

# Jefferson County Board of Education Head Start

04CH010368

## Office of Head Start Corrective Action Plan

### DEFICIENCY 1: Standards of Conduct

**Finding:** The grantee did not ensure all staff abided by the program's Standards of Conduct refraining from maltreatment of or endangering the health and safety of children, including at a minimum, staff did not engage in corporal punishment, use emotional or physical abuse, or humiliation; and employ methods of discipline that involved isolation, the use of food as punishment or reward, or the denial of basic needs. The grantee had thirteen incident reports of staff not abiding by the Standards of Conduct from October 2016 through May 2017. The grantee provided various documentation regarding each incident including email correspondence, licensing reports, Child Protective Services (CPS) reports and grantee incident reports.

### Key Area 1: Policies and Procedures

**Narrative:** The Jefferson County Board of Education grantee will prioritize and enhance policies and procedures to strengthen positive child-adult interactions, maintain positive classroom climate and culture, build resiliency in both adults and students, and provide behavioral health supports in order to address risk factors and eliminate incidents of child abuse and neglect. To these ends, the grantee will work closely and continuously with the Office of Head Start's Region 4 Training and Technical Assistance team and other stakeholders within and outside of Jefferson County Public Schools.

The goal of the grantee is that all staff abide by the program's Standards of Conduct, refraining from maltreatment of or endangering the health and safety of children. This includes, at a minimum, that staff will not engage in corporal punishment, use emotional or physical abuse, or humiliation; or employ methods of discipline that involve isolation, the use of food as punishment or reward, or the denial of basic needs. In the plan outlined below, the grantee assures that policies will be established to ensure that employees understand expectations around the Standards of Conduct and that consequences for violations will be very serious. The grantee will continue to work closely with the Office of Head Start and provide any and all documentation that is requested and the grantee will continue to work with local agencies (i.e., Child Protective Services and Crimes Against Children Unit).

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status
				IP: In Progress O: Ongoing C: Completed
<p>A. Revision of policies and procedures to explicitly prohibit the use of corporal punishment; employment of methods of discipline that involve isolation; the binding or tying of a child to restrict movement or tape a child's mouth; the use of any form of emotional abuse, including public or private humiliation, rejecting, terrorizing, extended ignoring, or corrupting a child; the physical abuse of a child; any form of verbal abuse, including profane, sarcastic language, threats, or derogatory remarks about the child or child's family; the use of physical activity or outdoor times as a punishment or reward.</p> <ol style="list-style-type: none"> <li>1. Early Childhood Employee Standards of Conduct and Disciplinary Guidelines will be developed.</li> <li>2. Revise the required classroom postings procedure to include the Standards of Conduct. <a href="#">Classroom Postings Procedure</a></li> <li>3. The Standards of Conduct will be included in Early Childhood behavior management procedures. <a href="#">Behavior Management Procedure</a>.</li> </ol>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	June 2017	1) IP 2) C 3) C 4) IP

