## Subpart D – Program Design and Management

**1304.52 Human Resources Management**

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Subject: Organizational Structure  
Number: D.52.1

Service Area: PDM-Human Resources Management  
Section: Organizational Structure

Relevant Forms: Located on P:/common drive  
Date Effective: 08/2003

REGULATION REFERENCE:  Performance Standard 1304.53(a)(1); 1304.52(a)(2)(i); 1304.52(a)(2)(ii & (iii)

POLICY:  SIU Carbondale Head Start is to maintain an organizational structure that supports the accomplishment of program objectives and addresses the major function and responsibilities assigned to each staff person. The structure is to provide adequate staff supervision and support. The organizational structure is revised and updated annually and on an as needed basis. A copy is made available to staff through the policies and procedures website; Policy Council and Governing Body are provided copies in the governance notebooks.

SIU Carbondale Head Start is to ensure that program management functions are formally assigned to staff within the program that include program management (Head Start director); management of early childhood development and health services, including child development and education, mental health and service for children with disabilities and child medical, dental and child nutrition; and management of family and community partnerships including parent involvement activities.

All staff are to follow the chain of command when making requests, suggestions or complaints. The chain of command is outlined on the agency flow chart and visually depicts the routing of information.

PROCEDURE:  Head Start director is responsible to ensure that Job Descriptions are developed and reviewed periodically to ensure the required responsibilities and assigned management functions are reflective of designated staff positions duties and responsibilities. (See Position Descriptions)

• Service area coordinators are responsible to draft job descriptions for staff positions reporting to the area and for staff positions that the job function falls within a service area.
• Drafted job descriptions are submitted to the Head Start director for review and approval.
• Business Manager is responsible to ensure the updated job descriptions are filed in the job description notebook and are electronically stored in the proper location.
• Each position description should be reviewed every three (3) years to ensure it is reflective of the position responsibilities.
• Business Manager coordinates all civil service position description updates with SIU Human Resources.
• Job descriptions are to be updated if external requirements dictate such updates.
**REGULATION REFERENCE:** Performance Standard 1304.52(b)(1) & (2)

**POLICY:** SIU Carbondale Head Start will identify job qualifications on each position's job description. Qualifications will meet the requirements of the performance standards, Department of Children and Families Services Day Care Licensing regulations and University (grantee) requirements for each respective position including pre-employment background checks.

**PROCEDURE:** N/A
REGULATION REFERENCE: Performance Standard 1304.52(b)(3)

POLICY: SIU Carbondale Head Start personnel policies and procedures regarding hiring ensure that current and former parents receive preference for employment vacancies for which they are qualified.

PROCEDURE: See Personnel Policies and Procedures
**Subject:** Qualifications - Staff/Consultants Knowledge of Family Heritage  
**Number:** D.52.4

**Service Area:** PDM-Human Resources Management  
**Section:** Staff Qualifications-General

**Relevant Forms:** Located on P:/common drive  
**Date Effective:** 08/2003

**REGULATION REFERENCE:** 1304.52(b)(4)

**POLICY:** SIU Carbondale Head Start will hire staff and consultants familiar with ethnic background and heritage of majority of families enrolled in the program. As necessary, the program utilizes parents, paid staff and community volunteers as resources for understanding different cultures and to effectively communicate with children and families with nor or limited English proficiency.

**PROCEDURE:** See PDM-Management Systems and Procedures–Communication with Families for procedures regarding use of interpreters.
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| Subject: Qualifications - Head Start Director | Number: D.52.5 |
| Service Area: PDM-Human Resources Management | Section: Early Head Start/Head Start Director Qualifications |
| Relevant Forms: Located on P:/common drive | Date Effective: 05/2015 |

REGULATION REFERENCE: Performance Standard 1304.52(c)

POLICY: SIU Carbondale generally requires a master’s degree to be considered for an administrative position. SIU Carbondale Head Start requires the Head Start director position to have a master’s degree required with at least five years of experience as an administrator/supervisor in a social service organization, child care/development setting, educational environment or related field working with children and families.

PROCEDURE:
- The program’s director prepares the job description and qualifications per University classification requirements, Head Start Performance Standards and DCFS Daycare Licensing requirements.
- Requirements of the position are determined by the reporting unit administrator per University, Head Start and DCFS Daycare Licensing requirements.
POLICY: SIU Carbondale Head Start must hire staff that have necessary qualifications to provide content area expertise and oversight on an ongoing or regularly scheduled basis. Consultants may be used to provide additional expertise in such areas as early childhood education, disabilities, health and/or nutrition. A mental health consultant must be maintained by the program and comply with the requirements listed in the performance standards.

PROCEDURE:
- Position qualifications are developed by the Head Start director in consultation with the appropriate University administration, University classification requirements, Head Start Performance Standards and DCFS Daycare Licensing requirements.
- The program maintains a mental health consultant, health consultant and may make use of a child development consultant to assist with identified needs in the child development and disabilities areas.
- Consultants' requirements must meet Head Start Performance Standards and have specific expertise of a content area.
- Consultants must provide copies of credentials, certifications, licenses, etc. that are necessary to be considered as an expert in a specific service area.
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REGULATION REFERENCE: Performance Standard 1304.52(d)(1)

POLICY: SIU Carbondale Head Start will hire a coordinator to manage and provide oversight for education and child development services. At a minimum the position requires a master’s degree in early childhood education or a degree in a field related to early childhood education with experience in teaching Head Start preschool classroom. A specialist may be employed to support the management and oversight of the service area. The position requires a bachelor’s in early childhood education with at least three years prior professional teaching experience in a center-based education setting, prior experience with classroom curriculum development; screenings and assessments; organizational, interpersonal and effective communication skills with children and adult and demonstrated ongoing professional development within the ECE field.

