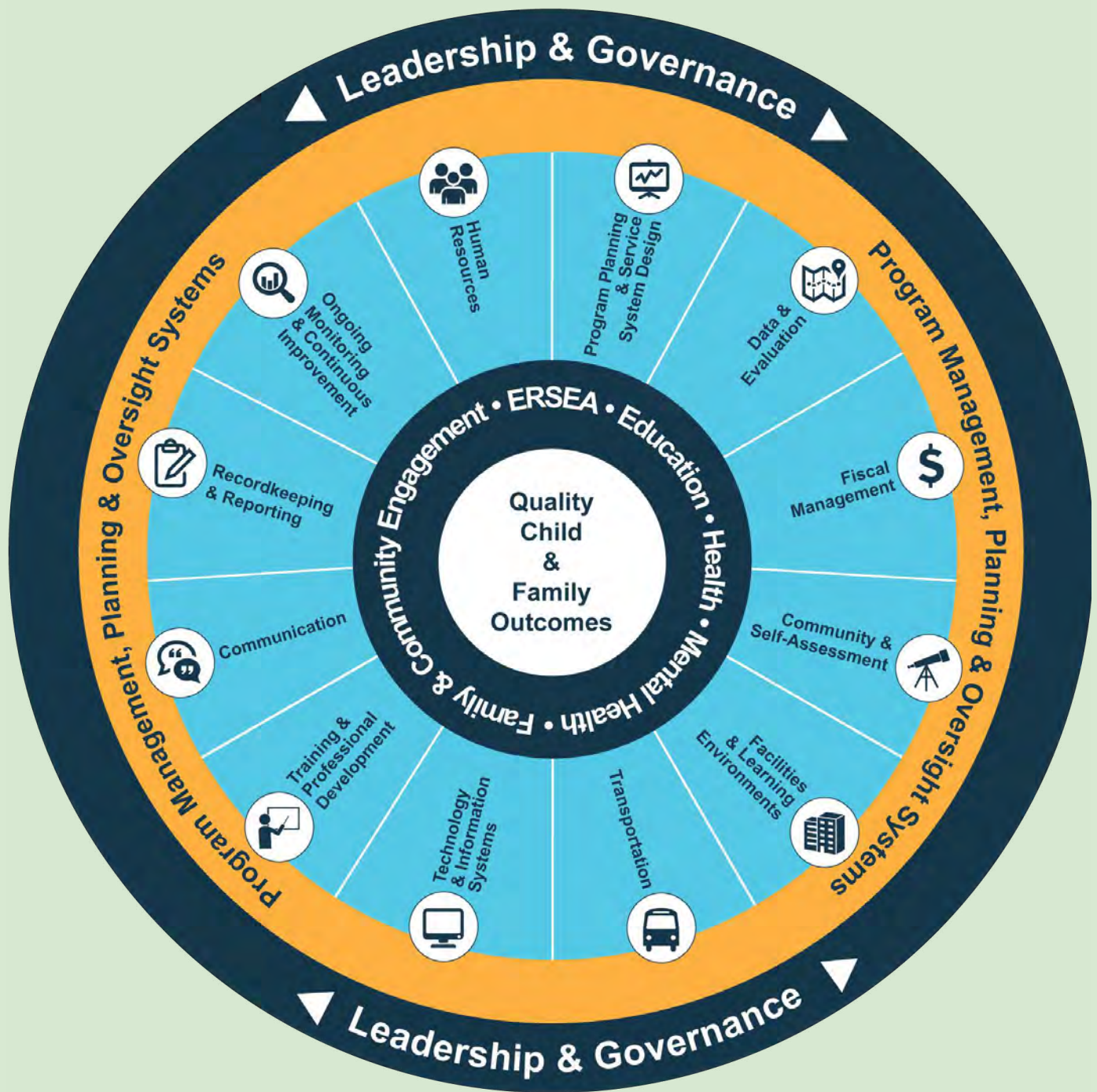


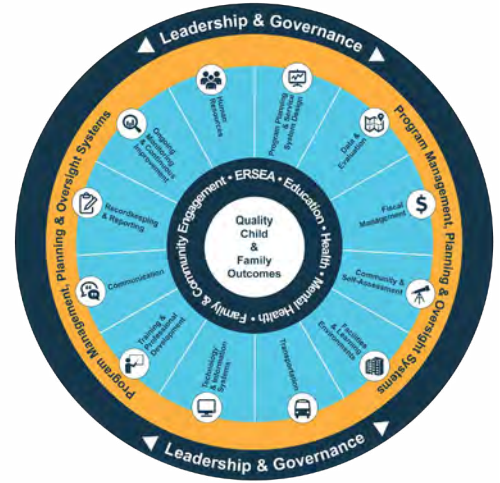
Head Start Management Systems:
Guiding Questions for Implementing the
Head Start Program Performance Standards





