



Family Advocate Performance Guide

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A. The greatest number of eligible children participates in the Head Start program as current funded slots allow.	
1. Identify and recruit Head Start-eligible families and children, including children with disabilities and underserved populations.	
Exemplary	Proactive in finding new referrals and assessing leads. Adjusts to changing population shifts. Exceeds the target number. Does not enroll over-income slots.
Acceptable	Articulates and implements an effective recruitment plan. Establishes target recruitment number based on the recruitment formula in the Family Advocate Reference Manual. Maintains a current waitlist of completed applications as referenced in the Family Advocate Reference Manual.
Marginal	Recruited enough eligible families to fill vacant slots but did not meet target recruitment number as outlined in the Family Advocate Reference Manual.
Unacceptable	Does not meet minimum requirements for this indicator.
2. Select participants for the Head Start program based on the established plans and procedures.	
Exemplary	
Acceptable	Uses the eligibility priority criteria point system and the waitlist to select children to be served.
Marginal	
Unacceptable	Does not meet minimum requirements for this indicator.
3. Maintain funded enrollment level in accordance with enrollment requirements.	
Exemplary	
Acceptable	Initial enrollment is met. All vacancies are filled within 30 days with eligible children.
Marginal	
Unacceptable	Does not meet minimum requirements for this indicator.
4. Provide appropriate follow-up when absences are frequent.	
Exemplary	
Acceptable	Follows attendance protocol for each respective area based on agency plans and procedures.
Marginal	
Unacceptable	Does not meet minimum requirements for this indicator.
B. A trusting, collaborative, partnership-building process is implemented with each family.	
1. Respect the diverse values and cultures of the families served.	
Exemplary	Independently seeks out information to develop an understanding of culturally diverse families in the program.
Acceptable	Contact and home visits are respectful of family schedules and preferences. Supports families in meeting their needs in a way that is culturally appropriate. Services and supports are implemented without imposing personal biases.
Marginal	Makes assumptions regarding the family's values and culture.
Unacceptable	Does not meet minimum requirements for this indicator.
2. Recognize and identify each family's risk and protective factors.	
Exemplary	Seeks out additional methods and tools, such as eco-mapping, to assist families in identifying their own risks and protective factors. Families are able to grow and build their own support system independently in order to manage challenges and issues.
Acceptable	Each family is encouraged to identify risks and protective factors and utilize their support system to

	manage challenges and issues. Service delivery is connected to risk and protective factors.
Marginal	Family's challenges and issues are identified but the support system provided is not applicable. Service delivery for each family does not encompass all challenges and issues.
Unacceptable	Does not meet minimum requirements for this indicator.
3. Establish professional roles and boundaries in working with families.	
Exemplary	Multiple visits with each family are made in the family's home. A system is developed and implemented to contact each family, address new needs, and formulate new goals as old goals are completed.
Acceptable	The frequency of contact is individualized to meet the needs of each family. All family goal statements have been completed "face to face." Follow-up contact with each family is driven by the goal statement.
Marginal	Families are only contacted to complete paperwork.
Unacceptable	Does not meet minimum requirements for this indicator.
4. Recognize and promote family's readiness and willingness to participate in the program.	
Exemplary	Proactive in recognizing family situation such that all families are actively engaged in the program.
Acceptable	Responds to communication within 24 hours of receipt; sooner in crisis situations. Develops and implements a plan that demonstrates accessibility and flexibility to families. Maintains contact with each family to provide follow-up services based on the Family Partnership Agreement.
Marginal	Contact with the family is not completed within the first 15 days of initial enrollment. Families did not receive continued contact throughout the year from the family advocate.
Unacceptable	Does not meet minimum requirements for this indicator.
C. Parents' lives are enhanced through active participation in the program with staff support.	
1. Orient families to the program according to the established orientation plan.	
Exemplary	Demonstrates creative ways to provide continuing education (explanation) to families throughout the year as events occur to ensure continued understanding of the program.
Acceptable	Demonstrates knowledge of the content of the family handbook. Every family is oriented to the program using the family handbook, in the family's primary language, as a guide prior to enrollment or on the first day of enrollment.
Marginal	One or more families are oriented to the program after enrollment begins. Distributes family handbook without explanation of content.
Unacceptable	Does not meet minimum requirements for this indicator.
2. Make home visits and contact the family as needed or required by agency plans and Procedures.	
Exemplary	At a minimum, all families receive a home visit in addition to attendance and emergency situations.
Acceptable	Provides a pre-arranged, face to face meeting with every family during the program year, in addition to attendance and emergency situations.
Marginal	Signed non-participation form in file with documentation that the protocol was followed.
Unacceptable	Does not meet minimum requirements for this indicator.
3. Use the family partnership pre-assessment throughout the year as a guide to help families reassess their needs.	
Exemplary	
Acceptable	Progress notes indicate follow-up on pre-assessment items throughout the year.
Marginal	
Unacceptable	Does not meet minimum requirements for this indicator.
4. Provide support to families of children with disabilities.	
Exemplary	
Acceptable	Attends and participates in Individual Family Service Plan (IFSP) meetings to support families, as

