ROCKY MOUNTAIN DEVELOPMENT COUNCIL, INC.
HEAD START

PROGRAM DESIGN
AND
MANAGEMENT

Programmatic Procedures Implementing Performance Standards

PDM procedures
Policy Council Approval: August 14, 2007
Board Approval: August 16, 2007

PDM 1 - Parent Orientation Procedure [PS 1304.5(a)(1)] - Parent orientation will take place in the child's classroom in September before classes begin and will be done on an individual basis. The parent(s) and the child are to attend. This orientation should last no longer than one hour.

1) Administrative staff will notify parents of their parent orientation date and time in their child's acceptance letter.

2) The classroom teacher, with administrative staff assistance, will prepare the agenda for the orientation to include, but not limited to, the following:

    a) Welcome and introductions-Teacher

    b) Review of pertinent data-Teacher

    c) Importance of partnering with parents-Teacher and Family Advocate

    d) Explanation of the classroom and its areas-Teacher

    e) Description of curriculum-Teacher

    f) Description of classroom routine and schedule-Teacher

    g) Review of Parent Packet which includes Parent Handbook* and Community Resource Directory*-Teacher

*The Parent Packet, which includes the Parent Handbook and Community Resource Directory, are prepared prior to Parent Orientation by administrative staff. The Parent Handbook includes the program's policies that the Teacher goes over with each family.

PDM 2 - Shared Decision-Making Procedure [PS 1304.50(d)(1)] – Shared Decision-Making is a process between Board, Policy Council and Key Management Staff that ensures a partnership in developing, reviewing, and approving/disapproving Program policies and procedures such as funding applications and amendments, program planning, and the program's philosophy and long and short term goals and objectives. (Key Management Staff is represented by the Head Start Leadership Team, which is comprised of the Head Start Director, focus area/work unit managers and/or supervisors, service coordinators, lead family advocate, and a parent representative.)

Broad based focus area advisory teams* (formerly management teams) will be comprised of parents, policy council members (including community representatives), board members and staff to assist in developing procedures for program planning and monitoring, including a process for formulation of focus area objectives, timetables, and budgets. Teams have a primarily advisory function, which targets management dimensions: planning, organizing, influencing, and evaluating.

1) Advisory Teams will be formed at the beginning of the Head Start program year (Sept-Oct).

   a) Staff members will select teams on which they want to serve in September. Policy Council members will select teams on which they want to serve at their training retreat in October. Parent representation on each team will be sought through Parent Interest information, the Program's monthly newsletter, and parent meetings. Board member representatives will be sought in September.

2) The Head Start Leadership Team may initiate a given task or issue or receive a given issue or task from another source (staff, PC, specific manager or coordinator, etc.). The Leadership Team will then:

   a) resolve immediately or through a Leadership Team work session.
   b) send the task/issue to a committee that will do the work around the task (research, seeking input, etc.). The committee will then make a recommendation, with rationale, to the Leadership Team who will then determine the course of action.
   c) send the task/issue to the appropriate focus area advisory team with requests for input or recommendations.

   If (a) or (b), a decision by Leadership Team must be made regarding the need for focus area advisory team input.

   If (c), forward the task/issue, with specific instructions for what the Leadership Team needs (eg: draft work plan by a certain date, draft grant goals, input on community assessment or self-assessment, etc). There is a need to be specific about what, when, why, etc., so advisory teams can respond appropriately and in a timely manner.

   If the task involves day-to-day operation of the Program, the Leadership Team will report to the necessary entities (staff, PC, Board). If the task and/or recommendation requires developing, reviewing, and approving/disapproving Program policies and procedures such as funding applications and amendments, program planning, and the program's philosophy and long and short term goals and objectives then it must be forwarded on to the appropriate focus area advisory team who will:

a) Review and ask the Head Start Director to move the task forward to Policy Council/Board for approval or disapproval or
b) Return to the Leadership Team for further direction or work.

3) Refer to Policy Making Procedure.

* Advisory Teams are: Program Design and Management
Early Childhood/Disabilities
Health Services/Safety
Family and Community Partnerships

PDM 3 - Community Assessment Procedure [PS 1304.50(d)(1)(iii)] - A Community Assessment is conducted at least once every three years and is updated in each of the two intervening years by considering whether there have been significant changes in the information contained in the full assessment. Program and Grantee staff serving on community partnerships, boards and groups have access to collected data to assist with and complete this process. The Community Assessment procedure will be a program effort.