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
<p>B. Revision of policies and procedures to explicitly prohibit the employment of methods of discipline that involve the use of food as punishment or reward.</p> <ol style="list-style-type: none"> <li>1. Early Childhood Employee Standards of Conduct and Disciplinary Guidelines will be developed.</li> <li>2. Revise the required classroom postings procedure to include the Standards of Conduct. <a href="#">Classroom Postings Procedure</a></li> <li>3. Revision of the Behavior Management Procedure to prohibit use of food as a punishment or reward. <a href="#">Behavior Management Procedure</a> <a href="#">Child Nutrition and Food Management Procedure</a></li> </ol>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	June 2017	<ol style="list-style-type: none"> <li>1) IP</li> <li>2) C</li> <li>3) C</li> </ol>
<p>C. Revision of policies and procedures to explicitly prohibit toilet learning/training methods that punish, demean or humiliate a child.</p> <ol style="list-style-type: none"> <li>1. Early Childhood Employee Standards of Conduct and Disciplinary Guidelines will be developed.</li> <li>2. Revise the required classroom postings procedure to include the Standards of Conduct. <a href="#">Classroom Postings Procedure</a></li> <li>3. Revise toileting/diapering procedure to include language that prohibits toilet learning/training methods that punish, demean, or humiliate a child. <a href="#">Toileting/Diapering Procedure</a></li> </ol>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	June 2017	<ol style="list-style-type: none"> <li>1) IP</li> <li>2) C</li> <li>3) C</li> </ol>
<p>D. Revision of policies and procedures to strengthen promotion of the unique identity of each child and family and do not stereotype on the basis, including gender, race, ethnicity, culture, religion, disability, gender identity, sexual orientation, or family composition.</p> <ol style="list-style-type: none"> <li>1. Early Childhood Employee Standards of Conduct and Disciplinary Guidelines will be developed.</li> <li>2. Revise the required classroom postings procedure to include the Standards of Conduct. <a href="#">Classroom Postings Procedure</a></li> <li>3. Diversity Procedure will be created to list strategies for promoting diversity in the classroom and school community. <a href="#">Diversity Procedure</a></li> </ol>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	June 2017	<ol style="list-style-type: none"> <li>1) IP</li> <li>2) C</li> <li>3) C</li> </ol>
<p>E. Revision of policies and procedures to strengthen compliance with program confidentiality policies concerning personally identifiable information about children, families, and other staff members.</p> <ol style="list-style-type: none"> <li>1. Early Childhood Employee Standards of Conduct and Disciplinary Guidelines will be developed.</li> <li>2. Revise the required classroom postings procedure to include the Standards of Conduct. <a href="#">Classroom Postings Procedure</a></li> <li>3. The Standards of Conduct will be included in Early Childhood confidentiality procedures. <a href="#">Confidentiality Procedures</a></li> <li>4. In addition to inclusion in the staff handbook, procedures will be written with expectations for staff in dealing with confidential information of children,</li> </ol>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	June 2017	<ol style="list-style-type: none"> <li>1) IP</li> <li>2) C</li> <li>3) C</li> <li>4) C</li> </ol>

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
families, and other staff members. <a href="#">Confidentiality Procedure</a>				
<p>F. Revision of policies and procedures to ensure that no child is left alone or unsupervised by staff while under their care.</p> <ol style="list-style-type: none"> <li>1. Early Childhood Employee Standards of Conduct and Disciplinary Guidelines will be developed.</li> <li>2. Revise the required classroom postings procedure to include the Standards of Conduct. <a href="#">Classroom Postings Procedure</a></li> <li>3. The Standards of Conduct will be included in <a href="#">Early Childhood Active Supervision Procedures</a></li> </ol>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	June 2017	<ol style="list-style-type: none"> <li>1) IP</li> <li>2) C</li> <li>3) C</li> </ol>
<p>G. Revision of policies and procedures to explicitly prohibit discipline that involves the denial of basic needs</p> <ol style="list-style-type: none"> <li>1. Early Childhood Employee Standards of Conduct and Disciplinary Guidelines will be developed.</li> <li>2. Revise the required classroom postings procedure to include the Standards of Conduct. <a href="#">Classroom Postings Procedure</a></li> <li>3. The Standards of Conduct will be included in <a href="#">Early Childhood Active Supervision Procedures</a>.</li> </ol>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	June 2017	<ol style="list-style-type: none"> <li>1) IP</li> <li>2) C</li> <li>3) C</li> </ol>
<p>H. Development of a signature page for all newly-hired early childhood employees that outlines the Head Start Standards of Conduct and signifies the prospective employees' knowledge and agreement to abide by the Standards of Conduct.</p> <p><a href="#">Early Childhood Employee Standards of Conduct New Hire Agreement</a></p>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	October 2017	IP
<p>I. Development of procedures for assessing dispositional qualities of candidates for early childhood/Head Start instructional positions. Consideration in the hiring process will be given to candidates who demonstrate caring dispositions (empathy, compassion, rapport, respect, passion, cultural competence, being humane) that contribute to positive child-adult interactions and socio-emotional resilience. <a href="#">Dispositional Qualities for Education Professionals</a></p>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Region IV OHS T/TA, District Leadership, Human Resources, Head Start Leadership, School Administrators	October 2017	IP
<p>J. Revision of procedures for staff reassignment to non-instructional duty pending further administrative action in cases involving allegations of child abuse and neglect. Early</p>	District Leadership, Employee Relations, Human Resources,	Head Start Policy Council, Jefferson County	September 2017	IP