Head Start Management Systems: Guiding Questions for Implementing the HSPPS

Introduction

As grantees begin the development of their program-wide approach for implementation of the HSPPS, consider using the Head Start management systems wheel as a visual representation of the twelve program management, planning, and oversight systems that are critical to sound program infrastructure and high-quality service delivery. Leadership and governance, the bedrocks of effective management, are depicted as surrounding all twelve systems. Head Start program leadership consists of three key entities: governing body/Tribal Council, Policy Council, and management staff. The governing body/Tribal Council assumes legal and fiscal responsibility for the program. The Policy Council sets direction. And, the management staff oversee day-to-day operations. Together they are a powerful force that provides leadership and strategic direction. These management systems are crucial to the effective operation of the services in the inner blue circle which in turn result in quality child and family outcomes. The following questions can be used as way for programs to organize their thinking as they initiate their HSPPS implementation planning activities.





Core Ingredient	Questions to Consider
<p>Leadership & Governance</p>	<ul style="list-style-type: none"> • How do you know that the governing body/Tribal Council and Policy Council are knowledgeable about what is new in the Head Start Program Performance Standards (HSPPS) specifically regarding their roles and responsibilities as Head Start program leaders? • How does communication between governing body/ Tribal Council, Policy Council, and key management staff take place in support of program decision-making regarding implementation of the new HSPPS? • How are the governing body/Tribal Council members involved in strategic planning activities? <hr/> <ul style="list-style-type: none"> • <i>Do our leadership and communication practices enable us to make the strategic decisions that will move our programs forward during and beyond the HSPPS implementation process?</i>



Management Systems	Questions to Consider
 <p>Program Planning & Service System Design</p>	<ul style="list-style-type: none"> • How does our planning process support implementation of the HSPPS? Considerations should include: <ul style="list-style-type: none"> – Community assessment review and/or update – Goal and objective development/review – Outcomes for children and families – Coordinated approaches – Action planning and time line – Ongoing monitoring results – Self-assessment results • How are the following stakeholders engaged in our program planning process? <ul style="list-style-type: none"> – Program staff – Governing body/Tribal Council members – Policy Council members – Community members and child care partners (if applicable) <hr/> <ul style="list-style-type: none"> • <i>Will our thoughtful planning efforts around implementation help us achieve our outcomes for children, families, and communities?</i>
 <p>Data & Evaluation</p>	<ul style="list-style-type: none"> • How will we enhance our data collection and analysis system to support thoughtful implementation of the HSPPS? • What well-chosen and well-implemented methods for data collection and analysis will be used to determine impact? • How does our approach to data management support the availability, usability, integrity, and security of data? <hr/> <ul style="list-style-type: none"> • <i>Does our data help us tell the story about how we achieve outcomes for our children, families, and community?</i>

Management Systems	Questions to Consider
 <p>Fiscal Management</p>	<ul style="list-style-type: none"> • Based on implementation of the HSPPS, how will we enhance, revise, or strengthen our fiscal management activities which include but are not be limited to: <ul style="list-style-type: none"> – Budget development and review – Monitoring actual expenditures against budget projections – Making major expenditures – Audit activities • How will we engage staff, governing body/Tribal Council and Policy Council members in fiscal management activities? • How does our budgeting process inform resource development? • If applicable, how are we using advisory committees to support fiscal management activities? <hr/> <ul style="list-style-type: none"> • <i>Have we engaged our leadership appropriately in all aspects of fiscal management?</i>
 <p>Community & Self-Assessment</p>	<ul style="list-style-type: none"> • How does our community assessment align with the service needs of children and families? Does our community assessment include school and child care data? How will the community assessment inform our program planning process? • Do we need to re-examine our self-assessment process? How is it informed by our program planning process? Who is engaged in the process? • How are the results of our self-assessment shared with staff and program leadership? <hr/> <ul style="list-style-type: none"> • <i>Do our data collection and analysis activities inform the way our programs deliver services in accordance with the HSPPS?</i>