1) Demographic information is collected on eligible or potentially eligible children and families. Information and data is collected through a variety of sources including, but not limited to: Department of Public Health and Human Services, Child Care Association, County Health Departments, Public School Districts, local Housing Authority, Rocky Mountain Development Council, LIEAP, Energy Share, and census collection documents. TANF information must be included in the assessment. Targeted service-area identification is associated with public school enrollments and census collection data.

2) During the community assessment process, the team will identify other child development and childcare programs which may also serve identified Head Start eligible children and the approximate number served. Sources of data are the local childcare resource and referral, Child Care Partnerships, collaborative efforts of our program, and shared information with other agencies.

3) The identification of children with disabilities, including types of disabilities and relevant services and resources provided by community agencies, is obtained primarily through School Districts, Special Services Cooperatives, and our service-area Part H provider, Family Outreach, for each community served.

4) Data regarding child and family needs, as defined by the family, is collected through Head Start intake forms that include health, education, childcare, nutrition, and social service needs. Welfare reform issues that impact families need to be gathered. Other sources of this data are: Career Training Institute, County Health Department, including WIC, Child Care Partnerships, and the Adult Learning Center.

5) Community Resources that could be used to address the needs of Head Start eligible children and their families are identified and available to families, staff and other local agencies. See Community Resource Directory Procedure.

6) The management teams will determine what information will be sought through the Community Assessment (demographics, availability and demand for community services, gaps in services for families, what is impacting Head Start families, etc.) The administrative staff will develop forms to seek information from all sources (three year and intervening years) and forms to compile the information. The final summary will be the ultimate responsibility of the Head Start Director.

7) Information from the Community Assessment will be integrated into program planning in the areas of, but not limited to:

    a) Determining the program philosophy, and its short and long-term program objectives,

    b) Program services that are most needed and the program option(s) that will be implemented,

c) Recruitment area and locations to be served by program option(s),

d) Criteria for selection and enrollment of children.

<u>PDM 4 - Program Self-Assessment Procedure [PS 1304.50(d)(1)(viii)]</u> - The self-assessment is done each program year to assure that RMDC, Inc. Head Start is carrying out the programmatic and fiscal intent of its grant application, including planning or other actions that may result from the review of the annual audit and findings from the Federal monitoring review. Information from the self-assessment is used to develop, review, and revise budgets and work plans; and identifies compliance, non-compliance, weaknesses, and strengths. The Grantee Board of Directors will ensure that the self-assessment is completed on an annual basis. The Head Start Director is responsible for carrying out the self-assessment.

1) Each December the HS Director will inform the Board of the upcoming self-assessment and remind them of their general responsibility to the project. Board members will be solicited to work on the self-assessment team.

2) The self-assessment instrument will be chosen through a shared decision making process between the Head Start Director and the Policy Council and the self-assessment team will be formed. Management team members, through their knowledge of work plans, procedures and budgets, will be a part of the self-assessment team.

3) The Head Start Director will orient the self-assessment team to their responsibilities for carrying out the assessment. The self-assessment team will choose a person responsible for summary to be presented to the Head Start Director.

4) The self-assessment team will conduct the assessment during March and April.

5) The Grantee Board and Policy Council, with their involvement in the self-assessment, will review the summary of the self-assessment. Plans, which include timetables, will be developed to address identified concerns.

6) Information and any plans developed from the self-assessment will be used to develop the upcoming grant applications.

<u>PDM 5 - Policy Council and Parent Committee Reimbursement Procedure [PS1304.50(f)]</u> - It is the intent of Rocky Mountain Development Council, Inc. Head Start to take the steps necessary to ensure that low income members of governance groups are able to participate fully in their responsibilities. To ensure this, RMDC, Inc. Head Start will do the following:

Childcare

1) Purchase childcare for Policy Council meetings, parent meetings, and special function meetings such as self-assessment team, focus groups, task forces, governance training, etc. Childcare providers will be Head Start staff and childcare will be provided at the local Head Start site. Childcare will be maintained in accordance with RMDC, Inc. Head Start's Abuse Prevention Policy.