PROCEDURE:
• Position qualifications are developed by the Head Start director in consultation with the appropriate University administrator, University classification requirements, Head Start Performance Standards and DCFS Daycare Licensing requirements.
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Operating Policies and Procedures Manual

Subject: Qualifications - Health and Nutrition Services  
Number: D.52.8
Service Area: PDM-Human Resources Management  
Section: Qualifications of Content Area Experts
Relevant Forms: Located on P:/common drive  
Date Effective: 05/2015

REGULATION REFERENCE: Performance Standard 1304.52(d)(2) & (3)

POLICY: SIU Carbondale Head Start will hire a coordinator to manage and provide oversight for health and nutrition services. At minimum the position requires a bachelor’s degree in health/nutrition education or related field and experience in program planning, staff training and supervision. A specialist may be employed to support the management and oversight of the service areas. The position requires one year of job related experience (paid or unpaid), familiarity with Jackson and Williamson County communities, effective communication skills and ability to work with target population.

Nutrition services must be supported by staff or consultants who are registered dietitians or nutritionists.

PROCEDURE:

- Position qualifications are developed by the Head Start director in consultation with the appropriate University administrator, University classification requirements, Head Start Performance Standards and DCFS Daycare Licensing requirements.

- Health/nutrition coordinator (HNC) and/or nutrition consultant must provide copies of a current registration with Commission on Dietetic Registration of the American Dietetic Association or be eligible, registered and ready to take the examination. A master’s degree (MPS or MS) from an approved program in public health nutrition may be substituted for this registration.
REGULATION REFERENCE: Performance Standard 1304.52(d)(4)

POLICY: SIU Carbondale Head Start must support the mental health services by staff or consultants who are licensed or certified mental health professionals with experience and expertise in serving young children and their families.

PROCEDURE:
- The coordinator assigned to the mental health service area responsibilities and/or the mental health consultant must provide copies of appropriate state licensure and demonstrate expertise in serving young children and their families, 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 and ability to broker the services or to provide counseling and treatment for children and families with diagnosed problems.
Subject: Qualifications - Family/Community Partnership Services and Parent Involvement Services

Service Area: PDM-Human Resources Management

Relevant Forms: Located on P:/common drive

Number: D.52.10

Section: Qualifications of Content Area Experts

Date Effective: 05/2015

REGULATION REFERENCE: Performance Standard 1304.52(d)(5) & (6)

POLICY: SIU Carbondale Head Start will hire a coordinator to manage and provide oversight for family and community partnership services and parent involvement services. At a minimum the position requires a master’s degree in social work or related human service field and background and knowledge, experience and familiarity with Head Start program required.

PROCEDURE:

- Position qualifications are developed by the Head Start director in consultation with the appropriate University administrator, University classification requirements, Head Start performance Standards and DCFS Daycare Licensing requirements.
Subject: Qualifications - Disabilities Services  Number: D.52.11
Service Area: PDM-Human Resources Management  Section: Qualifications of Content Area Experts
Relevant Forms: Located on P:/common drive  Date Effective: 05/2015

REGULATION REFERENCE: Performance Standard 1304.52(d)(7)

POLICY: SIU Carbondale Head Start will hire a coordinator to manage and provide oversight for disability services. At minimum the position must have a bachelor’s degree in a field related to early childhood education or human services and must demonstrate experience and training in securing and individualizing needed service for children with disabilities.

PROCEDURE:
- Position qualifications are developed by the Head Start director in consultation with the appropriate University administrator, University classification requirements, Head Start Performance Standards and DCFS Daycare Licensing requirements.
- Disability services are managed by the child development coordinator (CDC) and supported by the child development specialist.
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| Subject: Qualifications - Fiscal Officer Services | Number: D.52.12 |
| Service Area: PDM-Human Resources Management | Section: Qualifications of Content Area Experts |
| Relevant Forms: Located on P:/common drive | Date Effective: 05/2015 |

REGULATION REFERENCE: Performance Standard 1304.52(d)(8)

POLICY: SIU Carbondale Head Start will hire an accountant to ensure that an appropriately qualified fiscal officer is available. At a minimum the accountant must be a Certified Public Accountant (CPA) or hold a bachelor’s degree in accounting. In addition as a part of the indirect cost pool, the University (grantee) assigns a fiscal officer as the grant accountant.

PROCEDURE:
- Position qualifications are developed by the Head Start director in consultation with the appropriate University administrator that meets University classification requirements, Head Start performance Standards and DCFS Daycare Licensing requirements.
Subject: Qualifications - Classroom Staffing

Service Area: PDM-Human Resources Management

Relevant Forms: Located on P:/common drive

Number: D.52.13

Section: Classroom Staffing

Date Effective: 05/2015

REGULATION REFERENCE: Performance Standard 1304.52(g)(1), (2) & (3)

POLICY: SIU Carbondale Head Start will hire qualified classroom staff. If the majority of children speak a language other than English, the program will provide a classroom staff member that speaks the same language as the majority of the children in the room. SIU Carbondale Head Start will maintain a substitute teacher list to ensure staff-child ratios are met when regular classroom staff are absent.

PROCEDURE:
- Position qualifications are developed by the Head Start director in consultation with the appropriate University administrator, University classification requirements, head Start Performance Standards, DHHS/ACF Information Memorandums, most current Head Start Act and DCFS Daycare Licensing requirements.
- The Program hires two classroom teachers, a supervising teacher and a teacher and hires substitute teachers.
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| Subject: Staff Supervision of Outdoor/Indoor Play Areas | Number: D.52.14 |
| Service Area: PDM-Human Resources Management | Section: Classroom Staffing |
| Relevant Forms: Located on P:/common drive | Date Effective: 05/2015 |

REGULATION REFERENCE: Performance Standard 1304.52(g)(5)

POLICY: SIU Carbondale Head Start classroom staff must supervise the outdoor and indoor play areas in such a way that children’s safety can be easily monitored and ensured.