	appropriate. Provides links to resources addressing disability needs.
Marginal	
Unacceptable	Does not meet minimum requirements for this indicator.
5. Facilitate parent/guardian involvement in the program.	
Exemplary	Fosters a climate where parents are engaged in planning and implementing a program that is well received and attended by the parent group.
Acceptable	Coordinates and implements parent activities and trainings that meet the needs of and empower parents while addressing educational training topics as listed in the Head Start Program Performance Standards. Introduces and coordinates opportunities for parents/guardians participation in program leadership. Provides creative ways of delivering parent activities and trainings in order to increase parent involvement.
Marginal	Provides parent/guardian activities without parent input. Parent activities are provided but participation is stagnant or declining.
Unacceptable	Does not meet minimum requirements for this indicator.
D. Community resources are maximized through collaborations.	
1. Facilitate the delivery of services to children and families through collaboration with community partners.	
Exemplary	Connects families moving to an adjacent county with resources in that area. Assures that the referral process is immediate and seamless so that service delivery meets the needs of all families.
Acceptable	Resource guide is complete, up-to-date, and shared with all families. Demonstrates knowledge of services provided by community partners. Successfully links families with appropriate resources. Provides follow-up with families to ensure that needs are being met by community partners.
Marginal	Resource guide is shared but not up-to-date. Families are linked to resources that are not always appropriate to meet their needs. Follow-up is not consistently provided.
Unacceptable	Does not meet minimum requirements for this indicator.
2. Actively participate in community resource planning and related work to establish and foster strong partnerships.	
Exemplary	
Acceptable	Networks with other community organizations. Attends and participates in interagency meetings that address the concerns of their family caseload.
Marginal	
Unacceptable	Does not meet minimum requirements for this indicator.
E. Documentation and recordkeeping are completed timely and accurately and maintained as required by all applicable regulations.	
Exemplary	
Acceptable	Completes the Family Partnership Agreement pre- and post-assessment with the prescribed timelines. Helps families to identify goals, physically meeting with the family at a mutually agreed upon location. Reviews case files periodically to ensure all information depicts the family story. Utilizes agency software to accurately input all data within prescribed timelines. Periodically reviews computer data and generates reports for completeness and tracking service delivery.
Marginal	
Unacceptable	Does not meet minimum requirements for this indicator.
F. Teamwork among staff promotes positive growth and development of families.	
1. Actively participate in and contributes to child staffings on a regular basis.	
Exemplary	Generates a plan, utilizing a team approach, to resolve identified concerns. Attends 95 percent or more of scheduled child staffings.
Acceptable	Arrives prepared to share useful information in child staffings. Attends 90-94 percent of scheduled child staffings.