2) For members who take care of Head Start related business at times when staff is unavailable to provide childcare at the Head Start site, childcare will be reimbursed to the individual provider.

    a) Member must seek out their individual childcare provider.

    b) Member will attach a signed receipt from the provider for the number of hours used and the cost to a claim reimbursement form and turn it into the Head Start Director who will approve the expense.

    c) The reimbursement claim form will be turned into the Agency for dollar reimbursement and the check will be mailed to the member. Agency accounts are payable twice per month.

Wages

1) Lost wages will be paid at the request of the member.

2) An attachment from the member's employer will be attached to the reimbursement claim form and turned into the Head Start Director who will approve the expense.

3) The reimbursement claim form will be turned into the Agency for dollar reimbursement and the check will be mailed to the member. Agency accounts are payable twice per month.

Registration Fees

1) Registration fees for conferences, workshops, and/or training sessions may be requested by members and must be approved by the Head Start Director.

2) Member will fill out a reimbursement claim form that will be turned into the Agency for payment.

3) The check for registration will be mailed to the entity providing the services by the Head Start Support Services Manager or the member with the necessary paperwork. Agency accounts are payable twice per month.

<u>PDM 5 CONTINUED</u>

Mileage

1) Mileage will be reimbursed to members as requested and at the prevailing rate of the Agency.

2) Mileage will be documented on a claim reimbursement form that will be signed by the member and turned into the Head Start Director who will approve the expense.

3) The reimbursement claim form will be turned into the Agency for dollar reimbursement and the check will be mailed to the member. Agency accounts are payable twice per month.

Out of Town Lodging, Food, and Mileage

1) Out of town travel is occasionally required for members.

    a) Out-of-town Advance Travel Request forms will be filled out by the Head Start Support Services Manager signed by the member or Support Services Manager and approved by the Head Start Director. When possible, this should be done at least two weeks prior to travel.

    b) The advance travel form will be processed according to the Agency Fiscal Manual. This process can take up to five days.

    c) The travel check and/or airline ticket can be picked up at the Head Start office.

    d) The receipts for lodging must be maintained by member and turned in to the Head Start Support Services Manager or Head Start Director.

    e) Head Start Support Services Manager then fills out the RMDC, Inc. Travel Expense claim form after travel is complete. Expenses are then reconciled.

PDM 6 - MANAGEMENT SYSTEMS: [PS 1304.51]

Program Planning-To develop and implement procedures for program planning and monitoring which are approved by the Policy Council and which include a process for formulation of focus area objectives, timetables and budgets.

1) The Head Start Program will utilize a system of focus area management teams to promote an annual process that results in:

    a) the revision and updating each year of all focus area plans, program systems and procedures (to be approved by the Policy Council in June or July),

    b) roles and responsibilities in program assessment and planning,

    c) long and short range objectives,

    d) program self-assessment and an improvement plan based on identified weaknesses and quality issues,

    e) classroom locations,

    f) areas to be served,

    g) criteria for recruitment

Communication Systems - To develop and implement communication systems that ensure timely and accurate information to parents, policy council, staff, and the general community. Following are communication systems:

1) Leadership Team minutes - weekly

2) work unit meetings – as they occur (monthly, every other month, etc.)

3) newsletters (classroom - monthly, program - monthly, agency - monthly)

4) focus area management team meeting minutes - monthly

5) focus area management teams (Program Design and Management, Family and Community Partnerships, Early Childhood Development/Disabilities) meeting minutes, and recommendations with rationale (as appropriate) - monthly

6) Parent committee meeting and minutes - at least four (4) times per year

7) Director's report to the Policy Council and Grantee Board of Directors - monthly

8) Policy Council minutes - monthly

9) Policy Council Chairperson's report to the Grantee Board of Directors - monthly

10) Grantee Board of Director's minutes – monthly

11) All-Staff meeting and minutes – quarterly

12) Agency All Staff - annually

13) Policies, guidelines, and other communication from HHS - as available

Record Keeping Systems - To maintain record-keeping systems that provide accurate and timely information regarding children, families and staff while ensuring confidentiality of such information.

