



Head Start Community Program of Morris County, Inc.

POLICY FOR REFLECTIVE SUPERVISION AND MANAGEMENT COMMUNICATIONS

Purpose:

The purpose of this policy is to provide clear guidance to Head Start Community Program of Morris County, Inc. (HSCPMC) leadership staff and employees regarding program management, planning, and oversight systems in accordance with the Head Start Program Performance Standards. Reflective supervision and management communications provide a context for learning and professional development to create an environment characterized by safety, respect, professionalism, and support. This policy supports management communications and practices which are characterized by active listening, collaboration, and consistency. It is also the role of the management team to use ongoing monitoring to inform program operations, planning, and continuous quality improvement, including issues around staff performance.

Scope:

This policy applies to all HSCPMC Head Start leadership staff and employees.

Authority:

Guidance for this policy is supported by Head Start Program Performance Standards; the Board of Directors and Policy Council of HSCPMC; and the Employee Handbook of HSCPMC; the *Grow NJ Kids* Early Care and Education Programs Self-Assessment Tool; and the Program Administration Scale (PAS): Measuring Early Childhood Leadership and Management 2nd Edition (authors Teri N. Talan and Paula Jorde Bloom).

Policy:



It is the policy of HSCPMC that management team members refer to the Employee Handbook of Head Start Community Program of Morris County to check for specific policy verbiage and requirements around employee conduct that are consistent with the Head Start Program Performance Standards, applicable laws and regulations, and Standards of Conduct. Management team members are to consult with the Executive Director if there are questions about the implementation of this policy, or if additional support with staff communications is needed.

Members of the management team will document conferences with staff members using a consistent format. An H.R. staff member or another member of the management team should be present at the meeting. Conference notes (template provided) should indicate:

- Date and time of the meeting
- Names and signatures of all present or a statement by an administrator that an employee refused to sign the documentation
- Meeting agenda, including a discussion topic
- Information or message shared by the administrator/management team members
- Information or message shared by the staff member(s) participating in the meeting
- If applicable, additional data that needs to be collected as well as steps to be taken
- If appropriate, action plan, timelines, and follow-up (discuss an action plan, create timelines, and schedule a follow-up meeting)

Reflective supervision is prioritized at HSCPMC to promote a supportive and collaborative relationship between staff and management team members. The meeting agenda will be articulated in advance of the scheduled conference. During the conference, management team members are expected to exhibit active listening skills, ask thoughtful questions, and guide the staff to examine and reflect on their performance. Also, HSCPMC's process for documentation of staff performance issues includes the specific steps to help staff be successful, such as training supports, professional development resources. Guidelines for documentation of performance issues include:



- Clear description of expectations and a specific timeline for the meeting(s)
- Supports, training, and coaching that will be provided to assist the staff in successful performance, including appropriate resources and training links
- Description of conduct/performance that must change, improve, or occur
- Notation of specific dates, incidents, and impacts of conduct
- Avoidance of words like “always,” “never,” subjective judgments or vague statements
- Description of consequences if expectations are not met

In a coordinated approach, program leadership (management team with the guidance of Board of Directors and Policy Council) will serve as a quality assurance team for ongoing monitoring of program management, planning, and oversight systems. Program leadership will also review program and personnel policies and procedures on an annual basis, or more often if needed, to ensure that current policies as written support standards compliance, best practices, and continuous program improvement. Management team members report to Executive Director on assigned program areas as part of the ongoing monitoring process; outcomes data is shared with Board of Directors and Policy Council and used to guide the program improvement efforts.

Systems oversight reporting and the follow-up will occur through bi-monthly management team meetings to review ongoing monitoring outcomes and troubleshoot areas of need for each program site. Problem identification and review will include timelines for resolution and staff assignments to follow up on specific issues and areas for improvement, including a rotating schedule of program site visits by members of the management team.