PROCEDURE:
- Child Development Staff are to develop a playground schedule each August to ensure child staff ratio is maintained at all times and that the maximum number of children allowed using the playground does not exceed the space capacity requirement of 75 square feet per child.
- Teacher’s playground supervisory skills are monitored and issues are addressed as needed through the center director’s. Health and Safety Checklists are conducted per schedule; daily playground and facility checks are conducted by assigned center staff.
SIU CARBONDALE HEAD START
Operating Policies and Procedures Manual

Subject: Standards of Conduct
Number: D.52.15
Service Area: PDM-Human Resources Management
Section: Standards of Conduct
Relevant Forms: Located on P:/common drive
Date Effective: 05/2015

REGULATION REFERENCE: Performance Standard 1304.52(h)(1)

POLICY: Staff, consultants and volunteers at SIU Carbondale Head Start must abide by the program’s standards of conduct. These standards specify that:
1. 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;
2. They will follow program confidentiality policies concerning information about children, families, and other staff members;
3. No child will be left alone or unsupervised while under their care, per DCFS section 407.190(g) and 407.200(p)
4. 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.

PROCEDURE:
- Policies are established by the Head Start director and approved by the Advisory Board and the Policy Council in conjunction with applicable University rules and regulations.
Subject: Confidentiality/Record keeping Systems
Number: D.52.15.1
Service Area: PDM-Human Resources Management
Section: Confidentiality/Record Keeping Systems
Relevant Forms: Located on P:/common drive
Date Effective: 05/2015

REGULATION REFERENCE: Performance Standard 1304.51(g)

POLICY: SIU Carbondale Head Start must establish and maintain effective, efficient and confidential record keeping systems to provide timely and accurate information.

PROCEDURE:
Record Keeping Systems: The chart lists records that are maintained by the program. The database systems, Child Outcomes and Planning Administration (COPA) and Teaching Strategies Gold Assessment, allow for enhanced organizational analysis and reporting. For specific instructions to use the databases see the COPA procedures at the end of this manual and the teachingstrategiesgold.com

### TYPES OF RECORDS

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Confidentiality:
This policy covers all persons working, volunteering or doing business with SIU Carbondale Head Start both during and after employment. Head Start deals with information that is confidential and restricted. SIU Carbondale Head Start employees, volunteers and consultants may be exposed to information that is not to be disclosed. SIU Carbondale Head Start is required by HHS/ACF to establish safeguards which will ensure the confidentiality of information collected regarding Head Start children, Head Start families and Head Start staff. Head Start staff and families shall have the right to protection from the disclosure of personal information during and following their involvement with the Head Start program. SIU Carbondale Head Start personnel shall respect the confidentiality of children, family and personnel records.

Conduct of personnel, volunteers and consultants:
All individuals are expected to be professional and maintain confidentiality at all times whether dealing with children’s records, participating in program directed meetings or carrying on conversations. Situations in violation of this policy include, but are not limited to:

• “Loose” talk among Head Start staff, volunteers or consultants regarding information about children, families or fellow employee.
• Discussing children/families development, functioning, appearance, behavior, standard of living outside the work setting
• Sharing of information acquired by persons in the course of their work to others who don't have a need to know the information
• Permitting unauthorized access to children’s files and staff files; and permitting unauthorized access to Head Start computers to confidential child/family information and employee information
• Accessing information that the individual doesn’t have the authority to access in the course of her/her work.
A breach of confidentiality may result in disciplinary action by the department.

Children’s Files, including Children with Disabilities
No file/records will be released to any other agency, school, institution, organization or person without the written consent of the parent/guardian listed on the child’s Head Start application.

Personnel Files
All personnel files are maintained in locked files at the Head Start director’s administrative office as well as Human Resource office at SIU Carbondale. Accessibility to these files is limited to:

• Head Start director
• Administrative assistant and secretaries

Each center is required to maintain personnel files in order to comply with Department of Children and Family Services regulations. Each center director maintains center personnel files in a locked file cabinet. Only the center director has access to these files.
Electronic Data
Records of all enrolled children and their families are entered into SIU Carbondale Head Start’s primary database, Child Outcomes Planning & Assessment (COPA). The Child Outcomes Planning and Assessment database is web based; therefore it can be accessed from any computer with an internet connection. COPA assumes all rights and responsibilities for the information stored within COPA. The SIU Carbondale Head Start Program further utilizes user level and special access restrictions that exist within COPA. Those security levels are as follows:
- Grantee Level - program director, business manager, office manager, LAN administrator
- Agency Level - coordinators and specialists
- Site Level - center directors and Family and Community Service Workers
- Class Level - teachers and other personnel as assigned.

Children’s Records
- Normally SIU Carbondale Head Start Policy regarding official child records is as follows:
  - Confidentiality is maintained with paper documents through identified personnel accessibility to files and storage of files in locked file cabinets.
  - Confidentiality of electronic information is ensured by use of username/password system whereby only authorized personnel have access to electronic information that is deemed confidential.

Review and/or Copy of Records
- Parents and legal guardians who wish to review or obtain copies of their child’s file should contact the center director to make the request and to complete necessary paperwork. All requests to review the child’s folder will be processed within 72 hours.
- All requests to copy the child’s folder will be processed with two (2) weeks.

Transfer of Records to Public School
- Records of children who are age-eligible for kindergarten are normally provided to the respective school district. During the month of April, parent/guardians will be provided a form to complete indicating the specific items from the child’s Head Start folder to provide to the public school.
- No records will be released to any outside agency without the express written consent of a child’s parent and/or guardian.

Fiscal
- The record keeping is designed to provide adequate source documentation for each transaction and to separate transactions by program account. The following fiscal records are maintained by the Head Start Program accounting staff and the respective University department, i.e., Purchasing, Surplus Property, Accounting Services, Travel Services, Risk Management, Legal Counsel, Human Resources and Office of Research and Development Administration:
  - Copies of financial reports, AMOs, Program monthly budget reports, 15% administrative costs reports, Child and Adult Care Food program reports, Childcare Assistance Program (subsidy) records,
- Requests/purchase orders/procurement card statements/receipts/reconciliation reports/disbursements for all purchases
- Inventory records
- Personnel fringe benefit reports
- In-Kind reports
- Vehicle lists
- Insurance certifications
- Facility leases
POLICY: The “Policy on Conflict of Interest: Non-University Activities and Financial Interests” is designed to implement an Illinois law requiring university faculty and, by extension, all employees to obtain written approval before engaging in remunerated research or consulting services for persons or organizations. The provisions of this policy are further designed to describe the type of non-university relationships that generally carry a potential for abuse, to prevent conflicts between the university interests and an employee’s private interest, and to avoid non-university commitments that are likely to interfere with the performance of the individual’s responsibilities to the university.