1) Children's cumulative files will be kept in a locked file cabinet in the Head Start office. The Administrative staff and administrative support staff, Special Services Coordinator and Health Coordinator, have access to all children's files. Teachers will have an opportunity for file review of their class before the program begins in the fall. Thereafter, teachers have access, through the administrative staff, to the files of the children in their classroom(s). Family Advocates have access to the files of the families they serve. Access to computerized information is given to the aforementioned people. The Support Services Manager will have a listing of all those who have access to computerized information and their passwords, which will be kept in a locked file cabinet in her office. ***ChildPlus*** backup is performed nightly and saved to the Terminal Server. This backup is then saved up to the RMDC, Inc. removable hard drive as part of the Agency-wide backup system. The hard drive is then locked in the Agency's fireproof safe.

2) Information that must be filed in a timely manner in children's files:

   a) any change of status such as: address, phone number, emergency number, parent or guardian work phone, classroom changes, transportation changes, reports from specialists, custody information

3) Routine information such as staffing notes, screening information and home visit documentation must be filed in a timely manner.

4) Records regarding child abuse and neglect reporting will be kept separately in a locked file cabinet in the Support Services Manager's Office under the supervision of the Head Start Director.

5) The Head Start staff personnel and health files are kept in separate files in a locked file cabinet in the Human Resources Office of the Agency. Supervised access is granted only to the Human Resources Officer, the Head Start Director, and the Director of Operations and Executive Director of the Agency. Each supervisor has access to the personnel files of the people he/she supervises. Each employee has access to his/her own personnel file. The Agency's Administrative Assistant has access to the personnel and health files for filing purposes.

6) See Policies and Procedures.

PDM 6 CONTINUED

Reporting Systems - To utilize periodic reporting systems that ensure quality and accountability, and provide information about program progress to governing bodies and staff.

1) Program managers and area coordinators provide monthly monitoring information at each third Wednesday Leadership Team meeting.

2) Bi-monthly reports during the first 45 days of program operation to monitor developmental and health screening of children and then once per month at the third Wednesday Leadership Team meeting.

3) Monthly reports through the *ChildPlus* tracking system to monitor family need assessments, family partnership agreements, demographic information, health information, meal counts, etc.

4) Monthly Statement of Operations from the Finance Office to the Head Start Director; financial report to the Policy Council and Board of Directors to monitor revenues and expenses.

5) Monthly reports to the Policy Council and Board of Directors.

6) Semi-annual reports or others as called for to ACF, HHS, regional office, etc.

7) Yearly Program Information Report (PIR).

Program Self-Assessment (See PDM 4 - Self Assessment Procedure)

PDM 6A - HUMAN RESOURCES MANAGEMENT: [PS 1304.52]

Organizational Structure

1) See RMDC, Inc. Head Start Organizational Chart. This chart will be reviewed and updated, at least annually, to indicate chain of command and program composition.

2) Job descriptions for all employee positions are available in the Human Resources Office of Rocky Mountain Development Council.

Staff Qualifications

1) A position classification system is developed and maintained in the Human Resources Office of Rocky Mountain Development Council. Positions can be reclassified as the need arises and through the proper procedure as designated in the RMDC Personnel Policies and Procedures Manual.

2) Job descriptions are functional, comply with ADA and guidelines of 45 CFR Part 1304.52 and section 648 of the Head Start Act, and describe:
   a) title of the position and grade (grade or wage schedule is an Agency Process)

PDM 6A CONTINUED

b) immediate supervisor of the position
c) duties and responsibilities of the position
d) supervision exercised
e) knowledge, skills and abilities
f) education and experience
g) physical demands and working conditions

Staffing requirements (in accordance with staffing qualifications)

1) Organizational chart with focus area detail will identify clear lines of supervision that assure adequate and appropriate monitoring and direction for all positions. (See Organizational Chart.)

2) Staffing requirements for each option will meet 45 CFR 1306.20. Prior to all options beginning each year, the Head Start Director, along with the ECDHS Manager, the Full Day Manager, and the FCP Manager (or their designees) will determine:

   a) where staff will be assigned for the program year based on:

      i) number of children per classroom,

      ii) individual staff qualifications, to include CDA and language spoken, at each site,

      iii) other program needs

3) Substitutes will be provided by the Substitute Clerk or designee to meet class size requirements specified in 45 CFR 1306.32. See Substitute Procedure (PDM 9).