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
Childhood Standards of Conduct and Employee Discipline Guidelines	Head Start Leadership	Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff		
K. Development of a JCPS Human Resources Substitute Center procedure that specifies that any principal feedback on early childhood substitutes will be provided to the Early Childhood Office. The Early Childhood Office may place a substitute on a “do not return list” for all Early Childhood classrooms at all locations. <a href="#">Procedure for Do Not Return List for Early Childhood Substitutes</a>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	October 2017	IP
L. Development of a procedure for analysis of patterns of allegations of child abuse or neglect by location and determine root causes in order to develop targeted support plans by location to eliminate incidents. <a href="#">Procedure for Data Collection and Analysis of Child Abuse and Neglect Incidents</a>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	October 2017	IP

**DEFICIENCY 1: Standards of Conduct****Key Area 2: Communication and Training**

**Narrative:** The Jefferson County Board of Education grantee will prioritize and enhance ongoing training, coaching and tiered support systems to strengthen positive child-adult interactions, maintain positive classroom climate and culture, build resiliency in both adults and students, and provide behavioral health supports in order to address risk factors and eliminate incidents of child abuse and neglect. To these ends, the grantee will work closely and continuously with the Office of Head Start's Region 4 Training and Technical Assistance team and other stakeholders within and outside of Jefferson County Public Schools.

The goal of the Jefferson County Board of Education grantee is to ensure that policies and procedures are effectively and consistently communicated to all stakeholders (i.e. school/center administrators, instructional staff, JCPS Human Resources, Employee Relations and Compliance and Investigations offices) to prevent the violation of the Standards of Conduct in all classrooms and school or center locations to ensure the safety and well being of the children served. The goal of the tiered systems of support will not only be to review policies and procedures but to instill a deep understanding of what an early childhood classroom should look like and how truly important the relationship is between the staff and children.

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status
				IP: In Progress O: Ongoing C: Completed
<p>A. Communication of policies and procedures prohibiting the use of corporal punishment; the employment of methods of discipline that involve isolation; binding or tying of a child to restrict movement or tape a child's mouth; the use of any form of emotional abuse, including public or private humiliation, rejecting, terrorizing, extended ignoring, or corrupting a child; the physical abuse of a child; any form of verbal abuse, including profane, sarcastic language, threats, or derogatory remarks about the child or child's family; the use of physical activity or outdoor times as a punishment or reward.</p> <ol style="list-style-type: none"> <li>1. <a href="#">Instructional Staff Handbook</a> will be revised to include the Standards of Conduct.</li> <li>2. <a href="#">Principal Handbook</a> will be revised to include the Standards of Conduct.</li> <li>3. <a href="#">Support Staff Handbook</a> will be revised to include the Standards of Conduct.</li> <li>4. JCPS Early Childhood Behavior Management Procedure will be revised to address the Standards of Conduct. <a href="#">Behavior Management Procedure</a></li> <li>5. Annual <a href="#">Orientation</a> for returning staff will include instruction and direction on the Standards of Conduct.</li> <li>6. Training and Information will be provided to school or center administrators on procedures and policies related to the Head Start Standards of Conduct and Active Supervision. <a href="#">Principal Opening of the Year Training</a> <a href="#">Early Childhood Standards of Conduct Leadership Training</a> <a href="#">Early Childhood Principals Student Safety Training</a> <a href="#">ECH Principals Training Sign-in Sheets</a></li> <li>7. <a href="#">Onboarding</a> for new staff will include instruction and direction of the Standards of Conduct</li> <li>8. The Standards of Conduct is posted on <a href="#">Early Childhood Website</a>.</li> <li>9. Head Start Employee Newsletter (<a href="#">Peek at the Week</a>) will have weekly Standards of Conduct focus area.</li> </ol>	District Leadership, Employee Relations, Human Resources, Communications and Public Relations, Computer Education Support, Head Start Leadership, Region IV Office of Head Start Training and Technical Assistance	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff, Parents, Community	August 2017	1) C 2) C 3) C 4) C 5) O 6) O 7) O 8) C 9) O 10) IP 10/23/17 11) O 12) IP 13) IP 14) IP 15) C 16) O 17) O

