Head Start A to Z, 2.0

Human Resources (HR)

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Program Management and Fiscal Operations

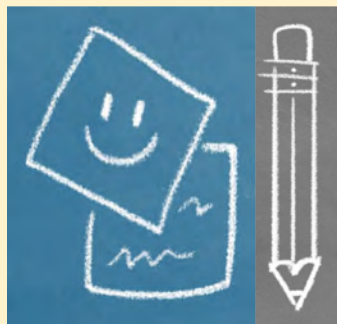Early Childhood National Centers

Learning Objectives

As a result of this session, participants will:

- Explore seven key functions of HR

- Identify how HR builds and retains a diverse, high-quality workforce

- Understand how HR systems contribute to programs' stability and capacity to meet their goals

- Learn how HR can help build a healthy organizational culture

Six Guiding Principles for A to Z, 2.0

1 Successful programs are learning organizations.

2 The effective delivery of services grows out of strong systems.

3 Sound decision-making is informed by quality data.

4 Relationship-building is at the heart of transformational leadership.

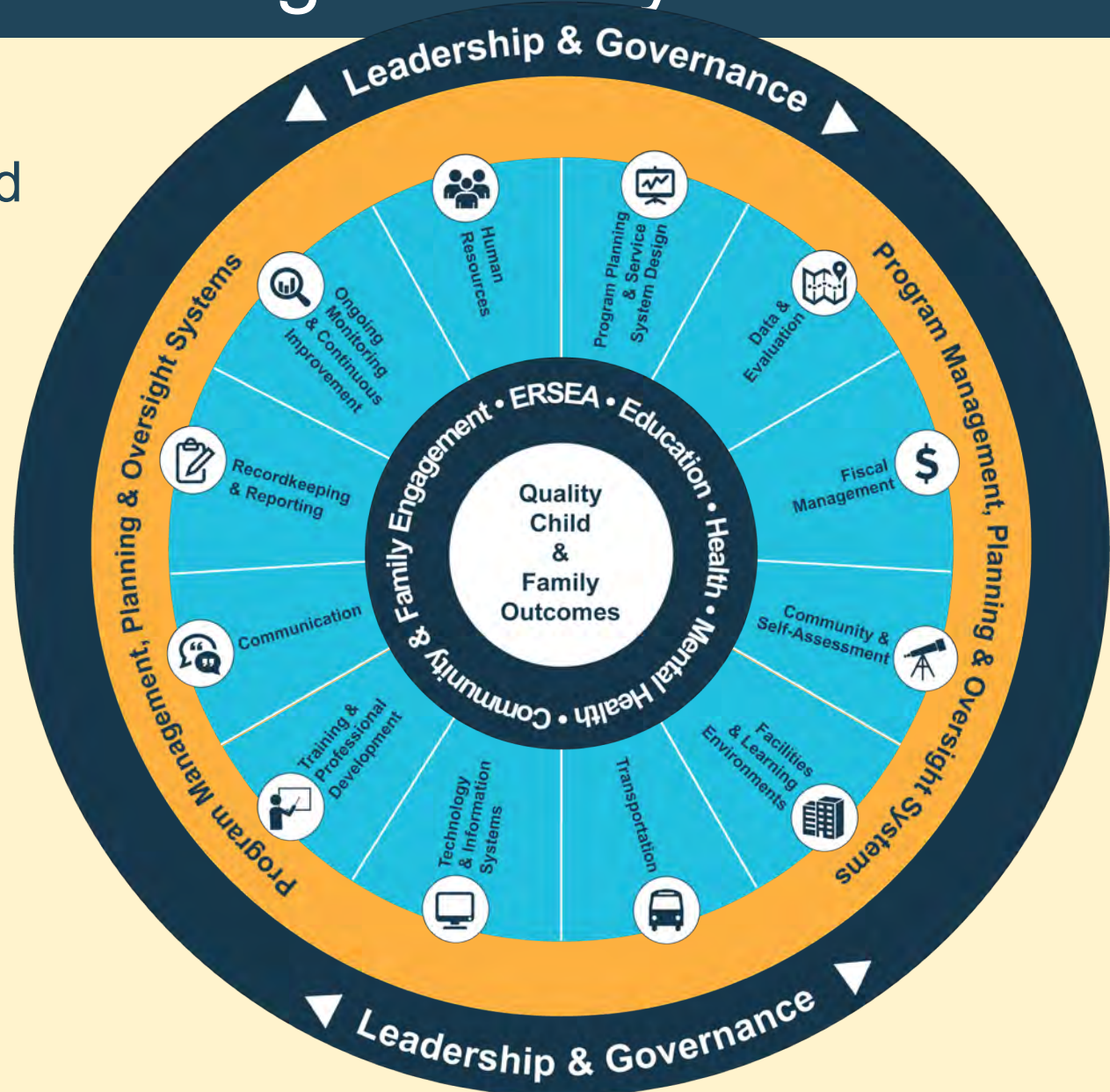**5** School readiness for all is our driving goal.