4) The Neighborhood Center Classroom Supervisor will annually review and determine the playground schedule for the Neighborhood Center to provide at least two paid staff be on the playground at all times to insure and monitor children's safety. The same is true for the Early Learning Center and Main Street sites. Classroom Supervisors and teachers will determine the playground schedule at their respective sites to provide at least two adults (to include at least one paid staff) be on the playground at all times to insure and monitor children's safety.

Standards of Conduct

1) Standards of Conduct are outlined in the Agency's Personnel Policies and Procedures Manual and specifically, in the Standards of Conduct Policy.

2) Staff members, volunteers, and consultants to the Program must sign a Standards of Conduct Policy form upon hire or as they come into the Program throughout the year. The signed form will become a part of an employee's personnel file. Signed volunteer and consultant forms will be kept for a full program year in the Support Services Manager's office in a locked file cabinet.

3) Refer to RMDC Head Start's Confidentiality Policy*.

PDM 6A CONTINUED

4) Refer to RMDC Head Start's Abuse Prevention Policy*.

5) Refer to RMDC Head Start's Discipline Policy*.

* Signed upon hire or as volunteers come into the program. The same process follows as listed above in #2.

Staff Performance Appraisals

1) Each job position has a written appraisal done by the position supervisor.

2) Each fall (or at the time of hire) the supervisor goes over the pre-appraisal part of the full appraisal with the employee. The employee and supervisor both sign the pre-appraisal section. The appraisal form is filed in each employee's personnel file by the Human Resources Officer in the Agency's Human Resources Office.

3) Toward the end of the probationary period, the supervisor asks the Human Resources Officer to deliver the appraisal form to her/him. The supervisor completes the post-appraisal and visits with the employee. (The probationary period is designated by the Agency-See RMDC Personnel Policies and Procedures Manual or the Collective Bargain Agreement for Union members.) The post-appraisal review will be used to help identify employee training needs and professional development. The appraisal form then becomes a permanent part of the employee's personnel file.

4) For veteran employees, the post-appraisal is completed in May.

Staff and Volunteer Health

PROCEDURE FOR TRACKING STAFF HEALTH REQUIREMENTS [CFR 1304.52(j)]

1) The Support Services Manager (SSM) will provide employees with information on health requirements.

    a) All regular employees must have an "Employee Physical Form" completed by their health care provider within 30 days of employment. This form will be a part of the employee's personnel health file. Employees will have two options to meet the health exam requirement:

        i) A complete physical conducted by a health care provider or
        ii) Participate in a health screening event provided or arranged by the Agency or by Head Start. (Approved by Health Advisory Committee on 10/06/97.)

    b) The Head Start program will contribute up to $25.00 for payment of initial health visit that isn't covered by the employee's insurance. Documentation must be submitted to the Support Services Manager to process health provider's invoice.

Upon completion of (i) or (ii) above, the employee will give the signed report form to the

Support Services Manager for processing. Results of health examinations will be kept confidential.

2) A periodic re-examination/re-screening will be recommended by the employee's health care provider completing the "Employee Physical Form".

3) If an employee fails the initial or subsequent health exam/physical, the employee will report this information to their immediate supervisor. Together, they will develop a plan to assist the employee in rectifying their situation so they may succeed in passing a follow-up exam recommended by their health care provider. If an employee fails an initial or subsequent health exam/physical or re-exam a second time, the employee's immediate supervisor will make a recommendation to the Head Start Director as to the employability of the employee. The Director will follow the American Disabilities Act and Section 504 of Rehabilitation Act in these circumstances. The employee will be notified of the Director's decision regarding permanent or continued employment at Head Start within 10 days of the date the employee fails the second exam. "Employee Physical Forms" will be filed in the employee's personnel health file in the Human Resources Office.