Conflict of Interest Non-University Activities and Financial Interests (See SIU Carbondale Employee Handbook). Excerpts from the policy that are of distinct significance to the SIU Carbondale Head Start program are included below.

A conflict that is prohibited by this policy may occur as a result of either a conflict of interest or a conflict of commitment. A “conflict of interest” generally encompasses any situation wherein an individual employee influences university business, research, teaching or other decisions in ways that lead or could lead to any form of personal financial gain for the individuals or his/her family, or that gives or appears to give improper advantage to others to the detriment of the university. A “conflict of commitment” encompasses any situation wherein non-university activities undertaken by the individual employee are sufficiently demanding of the individual’s time and attention as to interfere with assigned duties or with his/her responsibilities to students or the university. Relationships and circumstances that may constitute a conflict that is prohibited include but are not necessarily limited to the following situations:

1. When an employee directly or indirectly solicits or receives for personal benefit or the benefit of a family member any gift, gratuity, favor, loan or other thing of personal value from any external source as a condition, either expressed or implied, for influencing university business, research, teaching or other decisions. This provision shall not be construed as limiting the solicitation or receipt of honoraria or other similar payments recognized as appropriate or customary in the university setting in connection with the performance of job-related activities, provided, however, that such honoraria or other payments are disclosed to the university and approved in advance in accordance with procedures hereinafter set forth.

A. Job-related activities are defined as:
i. Activities that are expressly delineated in the individual's job description, or
ii. Activities clearly implied by the job description, including activities that fall within the general scope of the individual’s job description and are consistent with the goals and mission of the university.

B. Examples of job-related activities for which honoraria or other similar payments may be accepted include authored manuscripts, workshops, seminars, editorships, editorial board service, and invited lectureships for which university employees customarily receive honoraria or other similar payments.

2. When an employee (or firm, partnership, association, or corporation, of which he/she is the owner or principal owner or major officer or primary employee) holds any financial interest in any contract for the purchase of goods or services by the university, unless such purchase is deemed essential to university operations and is approved by the chancellor (or designee), in accordance with the “Joint Purchasing Rules Governing Procurement and Bidding at State Systems University in Illinois”; or when a member of the immediate family of an employee, or a firm, partnership, association, or corporation of which he/she is the owner or principal owner or major officer or primary employee contracts for the purchase of goods or services with the university, unless such purchase is deemed beneficial to university operations and is approved by the chancellor (or designee) and such approval is filed with the purchase order or contract, in accordance with the “Joint Purchasing Rules Governing Procurement with Bidding at State Systems Universities in Illinois”.

Specific Violations/Infractions of Standards of Conduct

1. The following violations will result in immediate relief of duties with pay until further instruction from the SIU Carbondale Human Resources is received:
   o Corporal punishment of Head Start children (spanking, hitting, etc.) and/or verbal abuse (yelling, screaming, cursing), and emotional abuse or humiliation.
   o Physical contact with intent to do harm or injury to another individual (Head Start staff, parents, etc.)
   o Possession of a firearm, fireworks, explosives on SIU Carbondale and/or Head Start property

2. Disciplinary action for drug/alcohol violations and sexual harassment will follow SIU Carbondale Employee Policies. Refer to the handbook.
3. Disciplinary action will be taken for, but is not limited to, the following causes:

- Leaving children unattended.
- Finding of unauthorized use or reckless driving of a Head Start vehicle.
- Excessive tardiness, absenteeism, or early departure from the work site.
- Abuse of Head Start telephone or unauthorized use of credit cards.
- Failure to maintain Head Start personnel policies and/or other guidelines.
- Failure to notify designated Head Start staff members of absence before deadline.
- Insubordination (refusal to perform service connected with an employee’s immediate supervisor or refusal to obey any reasonable order given by an employee’s supervisor or by management).
- Failure to complete assigned tasks and paperwork in a timely manner.
- Failure to attend training sessions.
- Failure to report suspected child abuse to appropriate central office staff.
- Failure to maintain confidentiality of Head Start information.
- Incurring financial obligations to SIU Carbondale Head Start without proper authorization.
- Falsifying or misusing records or application.
- Misrepresentation of job position, responsibilities and other important Head Start functions, i.e. entering into contracts, agreements, and binding decisions.
- Dishonesty or removal of another employee’s and/or parent’s and/or child’s property without permission.
- Willful destruction of agency property or another employee’s and/or client’s and/or child’s property.
- Negligence-The commission of negligent or careless acts during working time or on SIU Carbondale Head Start property that result in personal injury or property damage or that causes expense to be incurred by the program.
- Engaging in confrontations of a personal nature during working hours with Head Start families or family representatives.

PROCEDURE: Disciplinary Action: The standards of SIU Carbondale Head Start employee conduct normally required in any place of employment (no fighting, use of obscenities, use of alcoholic beverages, controlled substances, theft or misuse of agency equipment) will be the standard of employee conduct.

Faculty disciplinary action is based on the collective bargaining agreement between the Southern Illinois University Board of Trustees and the non-tenured track faculty association, IEA/NEA (July 1, 2010-June 30, 2014). For specific information regarding faculty disciplinary action refer to the SIU Carbondale Human Resources Labor Relations website at laborrelations.siu.edu/lrcontracts.htm
A four-stage process of disciplinary action will be carried out for Head Start employees:
1. Initial Warning,
2. Notice of Continual Concern,
3. Disciplinary Suspension and
4. Involuntary Termination.