6 Culturally and linguistically diverse organizations rely on intentional, specific, and coordinated approaches.

Head Start Management Systems Wheel

Five-Year Project Period

Human Resources System

Human Resources

- Reminds us that a Head Start program is only as good as its people

- Ensures staff and volunteers have the credentials and competencies needed to fulfill responsibilities

Personnel policies, 45 CFR §1302.90
Staff qualifications and competency requirements, 45 CFR §1302.91

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HR Focus Areas

- **HR strategic planning**

- **Talent acquisition**

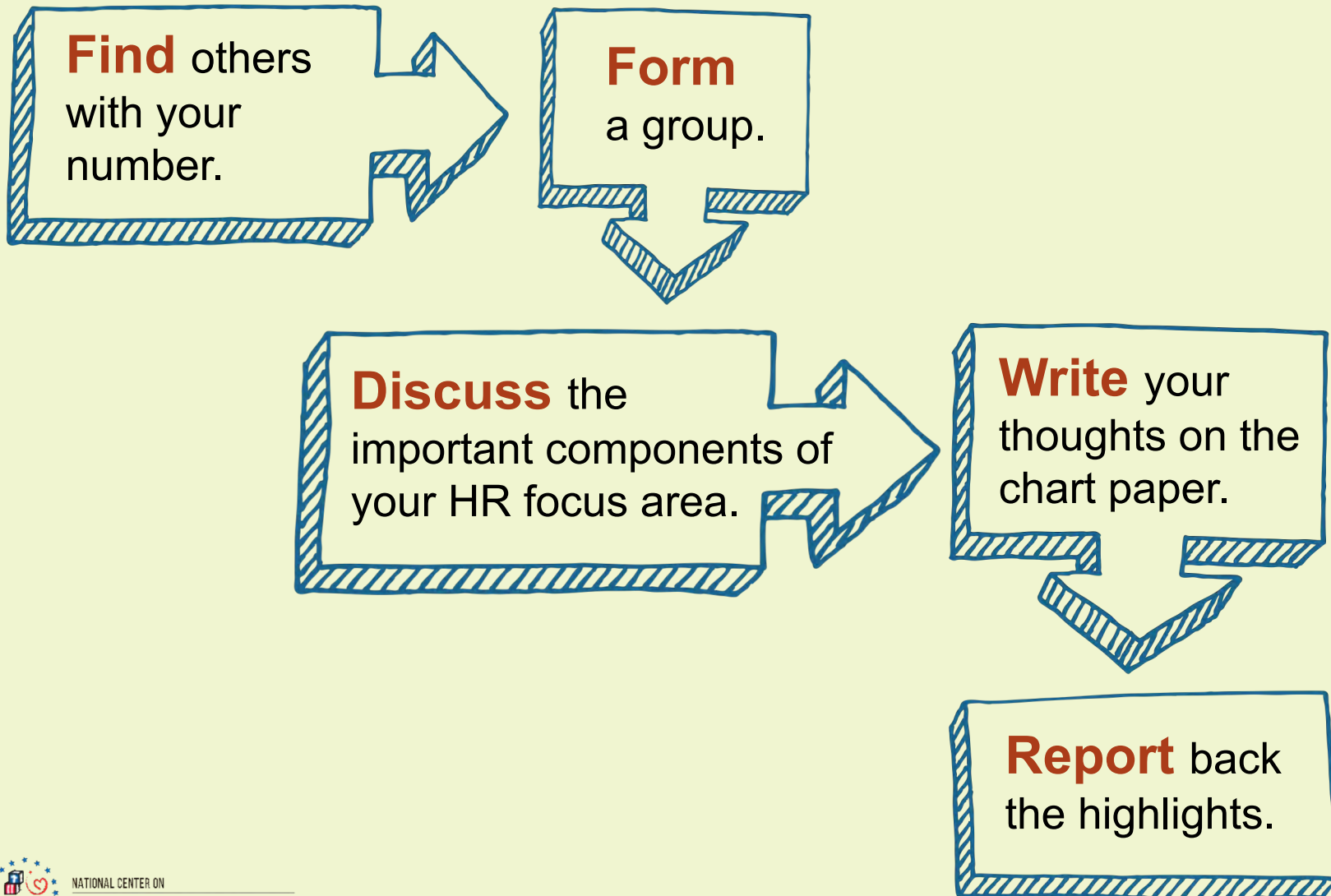- **Employee engagement and retention**

- **Learning and development**
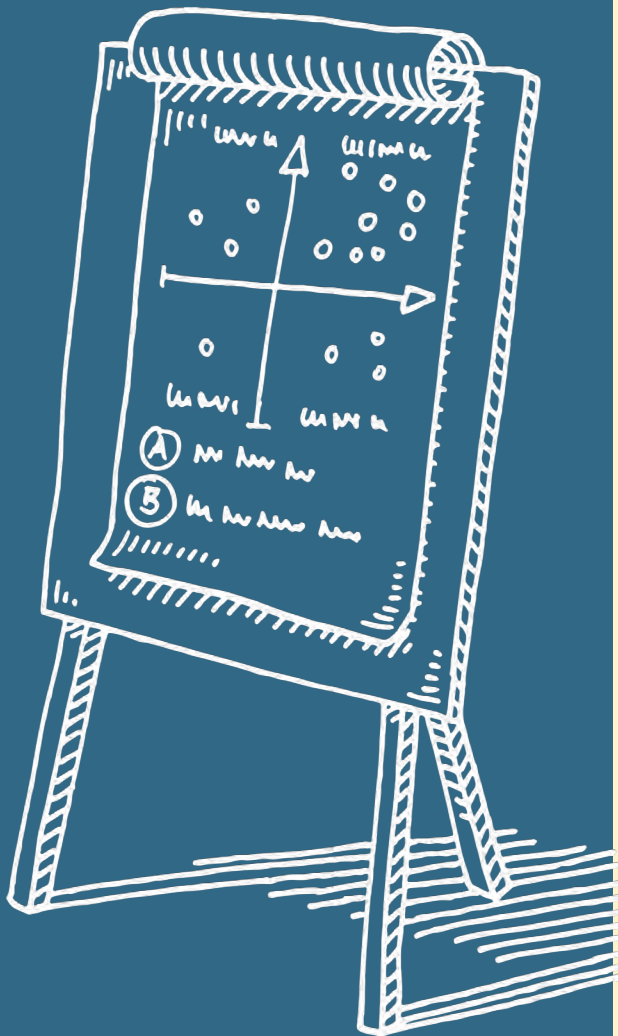
- **Culture, diversity, inclusion, and equity (CDIE)**

- **Employee and labor relations**

- **Organizational effectiveness and development**

Activity: Finding Our Baseline

Find others with your number.

Form a group.

Discuss the important components of your HR focus area.

Write your thoughts on the chart paper.

Report back the highlights.