	Fulfills any designated action items on a timely basis.
Marginal	Not prepared to share needed information on children or families. Attends 60-89 percent of scheduled child staffings. Follow-up services on assigned tasks are not conducted in a timely manner.
Unacceptable	Does not meet minimum requirements for this indicator.
2. Exhibit flexibility in day-to-day operations and in providing needed services to families.	
Exemplary	
Acceptable	With supervisor's prior approval, alters daily routine or schedule to accommodate the needs of the families and other work responsibilities.
Marginal	
Unacceptable	Does not meet minimum requirements for this indicator.
3. Actively participate in two-way communication among co-workers to ensure all staff is informed of pertinent information as it pertains to the center and classroom activities.	
Exemplary	
Acceptable	Conversations are used to listen and learn about families without imposing personal biases. All pertinent information is shared with staff on a need to know basis to ensure integrated services are provided.
Marginal	
Unacceptable	Does not meet minimum requirements for this indicator.
4. Participate in activities designed to ensure program quality.	
Exemplary	Facilitates a parent or community focus group. Contributes to the success of center accreditation when appropriate by obtaining 90-100 percent of parent surveys (i.e., National Association for the Education of Young Children (NAEYC)). Distributes and collects 90-100 percent of the parent satisfaction surveys, ensuring a representative sample is obtained.
Acceptable	Participates in program self-assessment teams and PRISM activities, when requested. Contribute to the success of center accreditation when appropriate by obtaining 75% -89% of parent surveys (i.e., NAEYC). Distributes and collects 75-89 percent of the parent satisfaction surveys, ensuring a representative sample is obtained. Actively participates and provides feedback in focus groups, when requested. Provides transportation to Policy Council representatives, as well as to parents for appointments as needed.
Marginal	Distributes and collects 50-74 percent of the agency parent satisfaction surveys ensuring a representative sample is obtained. Assists in obtaining 50-74 percent of the parent surveys for center accreditation.
Unacceptable	Does not meet minimum requirements for this indicator.

Universal Standards

A. Positive relationships are developed with staff, parents, children, and the community.	
1. Build relationships based on mutual trust and rapport.	
Exemplary	Identifies, understands, and respects personal values of others and uses this understanding in daily interactions with others. Recognizes and nurtures the competencies of others.
Acceptable	Demonstrates a willingness to listen. Recognizes the needs of others. Relationships are mutual with contributions from all stakeholders. Understands and adjusts to different personalities and traits. Respects differing opinions of others even if in disagreement. Teaches and learns from others.
Marginal	Relationships are one-sided. Understands there are differences but unable to adjust approach to interaction with others.

	Difficulty acknowledging or accepting differing opinions and ideas of others.
Unacceptable	Does not meet minimum requirements for this indicator.
2. Approach all issues with a win-win attitude that respects the dignity of all parties.	
Exemplary	Creates an environment that is proactive. Breaks through barriers of resistance. Recognizes differences as opportunities for creative problem-solving and engages others to achieve desired outcomes.
Acceptable	Demonstrates a willingness to discuss differing ideas and perspectives. Able to effectively identify and agree upon the issue to be resolved. Works to achieve the end result that supports both parties and produces the agreed upon outcome.
Marginal	Discusses issues with an unrelated third party. Unable to negotiate effectively. Addresses the symptom instead of addressing the core problem. Unable to recognize and propose optional solutions.
Unacceptable	Does not meet minimum requirements for this indicator.
B. Actions and statements of staff, as a representative of the agency, promote and progress the agency mission.	
1. Convey a clear understanding of the organization's vision.	
Exemplary	Makes a substantial contribution to the continued operation and growth of the agency.
Acceptable	Communicates the philosophy of the program and agency based on the agency mission statement. Promotes the agency in a positive manner with colleagues, families, and the community. Adheres to all agency and applicable program policies and procedures.
Marginal	Has a limited understanding of the program and agency mission statement. Does not take opportunities to promote the agency with colleagues, families, and the community.
Unacceptable	Does not meet minimum requirements for this indicator.
2. Demonstrates agency and program values in job performance.	
Exemplary	Able to apply the agency code of ethics in unclear situations.
Acceptable	Adheres to the agency and applicable professional codes of ethics. Abides by agency personnel policies and procedures, including dress code. Exhibits maturity through effective time management, dependability, and self-discipline.
Marginal	Attempts implementation of the program and agency code of ethics.
Unacceptable	Does not meet minimum requirements for this indicator.
3. Staff has a general knowledge of roles and responsibilities of other positions within the program.	
Exemplary	Serves as an agency representative in the community, articulating the roles and responsibilities of all positions within the program.
Acceptable	Understands and adheres to the chain of command as set forth in the agency structure and licensing requirements. Seeks assistance from the appropriate staff position.
Marginal	Understands their position's role but not in relationship to other staff.
Unacceptable	Does not meet minimum requirements for this indicator.
C. Professional knowledge, skills, and attitudes are enhanced by the utilization of opportunities and resources available.	
Exemplary	Serves on committees, advisory boards, work groups, and task forces. Seeks new information through a variety of media, including professional development, technology, and program resources.
Acceptable	Actively participate in conferences, workshops, continuing education courses, trainings, and staff meetings as required or related to their individual professional development plan. Shares knowledge obtained with staff and parents when appropriate. Puts training into practice.
Marginal	Completes required training hours or individual professional development plan but does not put training

