><b>(i) Staff performance appraisals. Grantee and delegate agencies must, at a minimum, perform annual performance 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.</b></p>	<p><b>Receive annual performance reviews by their immediate supervisor as per personnel policies manual. Components related to the job classification of the employee and adheres to the employees job description it is a tool to inform employees of their strength and opportunities for improvement. The results of these reviews are used to identify staff training needs and professional develop and plan for each employed the first review occurs annually. Review may occur more frequently if needed. Progressive discipline is utilized to address employee performance issues prior to requesting approval from the policy council for termination.</b></p> <p><b>Partial tuition reimbursement for continuing education is available.</b></p>	<p><b>HS Director</b></p> <p><b>Human Resources Division</b></p>	<p><b>90 day review</b></p> <p><b>Annually</b></p>	<p><b>Performance Appraisals</b></p> <p><b>Personnel policies</b></p> <p><b>Supervisors' Guide to Employee Relations</b></p>
<p><b>1304.52(j)(1)</b></p> <p><b>(j) Staff and volunteer health.</b></p> <p><b>(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</b></p>	<p><b>All staff must pass a physical before access to children.</b></p> <p><b>The health and safety of the staff and children is of the utmost importance to us. All employees must under go a pre-employment physical test, drug and TB screening child abuse index and criminal background check prior to starting work. Key staff undergoes CPR, First Aid training and safety program training. All staff and volunteers who handle food are required to have a valid Food Handlers card.</b></p>	<p><b>Human Resources Division</b></p>		<p><b>Child abuse index</b></p> <p><b>CCL licensing</b></p> <p><b>Fingerprints</b></p>

<p>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><b>1304.52(j)(2)</b>  <b>(2) Regular volunteers must be screened for tuberculosis in accordance with State, Tribal or local laws. In the absence of State, Tribal or local law, the Health Services Advisory Committee must be consulted regarding the need for such screenings (see 45 CFR 1304.3(20) for the definition of volunteer).</b></p>	<p><b>All volunteers follow Title 22 regulations</b></p>	<p><b>Human Resources Division</b></p>		
<p><b>1304.52(j)(3)</b>  <b>(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>		<p><b>HS Director Human Resources Division</b></p>	<p><b>Upon hire As required</b></p>	
<p><b>1304.52(k)(1)-(3)</b>  <b>(k) Training and development.</b>  <b>(1) 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.</b>  <b>(2) Grantee and delegate agencies must establish and implement a structured approach to staff training and development, attaching</b></p>	<p><b>Provide ongoing training for staff volunteers and parents, including identifying abuse, procedures for reported suspected or know child abuse or sexual abuse whether it occurs inside or out of the program.</b>  <b>Staff training and development and parent training is provided based on yearly training calendars with parent and staff input and a result of employee performance and agency self assessment reviews.</b></p>	<p><b>HS Director</b></p>	<p><b>Within 2 weeks of hire</b></p>	<p><b>Orientation sign in Training Log Training feedback form Videos Training calendar and agenda</b></p>

<p>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 needed to fulfill their job responsibilities, in accordance with the requirements of 45 CFR 1306.23.</p> <p>(3) 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>1304.52(k)(3)(i) &amp; (ii) (continued...)</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>Comprehensive orientation by consultants and staff.</p>	<p>HS Director Community agency representatives</p>		<p>Training log New Employee Orientation forms</p>
<p>1304.52(k)(4)</p> <p>(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 members to enable them to carry out their program governance responsibilities effectively.</p>	<p>Policy committee members receive orientation and ongoing training.</p> <p>Continuous training strengthens both the individual and the staff.</p>	<p>HS Director  Human Resources Division</p>		<p>Agenda and minutes Sign in sheet</p>