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HR Strategic Planning

- The program's mission, vision, and values inform strategic management and planning

- Project leadership, governance, and structures

- The strategic planning process (e.g., formulating objectives, setting goals, implementing ideas, and evaluating progress)

- Strategic analysis tools, such as SWOT Analysis and scenario planning

Source: Society for Human Resource Management. *Introduction to the SHRM Body of Competency and Knowledge™*. 2018. https://www.shrm.org/certification/recertification/Documents/18-1534%202019%20BoCK_WEB.pdf

HR Planning Inputs

- How other child-serving organizations function and perform

- Staff training and professional development needs

- How program staff's skills are evolving over time

- Compensation and turnover rates per position

- Which activities may expose the organization to legal risk

- Number of work-related illnesses and injuries

- Policies promoting CDIE
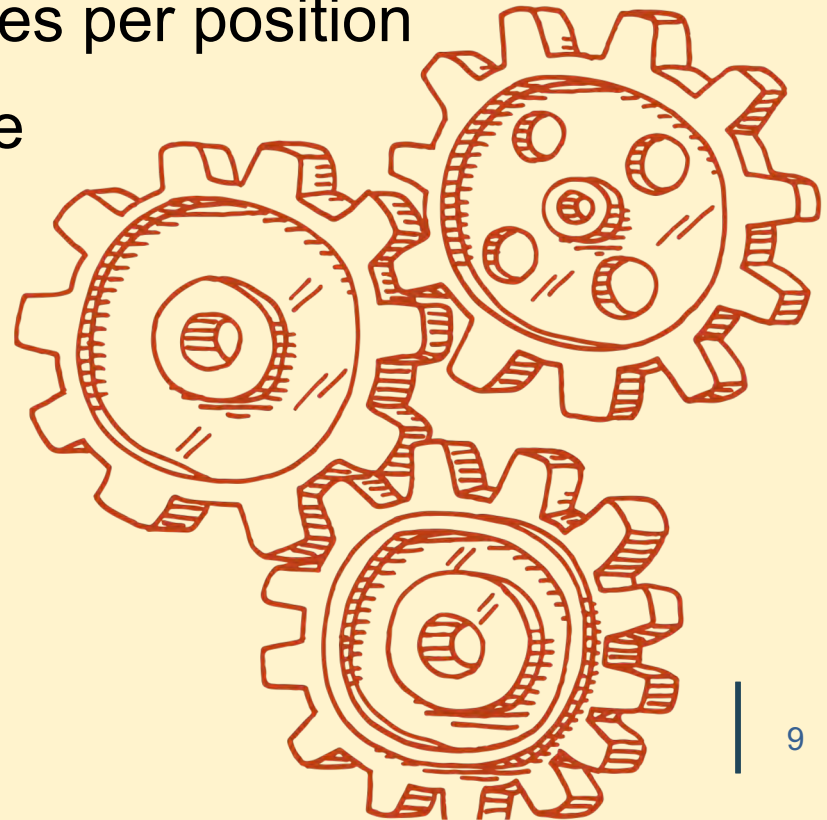
Talent Acquisition

