

**HIGHLAND RIM HEAD START PROGRAM  
OBJECTIVE AND OPERATING PLAN  
PROGRAM YEAR 2006-2007  
HUMAN RESOURCE MANAGEMENT**

**OBJECTIVE #1:** Grantee will maintain a Human Resource Management plan.

**JUSTIFICATION AND APPROACH**

**Following Performance Standard: 1304.52**

Human Resource Management is to ensure that the grantee agency recruits and selects dynamic, well-qualified staff who possess the knowledge, skills and experience needed to provide high quality, comprehensive and culturally sensitive services to children and families in the program. Training and development is offered to the Head Start staff as well as volunteers and members of Policy Council.

Head Start is committed to establishing a learning environment in which children, parents and staff can teach and learn from one another. This section discuss the organizational structure of the agency, staff qualifications, qualifications of content area experts, classroom staff and home visitors, standards of conduct, staff performance, staff and volunteer health, training and development.

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TASK	BEGINNING DATE	COMPLETION DATE	STAFF RESPONSIBLE
Develop organizational chart which enable all personnel to understand chain of command. Review during in-service training.	July	<b>July</b>	Director
Staff job descriptions will be written, updated as needed and approved by the Policy Council. New staff will receive copy upon hire.	July	June	Director
The hiring of staff will stay with the standard accepted by the personnel policies that are enacted by the Board of Directors and approved by the Policy Council.	July	June	Director Career Development Manager
Head Start Director will be hired based on the Policies and Procedures enacted by the grantee.	July	June	Board of Directors
At a minimum the Head Start Director will show evidence of expertise in the following: communications, program planning, personnel administration, supervision and financial administration.	July	June	Board of Directors
Quality of staff and consultants will be maintained to ensure expert services for the children and their families. Evidence of credentials based on specific jobs is required. EX: Teacher-CDA, <b>college transcripts</b> Mental Health Consultant - Degree, Bus Driver - CDL.	July	June	Director Career Development Manager

<b>TASK</b>	<b>BEGINNING DATE</b>	<b>COMPLETION DATE</b>	<b>STAFF RESPONSIBLE</b>
The Grantee will have a qualified Fiscal Officer (i.e. C.P.A., B.A., or M.A. in accounting or other with demonstrated expertise in fiscal matters) to develop, monitor, evaluate, and report on financial control programs, provide cost studies and comparative analyses and assist in resolution of audit exceptions	July	June	Board of Directors
Each classroom will be manned by at least two staff members, one having at least CDA, and all staff will be used to maintain child/teacher ratio.	July	June	Director Education Mgr. Career Development Mgr.
Average classroom size will be 16-20 enrolled children.	July	June	<b>Family Service Mgr.</b>
Staff will monitor children's outdoor and indoor play areas. Therefore safety requirement of both environments will be critical areas of training of staff.	July	June	Education Mgr. Marketing Mgr.
Based on Policy and Procedures enacted by the Policy Council standards of conduct will be maintained by all staff, parents, volunteers, community representatives and consultants.	July	June	Director
Staff performance appraisals will be conducted annually. Discussion of strengths, weaknesses and goal setting will help individuals meet program objectives.	December	January	Director <b>All Managers.</b>
Merit raises, if approved by the Policy Council for program year will be based on evaluations.	January	March	Director
Employees will have a health examination and tuberculosis screening every two years.	July	June	Director

<b>TASK</b>	<b>BEGINNING DATE</b>	<b>COMPLETION DATE</b>	<b>STAFF RESPONSIBLE</b>
Regular volunteers must be screened for tuberculosis and be fingerprinted within 30 hours of service.	July	June	<b>Family Service</b> and Health/Disability Managers
Periodic staff outings, as well as pre-service retreats, will help facilitate team structuring, individualization, confidence building as well as mental health and wellness information for the staff. Required training will be conducted at this time.	August	September	Director and Staff
Individualized staff training needs are evaluated annually. Training to ensure the highest quality of services will be provided to staff individually and at additional in-service days during program year.	July	September	Director Career Development Mgr. Management Staff
All new staff, consultants and volunteers will receive new staff orientation.	July	June	Education Manager
Personnel Policies and Procedures specifically address the method for identifying and reporting child abuse and neglect. Required training/	July	June	Director
Refer to Transition Written Plan for method of planning for successful child and family transitioning to and from the Head Start program.	July	June	Education Manager
Annual training and orientation of Policy Council and committees will be conducted to ensure their understanding of Program Governance.	September	October	Director and Family Service Manager
All managers have a basic understanding of TN Labor Law provided through trainings.	July	June	Director Executive Director