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
<p>10. Standards of Conduct and Staff Resiliency posters are posted in every Head Start classroom. <a href="#">Standards of Conduct Poster</a> <a href="#">Tap Out Poster</a></p> <p>11. Staff professional development days; Sept. 22, Oct. 9, Oct. 27, Nov. 2, Jan. 2, Jan 26, Feb. 16, March 23, April 20 and May 11 will be used to provide ongoing training to Head Start staff on the Standards of Conduct, positive classroom interactions, developing resiliency strategies and support systems. <a href="#">Early Childhood Leadership Snapshot Tool (Qualities of a Highly-Effective Early Childhood Classroom)</a> <a href="#">Sept. 22 Training Materials</a> <a href="#">Procedures for Building Staff Resiliency-Tap Out System</a></p> <p>12. JCPS Head Start will provide training to administrators and staff to provide resources and strengthen the resilience of Head Start staff. Training will be provided through partners such as: Office of Head Start Region 4 Training and Technical Assistance, <a href="#">Center for Resilient Children</a>, <a href="#">Center on the Social and Emotional Foundations for Early Learning</a>, Kentucky Department of Education, JCPS Academic Support Services, Trauma Informed Care Specialist and other community agencies. <a href="#">Mental Health Resources Training for EC Leaders and Staff</a> <a href="#">Tap Out Poster</a></p> <p>13. Collaboratively plan to incorporate district Positive Behavior Intervention Supports (PBIS) to specifically target developmentally appropriate Early Childhood strategies that provide tiered levels of support to students. <a href="#">PBIS Plan</a></p> <p>14. JCPS Head Start will work collaboratively with Shine Early Learning partners to provide training to families to address Adverse Childhood Experiences (ACES), positive child-adult interactions and strategies on redirecting behavior appropriately. <a href="#">Toxic Stress and Resilience for Families</a> <a href="#">Strengthening Families KY</a> <a href="#">KY Strengthening Families 6 Protective Factors</a></p> <p>15. Seek an expanded contract with University of Louisville Kent School of Social Work to include addressing challenging student behaviors. Full range of services will include embedded coaching, family behavioral health support and individual behavior student plans. <a href="#">Mental Health Consultant Contract</a></p> <p>16. Develop <a href="#">triage menu</a> to provide follow-up support for children and families impacted by adverse childhood experiences in the classroom.</p> <p>17. Strategies for positive child - adult interactions will be embedded in professional development for bus drivers and monitors, cafeteria staff, custodial staff, school office staff and others.</p>				
<p>B. Communication of policies and procedures prohibiting the employment of methods of discipline that involve the use of food as punishment or reward.</p> <p>1. <a href="#">Instructional Staff Handbook</a> will be revised to include the Standards of Conduct.</p> <p>2. <a href="#">Principal Handbook</a> will be revised to include the Standards of Conduct.</p>	District Leadership, Employee Relations, Human Resources, Communications and Public Relations, Computer Education	Head Start Policy Council, Jefferson County Board of Education, District Leadership,	August 2017	<p>1) C</p> <p>2) C</p> <p>3) C</p> <p>4) C</p> <p>5) O</p> <p>6) O</p>



Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
<p>3. <a href="#">Support Staff Handbook</a> will be revised to include the Standards of Conduct.</p> <p>4. JCPS Early Childhood Behavior Management Procedure will be revised to address the Standards of Conduct. <a href="#">Behavior Management Procedure</a></p> <p>5. Annual <a href="#">Orientation</a> for returning staff will include instruction and direction on the Standards of Conduct.</p> <p>6. Training and information will be provided to school or center administrators on procedures and policies related to the Head Start Standards of Conduct and Active Supervision. <a href="#">Principal Opening of the Year Training</a> <a href="#">Early Childhood Standards of Conduct Leadership Training</a> <a href="#">Early Childhood Principals Student Safety Training</a> <a href="#">ECH Principals Training Sign-in Sheets</a></p> <p>7. <a href="#">Onboarding</a> for new staff will include instruction and direction of the Standards of Conduct.</p> <p>8. The Standards of conduct will be posted on <a href="#">Early Childhood Website</a>.</p> <p>9. Head Start Employee Newsletter (<a href="#">Peek at the Week</a>) will have weekly standards of Conduct focus area.</p> <p>10. Standards of Conduct and Staff Resiliency posters are posted in every Head Start classroom and in all Head Start Centers. <a href="#">Standards of Conduct Poster</a> <a href="#">Tap Out Poster</a></p> <p>11. Staff professional development days; Sept. 22, Oct. 9, Oct. 27, Nov. 2, Jan. 2, Jan 26, Feb. 16, March 23, April 20 and May 11 will be used to provide ongoing training to Head Start staff on the Standards of Conduct, positive classroom interactions, developing resiliency strategies and support systems, <a href="#">Early Childhood Leadership Snapshot Tool (Qualities of a Highly-Effective Early Childhood Classroom)</a> <a href="#">September 22 Training Materials</a> <a href="#">Procedures for Building Staff Resiliency-Tap Out System</a> <a href="#">Tap Out Poster</a></p> <p>12. JCPS Head Start will provide training to administrators and staff to provide resources and strengthen the resilience of Head Start staff. Training will be provided through partners such as: Office of Head Start Region 4 Training and Technical Assistance, <a href="#">Center for Resilient Children</a>, <a href="#">Center on the Social and Emotional Foundations for Early Learning</a>, Kentucky Department of Education, JCPS Academic Support Services, Trauma Informed Care Specialist and other community agencies. <a href="#">Behavioral Health Resources Training for EC Leaders and Staff</a> <a href="#">Tap Out Poster</a></p> <p>13. Collaboratively plan to incorporate district Positive Behavior Intervention Supports (PBIS) to specifically target developmentally appropriate Early Childhood strategies that provide tiered levels of support to students. <a href="#">PBIS Plan</a></p> <p>14. JCPS Head Start will work collaboratively with Shine Early Learning partners to provide training to families to address Adverse Childhood Experiences (ACES), positive child-adult interactions and strategies on redirecting</p>	Support, Head Start Leadership	School/Center Administrators, Head Start Instructional Staff, Parents, Community		<p>7) O</p> <p>8) C</p> <p>9) O</p> <p>10) IP 10/23/17</p> <p>11) O</p> <p>12) IP</p> <p>13) C</p> <p>14) IP</p> <p>15) C</p> <p>16) IP</p> <p>17) IP</p>