Step 1: Initial Warning
When a violation of SIU Carbondale and/or Head Start policies, procedures or performance standards occurs, an initial notification outlining the disciplinary action will be documented on the appropriate Head Start form. An individual conference should be convened to fully explain and discuss the nature of the violation. A copy of the completed disciplinary action form will be given to the employee. It is the responsibility of the supervisor to review an employee’s progress and prepare a written report of the status of the individual at the end of the designated time period given to correct the violation.

Step 2: Notice of Continual Concern
The supervisor or Head Start director shall forward to the employee a description and documentation of the behavior or poor performance that is considered to be in violation of SIU Carbondale and/or Head Start policies or procedures or an indication of unfitness, inability, or lack of desire to continue in the program’s employment. A detailed set of corrective instructions is to be included. The notice should inform the employee that in the event he/she is unable to correct the stated deficiencies within the designated time frame, the disciplinary process would be continued in accordance with SIU Carbondale policies.

Step 3: Disciplinary Suspension
If suspension without pay or discharge for cause is contemplated, the Head Start director should contact the Director of Labor and Employee Relations to discuss the matter. Only Human Resources has the authority to suspend a civil service employee without pay.

Step 4: Involuntary Termination
All termination procedures of Head Start staff will be in accordance with applicable SIU Carbondale personnel policies. After SIU Carbondale policy and procedural requirements are met, termination of Head Start staff will be ordered by the Head Start director upon approval by the policy council. The Head Start director will carry out the involuntary termination. When possible, an exit conference between the Head Start director, supervisor and the employee will occur prior to the termination.
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REGULATION REFERENCE: Performance Standard 1304.52(i)

POLICY: Performance evaluations of each Head Start staff member will be conducted on an annual basis per classification regulations. Results of these reviews will be used to identify staff training and professional development needs. See approved personnel policies.

PROCEDURE:

Civil Service Employees
Formal evaluations will be conducted twice during the six-month probationary period and thereafter, annually on the anniversary date of appointment to the position. A negative evaluation will be followed up with monthly meetings to monitor the progress of improvement in the defined duties and behavior warranting improvement. Generally, the supervisor, center director or program director conducts evaluation.

Faculty and Administrative professional Staff
The immediate supervisor will evaluate faculty and A/P appointees annually, no later than April 30, of each calendar year. Evaluations for faculty will be conducted based on the collective bargaining agreement between the Southern Illinois University Board of Trustees and non-tenured track faculty association, IES/NEA (July 1, 2010-June 30, 2014). For specific information regarding faculty evaluations refer to the SIU Carbondale Labor Relations website at laborrelations.siu.edu/lrcontracts.htm. A/P staff hired during the program year will have evaluations conducted before the end of the first school year. Informal evaluations will be conducted on a continuing basis.

The supervisory personnel will review each formal evaluation in the Head Start central office personnel files. The supervisor provides an assessment of the subordinate’s performance and makes recommendations to the Head Start director. The director has final approval of staff evaluations.
REGULATION REFERENCE: 1 Performance Standard 1304.52(j)(1) & (2)

POLICY: Employees—All Head Start employees are required by the Illinois Department of Children and Family Services (DCFS) to have a physical exam, including an initial TB test, upon hire. The physical exam must be repeated every two years. For those employees who do not have health insurance, or for whom insurance does not cover the cost of the physical exam or partially covers the cost of the physical exam, Head Start will reimburse the employee up to $45.00 when the employee adheres to the reimbursement procedures.

In addition, some Head Start employees are subject to the policies and procedures of the “Fluid and Blood Borne Pathogen Exposure Control Plan”. Upon hire, these individuals are required to receive training related to blood borne pathogens and may opt to receive Hepatitis B vaccinations at the expense of the Head Start program. Individuals not choosing to receive the vaccination must sign a refusal statement. Annual refresher training is also required for individuals subject to this policy.

Regular Volunteers—Health exam including an initial TB is required for volunteers who complete a volunteer application, except for volunteers assisting the program during the time Head Start is not in session and children are not present. See Community Partnerships Policies/Procedures Section C 41.5-41.8 for additional information/requirements related to volunteers.

PROCEDURE:
- The Department of Children & Family Services physical exams are required every two years and an initial TB.
- Employees who are currently in need of a physical exam (new employees or current employees whose exam has expired) should contact their family physician to complete the DCFS physical form. The charge, if any, is billed to the insurance company covering the employee. For those employees who don’t have health insurance, or for whom insurance does not cover the cost or partially covers the cost, Head Start will reimburse the employee up to $45.00.
- In order for an employee to be reimbursed for the required physical exam, the employee must adhere to the following procedures:
  - Proof of completed DCFS Physical Exam Form along with:
- If you pay the bill in full and then file an insurance claim, to receive any dollar difference you had to pay, you will have to submit the paid bill along with the Explanation of Benefits form from your insurance company.
- If you pay only the amount not covered by insurance, submit a copy of the physician’s bill paid by you.
- If you are not covered by insurance, submit a copy of the physician’s bill paid by you and a signed No Insurance Verification Form. You will be reimbursed for the amount paid up to $45.00.
- Center staff must submit copies to the center director who will be responsible for forwarding to appropriate staff.
- Central office staff and substitute staff must submit copies to the Head Start director’s office.

The above policy and procedures are specifically for employees who are required by DCFS to have a physical every two years. This policy does not address employees required to have a physical as a position qualification requirement (such as bus drivers). Bus drivers’ physicals are paid for in full each year.
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REGULATION REFERENCE: Performance Standard 1304.52(j)(3)

POLICY: Information on mental health and wellness regarding coping with job-related stress that may affect an individual's job performance will be provided to staff.

PROCEDURE:
- At least once per year, staff will be provided training on topics regarding job-related stress and on physical wellness.
- The Health/Nutrition Coordinator is responsible to ensure topics are provided to staff on job-related stress and is to be coordinated with the Family/Community Partnership Coordinator (FCPC).
- Training may be accomplished through workshops and/or written information.
- The HNC is responsible to develop wellness activities and opportunities for staff to be involved in and/or provide relevant information to staff.
REGULATION REFERENCE: Performance Standard 1304.52(k)(1)

POLICY: Orientation to the SIU Carbondale Head Start program, which is provided to new staff, consultants, and parent, student, and community volunteers, consists of information regarding state and federal standards along with internal policies and procedures.