4) All employees and regular volunteers must have a Mantoux method of tuberculosis screening test, an MMR and Td prior to beginning work at their work site. All new employees and volunteers will incur this cost as a condition of employment from the provider of their choice. The Health Advisory Committee agrees that a Mantoux is required once for an employee unless the State Department of Health and Human Services determines a different frequency based on the rate of TB in the State. The screening and results from the Mantoux, a copy of the MMR and Td are to be given to the Human Resources Officer at the time of orientation for filing in the employee's personnel health file. The dates of the Mantoux, MMR and Td are given to the Head Start Support Services Manager for monitoring and licensing purposes.

5) The Support Services Manager will be responsible for entering employee health information in the ***ChildPlus*** tracking system and reporting monthly at the Leadership Team's monitoring session. Employees will be notified Health Status Reports are produced for review. The SSM is also responsible for routing the completed health forms to the Agency Personnel Department for filing in employee's personnel health file. Written communication will be made by the SSM to any employee out of compliance with the above items. (See "Employee Physical Form".)

Training and Career Development

Staff Orientation

1) Staff will receive an Agency orientation provided by the Human Resources Office of the Agency and sign forms specific to personnel and/or fiscal responsibility.

2) Staff will receive an orientation to Head Start by their supervisor using the "Training Notebook for New Employee Orientation" during their first few days of employment at Head Start. Policies that require a signature will be gathered during the orientation process.

<u>PDM 6A CONTINUED</u>

Staff Training

1) Staff training will be conducted according to the current needs of the Program and determined by the Program's Training Committee.

2) Staff input into program training will be sought via surveys, evaluations, etc.

3) Individualized training will be discussed at the time of the employee's orientation and post-appraisal

4) The Staff Development Manager will try to arrange for academic credit and/or the State Practitioner Registry credit in all training situations.

5) Training on the Head Start Performance Standards will be ongoing throughout the program year and provided by the managers of ECDHS and FCP and the Head Start Director or his/her designee.

   a) All staff will be trained at pre-service about identifying and reporting child abuse and neglect. Training will include applicable State and local laws. See Child Abuse and Neglect Policy and Procedure.

   b) Staff will be trained on child and family transitions to other programs or into the Head Start Program. See Transition Plan.

Policy Council and Governing Board

1) Each October Head Start will provide or arrange for orientation and training to the newly elected Policy Council and the RMDC Board of Directors. This training will include program governance responsibilities.

2) Ongoing training will occur at monthly Policy Council and Board of Directors meetings. Topics will include, but are not limited to budget, in-kind, grant writing, focus area work plans, etc.

PDM 7 - Child Abuse and Neglect Policy and Procedure – [supports PS 1304.52(k)3)(i)]

Policy: Rocky Mountain Development Council, Inc. Head Start will follow the Montana School Guidelines for the Identification and Reporting of Child Abuse and Neglect. All RMDC Head Start personnel are mandatory reporters of child abuse and neglect. (41-3-201, MCA. Reports) When professionals and officials listed in 41-3-201 know or have reasonable cause to suspect as a result of information they receive in their professional or official capacity, that a child is abused or neglected, they shall report the matter promptly to the Department of Public Health and Human Services, Child & Family Services Division's **MONTANA'S STATEWIDE TOLL-FREE CHILD ABUSE HOTLINE**. The law provides immunity from civil and criminal liability for good faith reporting (41-3-203, MCA. Immunity from liability.). There is a penalty for failing to report known or suspected child abuse and neglect (41-3-207, MCA. Penalty for Failure to Report).

The purpose of the reporting laws is to protect the child, to provide rehabilitative services, to initiate prompt investigations, and to keep the family intact. The prevention, identification, treatment, and reporting of child abuse and neglect are an integral part of the Head Start Program.

Head Start will offer a supportive and helpful, rather than punitive, attitude toward abusing or neglecting parents and other caretakers. The Program will know community resources that are available for families with child abuse and neglect problems. Head Start will also establish and maintain cooperative relationships with the local Department of Public Health and Human Services, Child and Family Services Division that provides Child Protective Services.

Information and Training:

1) All staff will receive annual training about child abuse and neglect and the reporting of such at pre-service. Staff who is hired after that time will receive the training by their supervisor as part of their orientation.

2) Each staff member will receive a copy of the *Montana School Guidelines for the Identification and Reporting of Child Abuse and Neglect.* This copy is to be retained by the employee. New copies will be provided and training given if revisions are made to the aforementioned document.