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
<p>behavior appropriately. <a href="#">Toxic Stress and Resilience for Families Strengthening Families KY</a> <a href="#">KY Strengthening Families 6 Protective Factors</a></p> <p>15. Seek to expand the contract with University of Louisville Kent School of Social Work to respond to addressing challenging student behaviors. Full range of services will include embedded coaching, family behavioral health support and individual behavior student plans. <a href="#">Mental Health Consultant Contract</a></p> <p>16. Develop <a href="#">triage menu</a> to provide follow-up support for children and families impacted by adverse childhood experiences in the classroom.</p> <p>17. Strategies for positive child - adult interactions will be embedded in professional development for bus drivers and monitors, cafeteria staff, custodial staff, school office staff and others.</p>				
<p>C. Communication of policies and procedures prohibiting toilet learning/training methods that punish, demean or humiliate a child.</p> <p>1. <a href="#">Instructional Staff Handbook</a> will be revised to include the Standards of Conduct.</p> <p>2. <a href="#">Principal Handbook</a> will be revised to include the Standards of Conduct.</p> <p>3. <a href="#">Support Staff Handbook</a> will be revised to include the Standards of Conduct.</p> <p>4. JCPS Early Childhood Behavior Management Procedure will be revised to address the Standards of Conduct. <a href="#">Behavior Management Procedure</a></p> <p>5. Annual <a href="#">Orientation</a> for returning staff will include instruction and direction on the Standards of Conduct.</p> <p>6. Training and Information will be provided to school or center administrators on procedures and policies related to the Head Start Standards of Conduct and Active Supervision. <a href="#">Principal Opening of the Year Training</a> <a href="#">Early Childhood Standards of Conduct Leadership Training</a> <a href="#">Early Childhood Principals Student Safety Training</a> <a href="#">ECH Principals Training Sign-in Sheets</a></p> <p>7. <a href="#">Onboarding</a> for new staff will include instruction and direction of the Standards of Conduct.</p> <p>8. The Standards of conduct will be posted on <a href="#">Early Childhood Website</a>.</p> <p>9. Head Start Employee Newsletter (<a href="#">Peek at the Week</a>) will have weekly Standards of Conduct focus area.</p> <p>10. Standards of Conduct and Staff Resiliency posters are posted in every Head Start classroom and in all Head Start Centers. <a href="#">Standards of Conduct Poster</a> <a href="#">Tap Out Poster</a></p> <p>11. Staff professional development days; Sept. 22, Oct. 9, Oct. 27, Nov. 2, Jan. 2, Jan 26, Feb. 16, March 23, April 20 and May 11 will be used to provide ongoing training to Head Start staff on the Standards of Conduct, positive classroom interactions, developing resiliency strategies and support systems. <a href="#">Early Childhood Leadership Snapshot Tool (Qualities of a Highly-Effective Early</a></p>	<p>District Leadership, Employee Relations, Human Resources, Communications and Public Relations, Computer Education Support, Head Start Leadership</p>	<p>Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff, Parents, Community</p>	<p>August 2017</p>	<p>1) C 2) C 3) C 4) C 5) O 6) O 7) O 8) C 9) O 10) IP 10/23/17 11) O 12) IP 13) IP 14) IP 15) IP 16) IP</p>



Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
<p><a href="#">Childhood Classroom</a>) <a href="#">Safety and Standards of Conduct Training Procedures for Building Staff Resiliency-Tap Out System</a> <a href="#">Tap Out Poster</a></p> <p>12. JCPS Head Start will provide training to administrators and staff to provide resources and strengthen the resilience of Head Start staff. Training will be provided through partners such as: Office of Head Start Region 4 Training and Technical Assistance, <a href="#">Center for Resilient Children</a>, <a href="#">Center on the Social and Emotional Foundations for Early Learning</a>, Kentucky Department of Education, JCPS Academic Support Services, Trauma Informed Care Specialist and other community agencies. <a href="#">Mental Health Resources Training for EC Leaders and Staff</a> <a href="#">Tap Out Poster</a></p> <p>13. Collaboratively plan to incorporate district <a href="#">Positive Behavior Intervention Supports (PBIS)</a> to specifically target developmentally appropriate Early Childhood strategies that provide tiered levels of support to students.</p> <p>14. JCPS Head Start will work collaboratively with Shine Early Learning partners to provide training to families to address Adverse Childhood Experiences (ACES), positive child-adult interactions and strategies on redirecting behavior appropriately. <a href="#">Toxic Stress and Resilience for Families Strengthening Families KY</a> <a href="#">KY Strengthening Families 6 Protective Factors</a></p> <p>15. Expanded contract with University of Louisville Kent School of Social Work to respond to addressing challenging student behaviors. Full range of services will include embedded coaching, family behavioral health support and individual behavior student plans. <a href="#">Mental Health Consultant Contract</a></p> <p>16. Develop <a href="#">triage menu</a> to provide follow-up support for children and families impacted by adverse childhood experiences in the classroom.</p> <p>17. Strategies for positive child - adult interactions will be embedded in professional development for bus drivers and monitors, cafeteria staff, custodial staff, school office staff and others.</p>				
<p>D. Communication of policies and procedures that promote the unique identity of each child and family and prohibit stereotyping on any basis, including gender, race, ethnicity, culture, religion, disability, gender identity, sexual orientation, or family composition.</p> <p>1. <a href="#">Instructional Staff Handbook</a> will be revised to include the Standards of Conduct.</p> <p>2. <a href="#">Principal Handbook</a> will be revised to include the Standards of Conduct.</p> <p>3. <a href="#">Support Staff Handbook</a> will be revised to include the Standards of Conduct.</p> <p>4. JCPS Early Childhood Behavior Management Procedure will be revised to address the Standards of Conduct. <a href="#">Behavior Management Procedure</a></p> <p>5. Annual <a href="#">Orientation</a> for returning staff will include instruction and direction on the Standards of Conduct.</p> <p>6. Training and Information will be provided to school or center administrators on procedures and policies related to the Head Start Standards of Conduct and Active</p>	District Leadership, Employee Relations, Human Resources, Communications and Public Relations, Computer Education Support, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff, Parents, Community	August 2017	<p>1) C</p> <p>2) C</p> <p>3) C</p> <p>4) C</p> <p>5) O</p> <p>6) O</p> <p>7) O</p> <p>8) C</p> <p>9) O</p> <p>10) IP 10/23/17</p> <p>11) O</p> <p>12) IP</p>