	into practice.
Unacceptable	Does not meet minimum requirements for this indicator.
D. Confidentiality is maintained in accordance with agency policy and according to federal, state, and local regulations.	
Exemplary	
Acceptable	Discloses information on a need to know basis and in a confidential manner. Acquires appropriate signatures to disclose records and release information. Maintains confidentiality in transmission of information via verbal, written, and electronically-generated information. Follows protocol for transporting file.
Marginal	
Unacceptable	Does not meet minimum requirements.
E. Responsibilities are carried out to a successful completion.	
1. Meet scheduled and deadlines and perform routine tasks with minimal supervision.	
Exemplary	Performs additional duties when needed. Completes assigned tasks more than 95 percent of the time.
Acceptable	Adheres to approved work schedule. Completes assigned tasks within designated timelines 85-94 percent of the time.
Marginal	A discernable pattern of tardiness or non-attendance exists. Completes assigned tasks within designated timelines 75-84 percent of the time.
Unacceptable	Does not meet minimum requirements for this indicator.
2. Possess and maintain the necessary skill level in technology systems and software required to perform individual job duties.	
Exemplary	Develops and shares technology-based tools to achieve or enhance desired outcomes. Demonstrates the ability to independently problem-solve as related to technology tools.
Acceptable	Demonstrates ability to use required office technology hardware to effectively perform job duties (e.g., computer, laminator, scanners, copy machines, digital cameras, cell phone, phone, calculator) Demonstrates ability to use required office technology software to effectively perform job duties. (e.g., Microsoft Office suite, data tracking system, communication software, computer operating system)
Marginal	Demonstrates a limited ability to use required office technology hardware to effectively perform job duties. Demonstrates a limited ability to use all required technology software to effectively perform job duties. Proficient in some software applications but not all required applications.
Unacceptable	Does not meet minimum requirements for this indicator
F. Desired results are achieved with children, parents, staff, and the community by effectively using all forms of communication.	
1. Demonstrate knowledge of and the ability to effectively use communication tools. (e.g., telephone system, email, fax)	
Exemplary	Demonstrates the ability to problem-solve as related to the use of communication tools.
Acceptable	Initiates, opens, responds, attaches, and sends documents in an email format. Able to access phone system, voicemail, and long distance. Able to send and receive faxes. Able and willing to learn new communication technology as introduced.
Marginal	Communication tools are not used effectively.
Unacceptable	Does not meet minimum requirements for this indicator.
2. Demonstrate effective and respectful oral and written communication skills with staff, parents, children, and the community.	
Exemplary	Frames negative information in a positive way. Uses multiple forms of communication to ensure understanding and clarity. Celebrates and seeks to learn more about cultural, individual, and linguistic differences. Empowers others to lead in two-way communication and seeks first to understand. Free of grammatical errors and uses expanded vocabulary to promote growth in the recipient.

Acceptable	<p>Uses a more positive mode of communication for the recipient or event.</p> <p>Responds to communication within 24 hours of receipt; sooner in crisis situations for Head Start families.</p> <p>Accepts and responds positively to individual, cultural, and linguistic differences.</p> <p>Achieves and maintains two-way communication by actively seeking to hear and understand others' thoughts and ideas.</p> <p>Adheres to agency standards of employee conduct as it relates to communication.</p> <p>Uses proper oral and written grammar and appropriate level of vocabulary.</p>
Marginal	<p>Uses more negative than positive communications.</p> <p>Relies on one mode of communication a majority of the time.</p> <p>Fails to respond within 24 hours.</p> <p>Accepts and responds inappropriately to individual, cultural, and linguistic differences (i.e. stereotypes).</p> <p>Does not actively listen or seek to hear and understand others thoughts and ideas.</p> <p>Has consistent grammatical errors and uses inappropriate level of vocabulary.</p>
Unacceptable	<p>Does not meet minimum requirements for this indicator.</p>