- Create positive brand or employer identity
- Clearly define positions
- Use multiple paths for reaching qualified applicants
- Use appropriate tools for assessing competencies and fit
- Have a well-defined process for making job offers
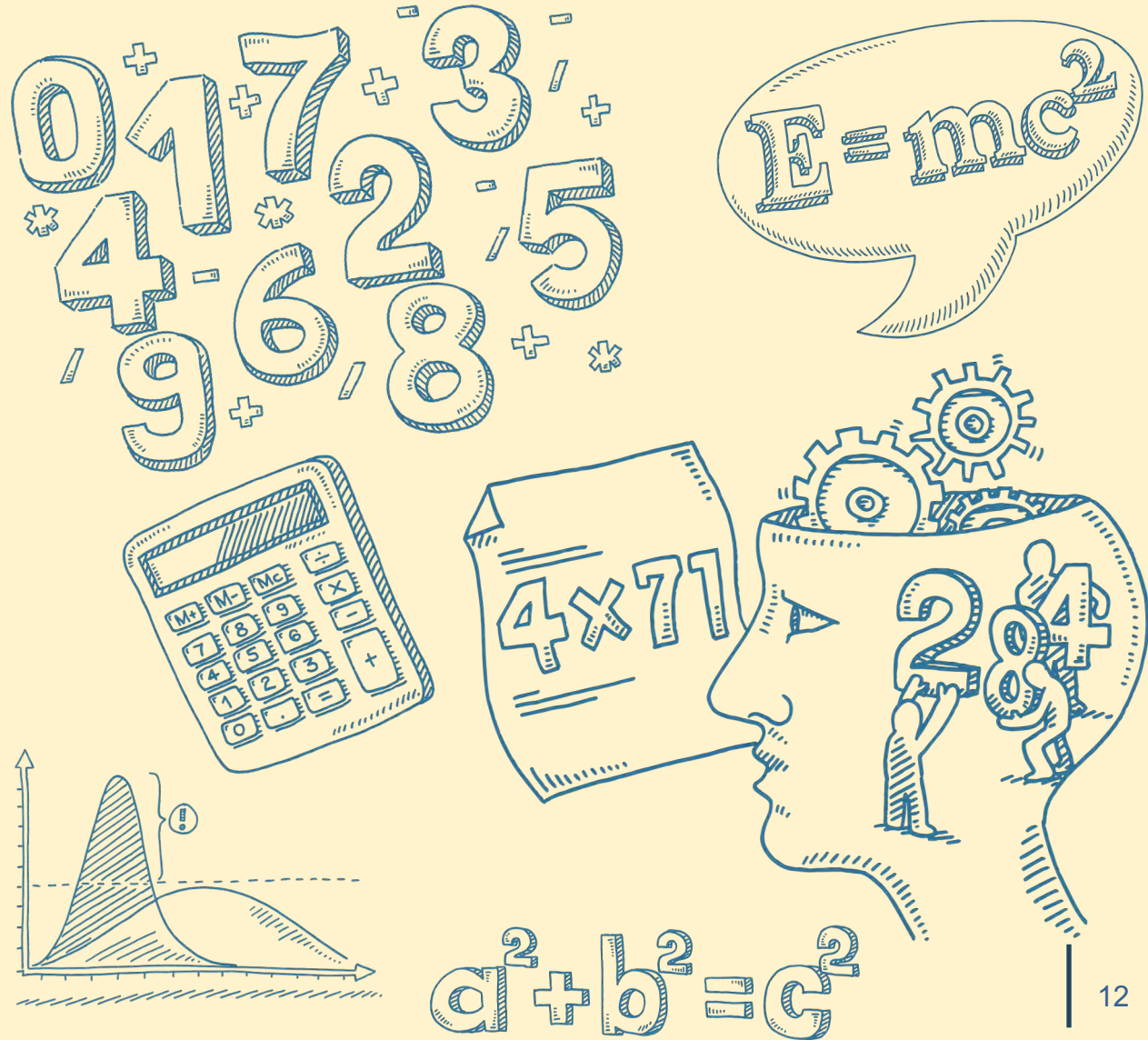- Establish and implement routine process for onboarding new hires
- Track metrics

Adapted from Society for Human Resource Management. *Introduction to the SHRM Body of Competency and Knowledge™*. 2018. https://www.shrm.org/certification/recertification/Documents/18-1534%202019%20BoCK_WEB.pdf
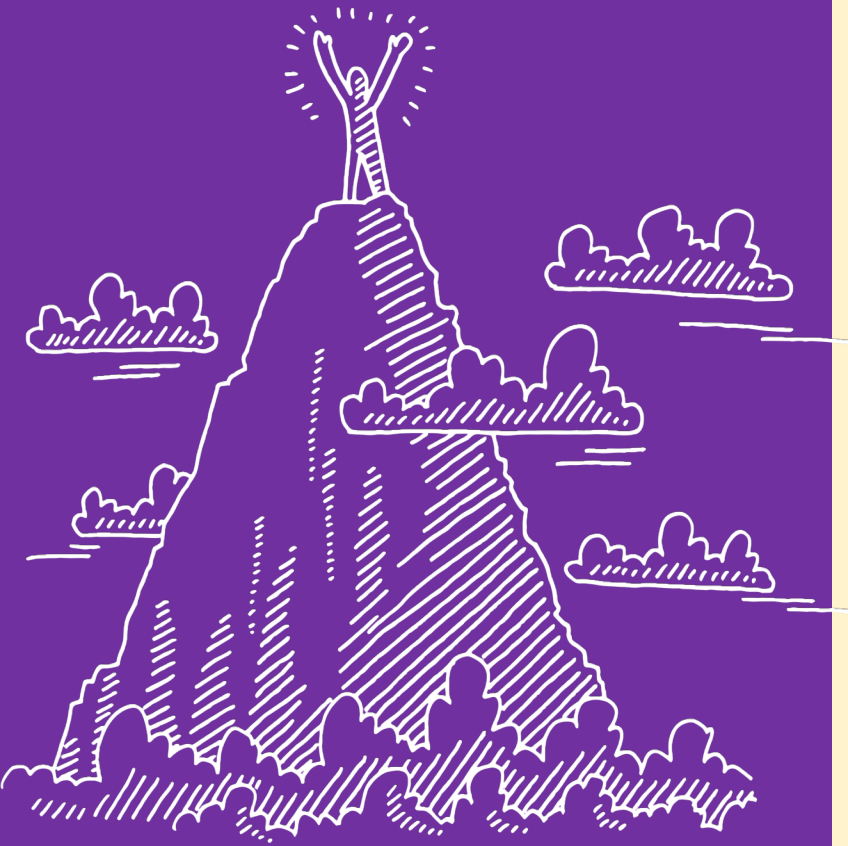
50%