PROCEDURE:
- Center level staff are to meet with Business Manager or designee and the collaboration/training specialist (CTS) (to receive transportation orientation) at the time hiring paperwork is to be completed.
- Administrative/Program Service Area staff meet with Business Manager or designee at the time hiring paperwork is to be completed
- An orientation checklist is used as a guide to ensure all needed information and materials are shared with new staff or consultants. Employees receive a copy of the:
  - SIU Carbondale Head Start Agency Calendar
  - SIU Carbondale Head Start Personnel Policies and Procedures
  - Copy of policies & procedures specific to job
  - Copy of the job description
  - DCFS Mandated Reporting procedures for child abuse and neglect
  - Keys (as applicable)
  - Phone and internet access (as applicable)

Additional information provided includes:
- The mission of the program
- Introduction to Head Start Program Performance Standards
- DCFS Licensing Standards
- Initial blood borne pathogen review
- Completion of a training needs assessment
- Introduction to staff
- Tour of facilities and work area

- Orientation for regular parent, student and community volunteers will be provided through an appropriate orientation process.
- The staff person supervising the volunteer is responsible for providing orientation
- Minimally, training of community and student volunteers will include an orientation about the goals and underlying philosophy of Head Start and the ways in which they are implemented by the program.
- Other information to be shared at orientation may include:
- An overview of preschool child development.
- A review of the Parent Handbook
- An explanation of in-kind
- Information regarding Standards of Conduct and Confidentiality
- Information regarding health/safety and hygiene procedures
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Subject: Training/Professional Development System
Number: D.52.21
Service Area: PDM-Human Resources Management
Section: Training & Development
Relevant Forms: Located on P:/common drive
Date Effective: 05/2015

REGULATION REFERENCE: Performance Standard 1304.52(k) (2) & 1304.51(i)(2)

POLICY: SIU Carbondale Head Start implements a structured approach to staff development in order to assist employees in acquiring or increasing the skills they need to become proficient at their current jobs and by creating a work environment in which staff can build relationships among themselves and continue to develop additional skills and knowledge. Through the completion of annual staff training needs assessments and individualized professional development plans along with goals identified in the annual self-assessment, an annual training and technical assistance plan is developed and implemented for the program.

The Head Start director will make the decision regarding staff’s participation in training events/conferences based on the information in the T/TA plan, the budget, staff performance, staff schedules, and the fit between the training content and the staff member’s job function.

PROCEDURE:
• Professional Development Plans (PDP) are initiated with all staff and then reviewed and updated per the designated schedule.
  • New staff will meet with their supervisor within 30 days of hire to review needs assessments, PDP cover sheet, and develop goals if needed
• All staff meet with their supervisor during months of August or September in order to:
  o Review completed needs assessment
  o Update PDP cover sheet
  o Review/update previously set goals if needed (returning staff)
  o Develop new goals if needed (returning staff)
  o Develop new goals if needed (new staff)

Administration
• Supervisors complete the Individual Professional Development Plan three times during the program year:
  o Initial – Aug/Sept
  o Mid-Year – January
  o Final – April/May
• Supervisor is to ensure that staff person receives copy of signed form

Bus Drivers
• Center director completes the Individual Professional Development Plan three times during the program year with each bus driver.
  o Initial – Aug/Sept
  o Mid-Year – January
o Final – April/May
- Center director ensures staff person receives copy of signed form

**Bus Monitors**
- (CTS) completes the Individual Professional Development Plan with each bus monitor at least three times during the program year (Initial/Mid-year/Final). The PDP is reviewed and signed by the CTS
- CTS submits original form to center directors for their review and signature
- Center director returns the original PDP to the CTS for review, initializing and tracking; center director makes a copy and files in the employee’s personnel file.
- Center director ensures staff person receives copy of signed form.
- CTS is to follow-up on any training or technical assistance requests to the respective service area staff

**Cooks**
- PDP is completed by each cook with the HNC and are submitted to the center director for review and signature three times during the program year.
- Center director ensures staff person receives a copy of signed form and makes a copy and files in the employee’s personnel file.
- Center director returns the original PDP to the CTS for review, tracking, filing and reporting.

- CTS is to follow-up on any training or technical assistance requests to the respective service area staff and/or center director.

**Family & Community Service Workers**
- PDP is completed by each Family & Community Service Worker and are submitted to the center director for review and signature three times during the program year.
- Center director ensures staff person receives a copy of signed form and makes a copy and files in the employee’s personnel file.
- Center director returns the original PDP to the CTS for review and tracking.
- PDP is submitted by the CTS to the FCPC for review and signature.
- FCPC should return the PDP to CTS for tracking, filing and reporting.
- CTS is to follow-up on any training or technical assistance requests to the respective service area staff and/or center director.

**Teaching Staff**
- PDP is completed by Supervising Teachers and Teachers (with the assistance of the CDM) and submitted to the center director for review and signature three times during the program year.
- Teaching PDP’s will guide ongoing coaching throughout the year.
- Center director ensures staff person receives a copy of signed form and makes a copy and files in the employee’s personnel file.
- Center director returns the original PDP to the CTS for review and tracking.
- PDP is submitted by the CTS to the CDC for review and signature.
- CDC should return the PDP to CTS for tracking, filing and reporting.
- CTS is to follow-up on any training or technical assistance requests to the respective service area staff and/or center director.
Support Teachers

- PDP is completed by Support Teachers (with the assistance of the CDM) and submitted to the CDC for review and signature three times during the program year.
- CDC ensures staff person receives a copy of signed form and makes a copy and files in the employee’s personnel file.
- CDC should return the PDP to CTS for tracking, filing and reporting
- CTS is to follow-up on any training or technical assistance requests to the respective service area staff.