Management Systems	Questions to Consider
 <p>Facilities & Learning Environments</p>	<ul style="list-style-type: none"> • How does our system for managing and monitoring facilities and learning environments ensure that we meet new health and safety requirements? • How do our indoor and outdoor learning environments support the needs of children, families, and staff? • Based on full implementation of the HSPPS, is there any long range planning that needs to be addressed regarding our facilities? <hr/> <ul style="list-style-type: none"> • <i>Do our facilities and learning environments provide safe and challenging places that support our children and families?</i>
 <p>Transportation</p>	<ul style="list-style-type: none"> • How is our transportation system aligned with the needs of our families? • How do we monitor compliance of our transportation system with state and federal regulations? • What backup systems are in place to ensure all children are accounted for after each trip? • What are the budget implications of our maintenance and repair efforts? <hr/> <ul style="list-style-type: none"> • <i>Does our transportation system move children safely and efficiently from one point to another?</i>
 <p>Technology & Information Systems</p>	<ul style="list-style-type: none"> • How does our technology (hardware or software) align with our program operations and planning activities? • Do we need to make any changes to our data system to ensure confidentiality of records? <hr/> <ul style="list-style-type: none"> • <i>Do we have the right technology in place to support our Head Start program?</i>

Management Systems	Questions to Consider
 <p>Training & Professional Development</p>	<ul style="list-style-type: none"> • How does our approach to a coordinated training and professional development system address staff strengths and identify areas of needed support regarding intensive coaching? • How do our training and professional development plans address the knowledge and skills needed to meet our program’s goals and objectives? • How is our program using reflective supervision in support of standards implementation? <hr/> <ul style="list-style-type: none"> • <i>Do our training and professional development activities enable our staff and volunteers to move our Head Start programs from compliance to excellence?</i>
 <p>Communication</p>	<ul style="list-style-type: none"> • How does our communication system address both internal and external communication regarding the implementation of the HSPPS? • How do our communications policies and procedures address key issues and ensure confidentiality? • What communication approaches are used to meet the needs of culturally and linguistically specific populations? <hr/> <ul style="list-style-type: none"> • <i>Does our program communicate effectively with internal and external stakeholders, including the Regional Office?</i>
 <p>Recordkeeping & Reporting</p>	<ul style="list-style-type: none"> • How will our recordkeeping and reporting system use technology to manage information including building and maintaining institutional memory? • How do our recordkeeping and reporting policies and procedures address key issues such as confidentiality? • How does our reporting system provide program leadership (governing body/Tribal Council, Policy Council) with key information to make decisions in a timely and thorough manner? • How does our recordkeeping and reporting system generate real-time reports that improve program services? <hr/> <ul style="list-style-type: none"> • <i>Does our recordkeeping and reporting system help our program achieve outcomes for children, families, and communities?</i>

Management Systems	Questions to Consider
 <p>Ongoing Monitoring & Continuous Improvement</p>	<ul style="list-style-type: none"> • How do ongoing monitoring results inform our program operations, planning processes, and continuous quality improvement? • What is the timeline for ongoing monitoring activities? • How are staff trained and engaged in ongoing monitoring efforts? • How are the results of our ongoing monitoring shared with staff and program leadership? <hr/> <ul style="list-style-type: none"> • <i>Does our ongoing monitoring system support our planning efforts and ensure continuous ongoing quality improvement?</i>
 <p>Human Resources</p>	<ul style="list-style-type: none"> • How does our organizational structure support our staff to provide high-quality services to children and families? • What is our process for hiring and onboarding staff including completion of required criminal background checks? • Does our process for hiring and onboarding include culturally responsive practices? • How do we ensure that staff members have the appropriate credentials as set forth in the HSPPS and have acquired the needed competencies to fulfill their job responsibilities? • How do our budgeting efforts support human resource activities in relationship to the implementation of the HSPPS? <hr/> <ul style="list-style-type: none"> • <i>Does our program effectively meet the professional development needs of our staff?</i>

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