of all hiring decisions are mistakes

- Peter Drucker.

12

Employee Engagement and Retention

- How to develop and maintain a positive workforce culture

- Factors that affect employees' attitudes toward work and how to improve job attitudes

- Effective approaches to performance evaluation

- How to measure HR's success at engaging and retaining employees

Adapted from Society for Human Resource Management. *Introduction to the SHRM Body of Competency and Knowledge™.* 2018. https://www.shrm.org/certification/recertification/Documents/18-1534%202019%20BoCK_WEB.pdf

The X Model of Engagement

Source: BlessingWhite, The 'X' Model of Engagement, Short Version (Jan. 27, 2012), https://www.youtube.com/watch?v=66vXiCFbKBI

Learning and Development

- Group facilitation and knowledge-sharing techniques

- Adult learning theory

- How to measure changes in knowledge, skills, and abilities

- How to measure current and newly acquired knowledge

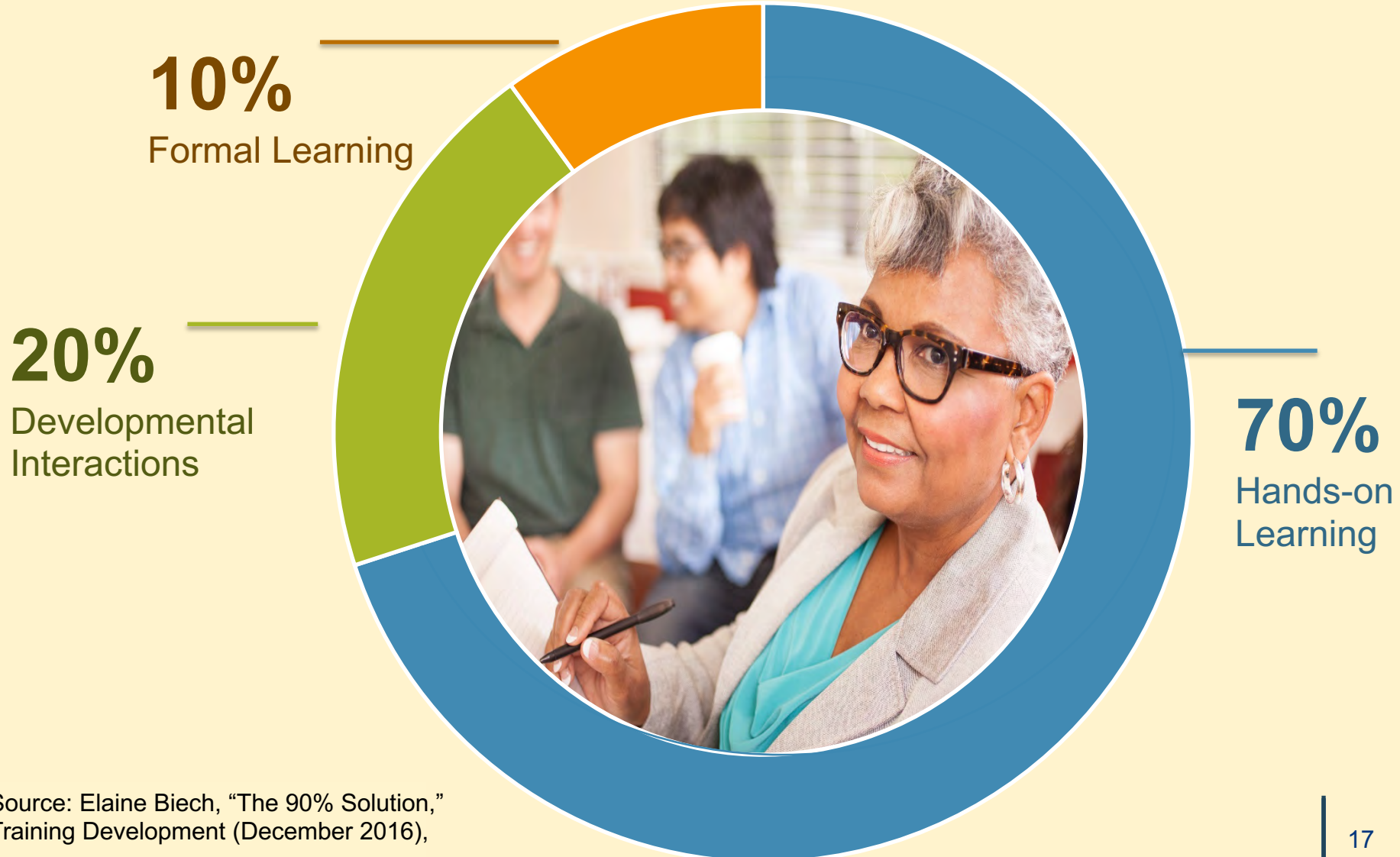- How leaders and managers can support learning and development