Tracking and Monitoring

- Needs assessments, updated cover sheets; coursework verification is to be submitted to the CTS by October 1 of each program year.
- Professional Development Plan forms are to be submitted to the CTS for tracking in September, February and May of each program year.
- Training Status Reports are to be prepared by the CTS in September, December and March and submitted to the program director.
- Center directors submit center reports to the CTS in Sept, December, and March.
- COPA data base should be used to generate reports. The report should provide an analysis of overall program training status and break out of each teacher and status of required number of hours of training per DCFS and Head Start regulations.
- CTS will provide center directors with respective reports for that center’s staff by the last working day of September, December and March.
- Center directors are responsible to communicate with each staff person status of training hours and develop steps to acquire additional training hours as needed.
- Center directors are to submit a report to the CTS verifying information shared with each staff person and action plan to complete number of training hours that is needed.
- This report is due from the center director the CTS the last working day of October, January and April.
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| Subject: Training/Professional Development System | Number: D.52.21.1 |
| Service Area: PDM-Human Resources Management | Section: Training & Development |
| Relevant Forms: Located on P:/common drive | Date Effective: 05/2015 |

REGULATION REFERENCE: Performance Standard 1304.52(k) (2) & 1304.51(i)(2)

POLICY: SIU Carbondale Head Start implements a structured approach to staff development in order to assist employees in acquiring or increasing the skills they need to become proficient at their current jobs and by creating a work environment in which staff can build relationships among themselves and continue to develop additional skills and knowledge. Through the completion of annual staff training needs assessments and individualized professional development plans along with goals identified in the annual self-assessment, an annual training and technical assistance plan is developed and implemented for the program.

The Head Start director will make the decision regarding staff’s participation in training events/conferences based on the information in the T/TA plan, the budget, staff performance, staff schedules, and the fit between the training content and the staff member’s job function.

PROCEDURE:
- All teaching and administration (center directors and admin) staff working with children will have a minimum of 20 hours of professional development training annually with 5 of those training hours Gateways Registry-approved. Failure for staff to comply with this requirement will result in appropriate disciplinary action.

Program Training:
- The program will maintain Authorized Entity status for the Gateways to Opportunity® Registry so that trainings can be approved for staff professional development.
- The program’s Child Development staff will be the Program Contact and the Data Entry Contact for the Gateways to Opportunity® Registry. The assigned Child Development staff will be responsible for entering data into the registry within ten calendar days of the training.
- All program staff will be required to update their Gateways to Opportunity® annually in March and a copy should be submitted with the 3rd Quarter Training Report. The CTS will track the Gateways to Opportunity® Registry numbers.
- The program will provide service area staff with an annual training to build training skills, understand adult learning theory, and learn effective training methods.
The program will have all trainers complete a Training Proposal Form for each training to ensure that all required Gateways to Opportunity® Registry information is submitted. For trainers that are not program staff, the appropriate service area coordinator will work with the selected trainer to ensure that all needed information is received. The Training Proposal Form will include the following information:

- Training title
- Trainer biography including education and experience related to the training topic
- Training description
- Participants for the training
- Amount of time needed for the training
- Equipment and materials needed
- Learning objectives with assessment of meeting the objectives
- Detailed agenda including amount of time spent on each agenda item

If working with a trainer that is not a program staff member, the appropriate service area coordinator will ensure that the trainer is provided with information on the Gateways to Opportunity® system, Adult Learning Theory, and Presentation Skills.

The program will use the Training Checklist to verify that trainer and training requirements are met. Two designated service area staff and the CTS will review Training Proposals and complete the Training Checklist. The CTS will tally the checklist and schedule approved trainings. Trainings that are not approved will be returned to the appropriate service area coordinator for clarification and additional information.

After each training, the program will have training participants complete a Training Evaluation form to evaluate both the trainer and the content of the training. Evaluations will be tabulated and shared with trainers and appropriate service area staff.

The Child Development Coach/Mentor Specialist will be responsible to enter all training data into the Gateways to Opportunity® system within 10 calendar days of the training. The CDC will verify that data is entered within the required timeframes.

Training Reporting:

- All staff will complete and submit a Quarterly Training Report that will detail any training that has been completed outside of the program. Staff will be responsible to ensure that all training is entered into the Gateways Registry prior to submitting the form to the CTS. The form will be submitted and tracked by the CTS.
- Training Status Reports are to be prepared by the CTS in September, December and March and submitted to the program director.
- The Gateways to Opportunity Registry and COPA data bases should be used to generate reports. The report should provide an analysis of overall program training status and break out of each teacher and status of required number of hours of training per DCFS and Head Start regulations.
- CTS will provide center directors with respective reports for that center’s staff by the last working day of December and February.
- Center directors are responsible to communicate with each staff person status of training hours and develop steps to acquire additional training hours as needed.
• Center directors are to submit a report to the CTS verifying information shared with each staff person and action plan to complete number of training hours that is needed. This report is due from the center director the CTS the last working day of January and March.
Subject: Gateways to Opportunity-Membership and Credentialing

Number: D.52.21.2

Service Area: PDM-Human Resources Management

Section: Training & Development

Relevant Forms: Located on P:/common drive

Date Effective: 05/2015

REGULATION REFERENCE: DCFS-407.130; ExceleRate Silver/Gold Circle of Quality Requirements

POLICY: All staff will obtain and maintain an active membership with Gateways to Opportunity.

PROCEDURE:

Gateways Membership- All staff will obtain and maintain an active membership with Gateways to Opportunity.

- All new staff will be given information on obtaining a GTO membership during orientation. All new staff will be required to obtain a GTO membership/number within 30 days of hire and provide their GTO number to the CTS.
- All staff are responsible to keep their GTO membership up to date (GTO memberships expire yearly) and provide CTS with updated membership cards yearly.

Gateways Credentials- All teaching staff and Center Directors will actively work toward obtaining and maintaining an ECE and/or Director Gateways Credential. These credentials are required to meet ExceleRate Silver/Gold Circle of Quality as well as DCFS 407.130.