3) Each family at Classroom Parent Orientation (or at the time their child is enrolled) will be informed of Head Start's Policy and Procedure Regarding Child Abuse and Neglect by the teacher doing the orientation. This Policy and Procedure are a formal piece of the Parent Handbook.

Reporting Procedure:

1) The individual who knows of the abuse or neglect is the person to make the official report to the appropriate authorities. (See Child Abuse/Neglect Reporting Form.)

2) Head Start will discuss the report with the family if it appears desirable or necessary to do so. (Federal Register, 1977, pg. 971.)

3) Confidentiality of all suspected and reported cases of abuse and neglect will be maintained. Reports will be filed in a confidential, locked cabinet in the Support Services Manager's office.

PDM 8 - Facilities and Materials [PS 1304.53]) – RMDC, Inc. Head Start will provide a physical environment and facilities conducive to learning and reflective of the different stages of development of each child. Appropriate space for the conduct of all program activities will be provided. Classroom space will be organized into functional areas that can be recognized by the children and that allow for individual activities and social interactions.

1) Classrooms must have at least 35 square feet of usable indoor space per child for the care of children. There must be at least 75 square feet of usable outdoor play space per child.

2) Facilities operated by Head Start must meet the licensing requirements of 45 CFR 1306.30.

3) Maintenance, repair, safety, and security of all Head Start facilities, materials and equipment will be provided. Facility, classroom, and transportation will have safety checklists completed on a scheduled basis.

    a) See Facility and Classroom Monitoring Checklist.

    b) See Transportation Pre-Trip Inspection List and Maintenance Log.

<u>PDM 9 – Eligibility, Recruitment, Selection, Enrollment, and Attendance [PS 1305.8] - Attendance Analysis Procedure.</u> The goal of Rocky Mountain Development Council, Inc. Head Start is to maintain an 85% monthly average daily attendance. The program will follow this procedure to monitor the monthly average daily attendance. Refer to **ADM 4 – Attendance Procedure.**

1) Provide training on the correct attendance recording procedure to classroom staff at the beginning of each program year (August-September) and review mid-year (January-February).

2) Create a *Classroom Weekly Attendance Sheet* for each class (or have classroom do so).

3) Receive weekly attendance sheets from the Head Start Office.

4) Record on the *Monthly Attendance Record* sheets each child's attendance or reason for non-attendance.

5) Total each child and each individual day on the monthly attendance sheet. The receptionist does the first totals. The administrative assistant checks the totals a second time.

6) The Head Start Director tallies the figures a third time (as per CACFP Audit of February 1999) and places the figures for the month on an Excel spread sheet called Monthly Attendance Analysis (MAA) to determine the average daily attendance.

7) Analyze the data by reviewing the reasons for non-attendance and make notes on the MAA form.

8) Bring information to the Leadership Team's monitoring meeting once per month.

9) Maintain each of these MAA forms in the front of the attendance book.

PDM 10 - Substitute Procedure [PS 1304.52]: The Head Start Program will ensure that child/staff ratios are met in accordance with federal and local policies. In the best interests of the Head Start Program, it is the duty of Management to ensure that children are provided a safe and nurturing environment. To this end, the Program will employ a Substitute Clerk who will:

1) At least twice per year solicit substitute applications through local newspaper, job service, training programs, parent group, and any other resources.

2) Screen substitute applicants, interview with help of a Policy Council member, complete necessary paperwork, check references and qualifications, and coordinate with the Agency's Administrative Assistant for criminal records and Protective Services background checks (and Department of Motor Vehicles check for substitute bus drivers).

3) Ensure completed paperwork is delivered to Human Resources Officer in a manner consistent with RMDC Personnel Policies and Procedures Manual.

4) Arrange training for substitutes.

5) Receive notice or calls from staff that need a substitute, locate, and place substitute. (For staff seeking advance time away from work, five days notice is recommended using the Leave Request Form.)

6) Give the staff working with the substitute the name and details of the assignment.

7) Ensure substitute evaluations are done in a routine and timely manner.

8) Keep all substitute information (demographics, work record, attendance, etc) current.

9) Report monthly to Head Start Support Services Manager.