HSPPS and Head Start Act Requirements

- Orientation for new hires

- 15 hours of professional development per year

- Training on how to handle child abuse and neglect cases

- Training for child and family services staff on best practices for implementing family engagement strategies and improving child and family outcomes

- Intensive, evidence-based coaching for education staff who need it

- Any additional training required to meet professional development needs of education staff

- A professional development plan for every full-time employee working directly with children

Professional development, HSPPS 45 CFR §1302.92
Head Start Act Sec. 648A

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The 90% Solution

10%
Formal Learning

20%
Developmental Interactions

70%
Hands-on Learning

Source: Elaine Biech, "The 90% Solution,"
Training Development (December 2016),

Culture, Diversity, Inclusion, and Equity

- **Culture** is a complex whole that includes knowledge, beliefs, art, morals, custom, and any other capabilities and habits acquired by a person as a member of society.

- **Diversity** is the collective mixture of differences and similarities that include individual and organizational characteristics, values, beliefs, experiences, backgrounds, preferences, and behaviors.

- **Inclusion** means all individuals or groups feel welcomed, respected, and have equal opportunity to contribute to the organization's success.

- **Equity** means ensuring fair treatment of individuals; organizations dedicated to equity provide individual staff with support tailored to their needs.

Employee and Labor Relations

- Employment rights and standards

- Unfair labor practices

- How to design and implement compliance and ethics programs

- Approaches to grievance response, complaint resolution, and alternative dispute resolution