- All new teaching staff and/or Center Directors will be given information on obtaining a GTO ECE/Director Credential during orientation.
- These staff will be required to apply for a GTO ECE/Director Credential within 30 days of hire. All paperwork associated with the application will be submitted to GTO and credentials are to be submitted to the CDC/CTS within one year of hire.
- All costs associated with obtaining these credentials will be the responsibility of the staff member, per the Business Manager.
- CDC/CTS will monitor ECE/Director Credentials to ensure that the program is in compliance with DCFS and/or ExceleRate requirements.

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<td>DCFS</td>
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<td>ExceleRate Silver</td>
<td>At least 30% of teaching staff - GTO ECE Credential Level 3 or higher</td>
<td>GTO Level I Director Credential (effective 7/1/16)</td>
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<td>ExceleRate Gold</td>
<td>At least 20% of teaching staff - GTO ECE Credential Level 5 <strong>AND</strong> An additional 20% of teaching staff-GTO ECE Credential Level 4</td>
<td>GTO Level II Director Credential (effective 7/1/16)</td>
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REGULATION REFERENCE: SIU Carbondale Employee Benefits  
See approved personnel policies

POLICY: SIU Carbondale Head Start employees are provided the same course tuition waiver as all University employees. The employee must receive prior approval to take courses during normally scheduled department work hours.

PROCEDURE: Employees requesting to take courses should implement the following procedure:
- Submit in writing a request for classes one month prior to class deadline date. The request must include course title, day in session and time of classes.
- Indicate if/how the course relates to your current Head Start position.
- Generally, the director will make appropriate recommendations after investigative measures.
- Classes: Generally, in early May, a list of all SIU Carbondale Head Start personnel is forwarded to Human Resources Benefit Department indicating approval for employees listed to register for summer course work. This employee list is contingent upon satisfactory work performance and grant award.
REGULATION REFERENCE: Performance Standard 1304.52(k) (3)(i)

POLICY: Staff receives training on identification and reporting of child abuse and neglect annually.

PROCEDURE:
- CTS is to ensure that each new staff person receives training on identification of child abuse and neglect, Illinois Department of Children and Family Services procedures for mandated reporters, SIU and SIU Carbondale Head Start procedures for reporting child abuse and neglect as part of new staff orientation. The following material is provided:
  - Mandated reporter book
- All SIU staff are required to receive refresher training on the identification of child abuse and neglect and reporting procedures annually. This training is conducted online through the DCFS website.
- The CTS if responsible to ensure that training activity is arranged.
REGULATION REFERENCE: Performance Standard 1304.52(k)(3)(ii)

POLICY: Staff receive training on methods that support successful transitions for children and their families to and from Head Start.

PROCEDURE:
- A training and technical assistance grant is prepared each year generally in February. Participants may include the director, T/TA Education Specialist and service area management staff.
- Director in conjunction with each service area coordinators/specialists prepares the training plan based on assessment and monitoring information and incorporates required training topics into the structured approach; director discusses the T/TA grant application with the Policy Council and Advisory Board during the grant application each March.
- Transition training is to be provided to coordinators, specialist, family/community service worker, teachers and center directors.
- Training topics for transitioning should include
  - Ways to prepare children and their families for transition
  - How to assist parents in advocating for their children in the school system and in exercising their rights and responsibility concerning the education of their children
  - Ways to support parent in identifying need selecting child care
- CDC and FCPC must work together and maintain ongoing communication and cooperation between Early Head Start, elementary schools or other childcare settings to develop opportunities/activities for visits by elementary school, childcare teachers and Early Head Start staff and for visits by Head Start children and families to elementary kindergarten classes.
- CDC is responsible to implement developed procedures for transferring records.
- FCPC is responsible to initiate annual review of written transition agreements with Early Head Start, special Education Cooperatives and Local Education Agencies and provide information to children and their families to prepare them for transitioning into and out of Head Start.
Subject: Governance - Training Or Orientation To Advisory Board Members and Orientation and On-Going Training To Policy Council

Service Area: PDM-Human Resources Management

Relevant Forms: Located on P:/common drive

Number: D.52.25

Date Effective: 05/2015

REGULATION REFERENCE: Performance Standard 1304.52(k)(4)

POLICY: Training or orientation must be provided to Head Start governing body members. In addition, training and on-going orientation must be provided to Head Start Policy Council members to enable them to effectively carry out their program governance responsibilities.

PROCEDURE: The program director is responsible to ensure the following training activities are provided:

- Orientation/governance training will be conducted for the governing body on an as needed basis covering the DHHS Head Start 45 CFR 1304.50 Appendix A “governance and management responsibilities” of Policy Council, Governing Body (Head Start Advisory Board) and management staff and the implementation of shared governance among these groups.
- A Head Start overview packet is provided for orientation to any new Advisory Board members.
- Notebooks are provided to the Advisory Board that include governance plan and policies and procedures related to governance requirements, 1304.50 performance standards.
- Advisory Board Members unable to attend orientation/training will be provided a packet of training materials with an invitation to contact the Head Start director for an individual conference either in person or by telephone.
- Annual orientation/governance training will be conducted for Policy Council.
- New Policy Council members are provided an orientation session during the September Policy Council Transition Meeting.
- Policy Council notebooks are provided that include governance plan and policies and procedures related to governance requirements, 1304.50 performance standards Parent representatives who are seated in October and throughout the year are provided individual basic training by the administrative staff. In the event that the individual training cannot be scheduled within one month of being seated on the council, a training packet will be provided. Efforts will continue to be made to conduct the individual training.
- Community Representatives who are newly seated will receive an orientation/training packet.
- The director is available to address any questions related to the role of Policy Council members and shared governance.
- Generally, in November, a training session is conducted which covers the DHHS Head Start 45 CFR 1304.50 Appendix A “governance and management
responsibilities” of Policy Council, Governing Body and management staff and implementation of shared governance.

- Various training topics are built into each Policy Council meeting throughout the program year that include elements of In-kind requirements, budget/parent activity line and financial reports, self-assessment and community assessment process, grant application process, selection criteria. A schedule is prepared each June with Policy Council input and approved at the next regularly scheduled meeting that identifying training topics each month.