


 THE NATIONAL CENTER ON  
 Program Management  
 and Fiscal Operations

## Head Start A to Z: Human Resources Part I



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 Mary Mackrain, PMFO Senior TTA Associate  
 2014 Birth to Three Institute  
 July 30, 2014  
 Washington, D.C.




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## Nifty Notes


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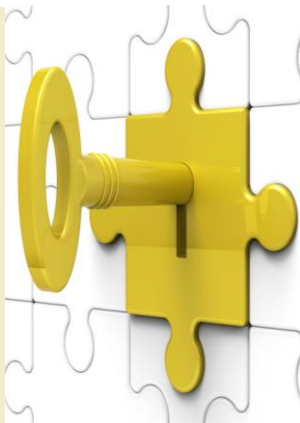
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### Key Message

Relationship-building is at the heart of effective leadership




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## Session Outcomes

- Identify your role & relationship with important HR stakeholders
- Identify what you need to know, do & oversee about your program's organizational structure and human resource requirements
- Explore how reflective practice can enhance your supervision and effectiveness as a new leader



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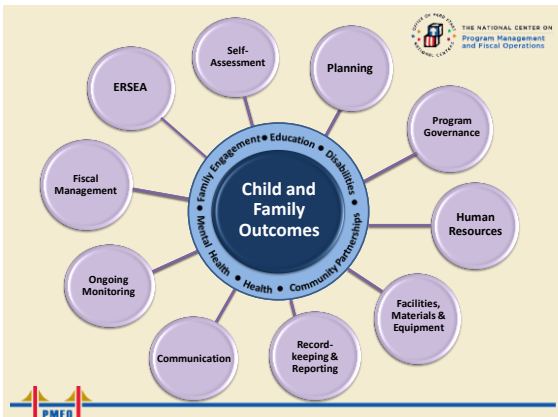
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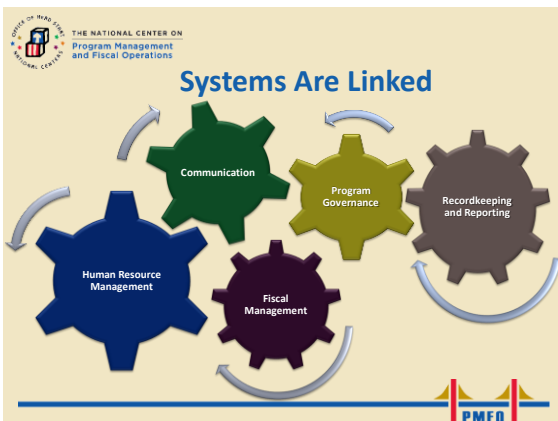
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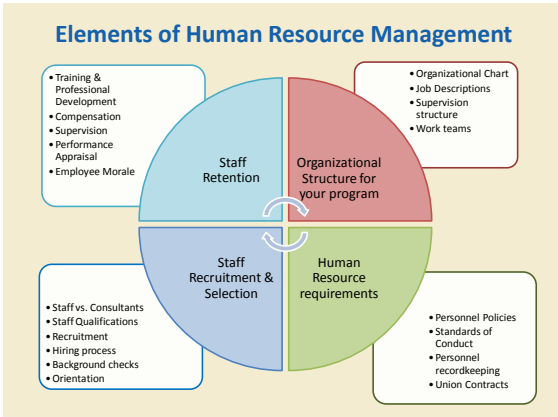
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**Human Resource Organizational Scan**

**An Activity**

What are your responsibilities for HR management?  
Who else do you work with to carry that out?



The slide includes the logo for THE NATIONAL CENTER ON Program Management and Fiscal Operations in the top right and the PMFO logo in the bottom left.

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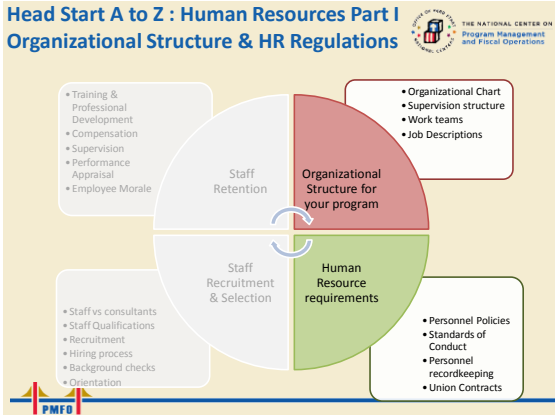
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Organizational Structure for your program



## Organizational Structure: What you need to do

Develop effective program structure	Develop effective supervision system	Assign and monitor work teams
<ul style="list-style-type: none"> <li>Consider the factors</li> <li>Understand the regulations</li> </ul>		




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Organizational Structure for your program



## su·per·vi·sion

*noun* \,sü-pär-'vi-zhən\ : the action or process of watching and directing what someone does or how something is done *for the purpose of continued improvement.*

<http://www.merriam-webster.com/dictionary/supervision>




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Organizational Structure for your program




## Elements of Supervision

**Administrative:** Oversee paperwork, explain rules & policies, monitor productivity

**Clinical/consultative:** Review casework, give guidance, teach

**Reflective:** Share exploration of parallel process, attend to all relationships and their impact on the work

(Courtesy of Mary MacKrain, Infant Mental Health Consultant)