- How to conduct disciplinary investigations and administer disciplinary actions
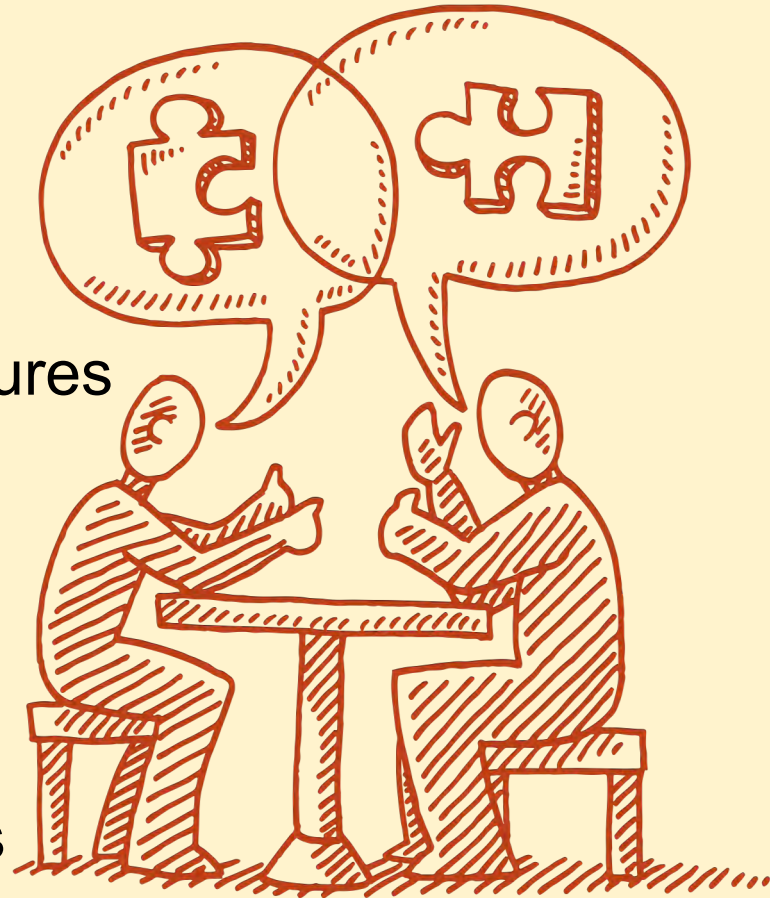
Adapted from Society for Human Resource Management. *Introduction to the SHRM Body of Competency and Knowledge™*. 2018. https://www.shrm.org/certification/recertification/Documents/18-1534%202019%20BoCK_WEB.pdf

Resolving Grievances

- Consult legal counsel (e.g., the legal representative on your governing body or Tribal Council)

- Attempt to resolve the problem through discussion in line with organizational policies and procedures

- Consider third-party arbitration if the complaint remains unresolved

- Don't forget about collective bargaining agreements if the grievance involves union members

Organizational Effectiveness and Development

- Pros and cons of different organizational structures and approaches

- Factors that influence organizational performance

- Dynamics within and between groups

- Succession planning

Source: Society for Human Resource Management. *Introduction to the SHRM Body of Competency and Knowledge™*. 2018. https://www.shrm.org/certification/recertification/Documents/18-1534%202019%20BoCK_WEB.pdf

Trouble on the team?

Look for:

- Conflicts between team members
- Poor communication
- Inability to work collaboratively
- Resistance to change
- Tired or discouraged

Key Messages

HR plays a key role in informing organizational strategic planning.

HR contributes to programs' capacity to meet their goals and helps drive continuous quality improvement.

A program is only as good as its staff.

Compliance with applicable labor laws and early childhood workforce regulations is a cornerstone of HR's work.

HR helps develop and maintain a healthy organizational culture.

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Closing Reflections

What have I learned?

What will I do with what I've learned?

What excites or concerns me about what I learned?

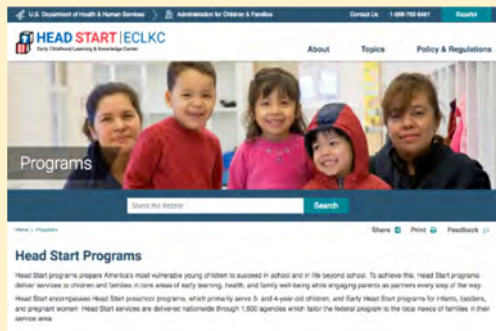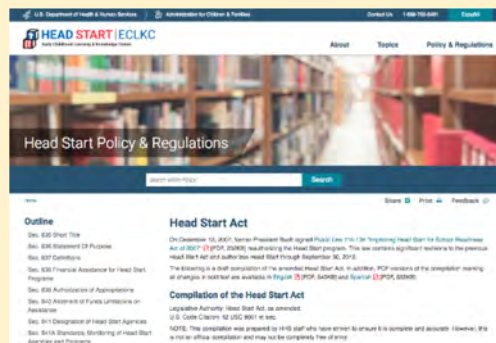Adapted from Professional Development Guides for Implementing PFCE

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