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
<p>Supervision. <a href="#">Principal Opening of the Year Training</a> <a href="#">Early Childhood Standards of Conduct Leadership Training</a> <a href="#">Early Childhood Principals Student Safety Training</a> <a href="#">ECH Principals Training Sign-in Sheets</a></p> <p>7. <a href="#">Onboarding</a> for new staff will include instruction and direction of the Standards of Conduct.</p> <p>8. The Standards of conduct will be posted on <a href="#">Early Childhood Website</a>.</p> <p>9. Head Start Employee Newsletter (<a href="#">Peek at the Week</a>) will have weekly Standards of Conduct focus area.</p> <p>10. Standards of Conduct and Staff Resiliency posters are posted in every Head Start classroom and in all Head Start Centers. <a href="#">Standards of Conduct Poster</a> <a href="#">Tap Out Poster</a></p> <p>11. Staff professional development days; Sept. 22, Oct. 9, Oct. 27, Nov. 2, Jan. 2, Jan 26, Feb. 16, March 23, April 20 and May 11 will be used to provide ongoing training to Head Start staff on the Standards of Conduct, positive classroom interactions, developing resiliency strategies and support systems. <a href="#">Early Childhood Leadership Snapshot Tool (Qualities of a Highly-Effective Early Childhood Classroom)</a> <a href="#">Safety and Standards of Conduct Training Procedures for Building Staff Resiliency-Tap Out System</a> <a href="#">Tap Out Poster</a></p> <p>12. JCPS Head Start will provide training to administrators and staff to provide resources and strengthen the resilience of Head Start staff. Training will be provided through partners such as: Office of Head Start Region 4 Training and Technical Assistance, <a href="#">Center for Resilient Children</a>, <a href="#">Center on the Social and Emotional Foundations for Early Learning</a>, Kentucky Department of Education, JCPS Academic Support Services, Trauma Informed Care Specialist and other community agencies. <a href="#">Mental Health Resources Training for EC Leaders and Staff</a> <a href="#">Tap Out Poster</a></p>				
<p>E. Communication of procedures to comply with program confidentiality policies concerning personally identifiable information about children, families, and other staff members.</p> <p>1. <a href="#">Instructional Staff Handbook</a> will be revised to include the Standards of Conduct.</p> <p>2. <a href="#">Principal Handbook</a> will be revised to include the Standards of Conduct.</p> <p>3. <a href="#">Support Staff Handbook</a> will be revised to include the Standards of Conduct.</p> <p>4. JCPS Early Childhood Behavior Management Procedure will be revised to address the Standards of Conduct. <a href="#">Behavior Management Procedure</a></p> <p>5. Annual <a href="#">Orientation</a> for returning staff will include instruction and direction on the Standards of Conduct.</p> <p>6. Training and Information will be provided to school or center administrators on procedures and policies related to the Head Start Standards of Conduct and Active Supervision. <a href="#">Principal Opening of the Year Training</a> <a href="#">Early Childhood Standards</a></p>	District Leadership, Employee Relations, Human Resources, Communications and Public Relations, Computer Education Support, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff, Parents, Community	August 2017	1) C 2) C 3) C 4) C 5) O 6) O 7) O 8) C 9) O 10) IP 10/23/17 11) O 12) IP