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Organizational Structure for your program



### Defining Reflective Supervision

- “A relationship for Learning” (Shahmoon Shanok, 2007)
- “The process of examining with someone else the thoughts, feelings, actions and reactions evoked in the course of working closely with you children and their families.” (Eggbeer, Mann & Seibel, 2008)



Courtesy of Mary MacKrain, Infant Mental Health Consultant

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Organizational Structure for your program



### Using Reflective Supervision

- To assist you in becoming the new leader
- To model an effective supervision process




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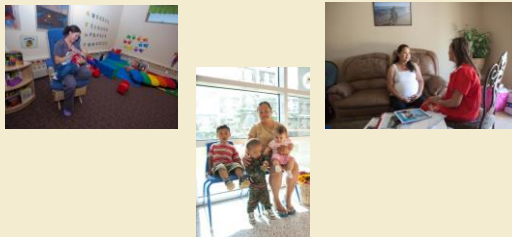
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Organizational Structure for your program



### Supervision Activity




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Organizational Structure for your program

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## team

*noun* \ 'tēm \ : a group of people coming together to reach a shared goal or task for which they hold themselves mutually accountable.

From "Growing a Team"  
<http://eclkc.ohs.acf.hhs.gov/hslc/ta-system/operations/mgmt-admin/hr/staff-dev/GrowingaTeam.htm>




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Organizational Structure for your program

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## Organizational Structure: What you need to oversee

**Development of Head Start organizational chart**

- Assign all management responsibilities, even those of consultants

**Development of Job Descriptions**

- Assure that qualifications are included
- Duties assigned




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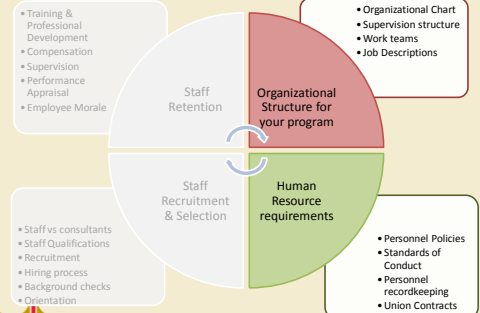
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Head Start A to Z : Human Resources Part I

### Organizational Structure & HR Regulations

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- Staff Retention:**
  - Training & Professional Development
  - Compensation
  - Supervision
  - Performance Appraisal
  - Employee Morale
- Organizational Structure for your program:**
  - Organizational Chart
  - Supervision structure
  - Work teams
  - Job Descriptions
- Human Resource requirements:**
  - Personnel Policies
  - Standards of Conduct
  - Personnel recordkeeping
  - Union Contracts
- Staff Recruitment & Selection:**
  - Staff vs consultants
  - Staff Qualifications
  - Recruitment
  - Hiring process
  - Background checks
  - Orientation




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Human Resource requirements

## Human Resource Requirements

**What you need to know**

- Federal Labor Laws
- State regulations
- HS and other funding regulations
- Union laws & regulations

**What you need to do**

Keep abreast of new HR trends, requirements & issues

**What you need to oversee**

- Personnel Policies reflect HS requirements
- Personnel records include required documentation
- Standards of conduct are developed & monitored
- Union agreements are negotiated and met

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Human Resource requirements



## Human Resource Requirements: What you need to know

Federal labor laws	State regulations	HS & other regulations	Union laws & regulations
<ul style="list-style-type: none"> <li>• Anti-discrimination laws</li> <li>• FMLA</li> <li>• Fair Labor Standards Act</li> <li>• Others</li> </ul>	<ul style="list-style-type: none"> <li>• Worker's compensation &amp; other requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Staff Qualifications (<i>HS Act Sec.648A</i>)</li> <li>• Personnel Policies (<i>45 CFR 1301.31</i>)</li> <li>• HR management (<i>45 CFR 1304.52</i>)</li> <li>• Other regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Seek a labor attorney for support</li> <li>• Head Start guidance on working with unions</li> </ul>




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Human Resource requirements



## Human Resource Requirements: What you need to do

Keep abreast of new HR trends, requirements & issues

- Affordable Care Act
- Social Media
- Inner-generational workforce issues
- Definition of family – its an evolving issue




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Human Resource Requirements

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## Human Resource Requirements: What you need to oversee

Personnel Policies	Personnel Records	Standards of Conduct	Union Agreements
<ul style="list-style-type: none"> <li>• Reflect HS requirements</li> <li>• Approved by PC &amp; GB</li> </ul>	<ul style="list-style-type: none"> <li>• Include required documentation</li> <li>• Monitor personnel records ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Include all required elements</li> <li>• Staff acknowledge review</li> <li>• Consequences for violation of standards</li> </ul>	<ul style="list-style-type: none"> <li>• Union contract negotiations</li> <li>• Compliance with union agreements</li> </ul>




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## Extend Your Learning

- Organizational Structure/Span of Control
- Organization Culture/Leadership
- Working as a Team
- Supervision
- Personnel Policies
- Working with Unions
- Labor laws and regulations





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## Thank You!!

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