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
<p><a href="#">of Conduct Leadership Training</a> <a href="#">Early Childhood Principals Student Safety Training</a> <a href="#">ECH Principals Training Sign-in Sheets</a></p> <p>7. <a href="#">Onboarding</a> for new staff will include instruction and direction of the Standards of Conduct.</p> <p>8. The Standards of Conduct will be posted on <a href="#">Early Childhood Website</a>.</p> <p>9. Head Start Employee Newsletter (<a href="#">Peek at the Week</a>) will have weekly Standards of Conduct focus area.</p> <p>10. Standards of Conduct and Staff Resiliency posters are posted in every Head Start classroom and in all Head Start Centers. <a href="#">Standards of Conduct Poster</a> <a href="#">Tap Out Poster</a></p> <p>11. Staff professional development days; Sept. 22, Oct. 9, Oct. 27, Nov. 2, Jan. 2, Jan 26, Feb. 16, March 23, April 20 and May 11 will be used to provide ongoing training to Head Start staff on the Standards of Conduct, positive classroom interactions, developing resiliency strategies and support systems. <a href="#">Early Childhood Leadership Snapshot Tool (Qualities of a Highly-Effective Early Childhood Classroom)</a> <a href="#">Safety and Standards of Conduct Training</a> <a href="#">Procedures for Building Staff Resiliency-Tap Out System</a> <a href="#">Tap Out Poster</a></p> <p>12. JCPS Head Start will provide training to administrators and staff to provide resources and strengthen the resilience of Head Start staff. Training will be provided through partners such as: Office of Head Start Region 4 Training and Technical Assistance, <a href="#">Center for Resilient Children</a>, <a href="#">Center on the Social and Emotional Foundations for Early Learning</a>, Kentucky Department of Education, JCPS Academic Support Services, Trauma Informed Care Specialist and other community agencies. <a href="#">Mental Health Resources Training for EC Leaders and Staff</a> <a href="#">Tap Out Poster</a></p>				
<p>F. Communication of policies and procedures to ensure that no child is ever left alone or unsupervised by staff while under their care.</p> <p>1. <a href="#">Instructional Staff Handbook</a> will be revised to include the Standards of Conduct.</p> <p>2. <a href="#">Principal Handbook</a> will be revised to include the Standards of Conduct.</p> <p>3. <a href="#">Support Staff Handbook</a> will be revised to include the Standards of Conduct.</p> <p>4. JCPS Early Childhood Behavior Management Procedure will be revised to address the Standards of Conduct. <a href="#">Behavior Management Procedure</a></p> <p>5. Annual <a href="#">Orientation</a> for returning staff will include instruction and direction on the Standards of Conduct.</p> <p>6. Training and Information will be provided to school or center administrators on procedures and policies related to the Head Start Standards of Conduct and Active Supervision. <a href="#">Principal Opening of the Year Training</a> <a href="#">Early Childhood Standards of Conduct Leadership Training</a> <a href="#">Early Childhood Principals Student Safety Training</a> <a href="#">ECH Principals Training Sign-in Sheets</a></p>	District Leadership, Employee Relations, Human Resources, Communications and Public Relations, Computer Education Support, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff, Parents, Community	August 2017	<p>1) C</p> <p>2) C</p> <p>3) C</p> <p>4) C</p> <p>5) O</p> <p>6) O</p> <p>7) O</p> <p>8) C</p> <p>9) O</p> <p>10) IP 10/23/17</p> <p>11) O</p> <p>12) IP</p>

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
<ol style="list-style-type: none"> <li>7. <a href="#">Onboarding</a> for new staff will include instruction and direction of the Standards of Conduct.</li> <li>8. The Standards of Conduct will be posted on <a href="#">Early Childhood Website</a>.</li> <li>9. Head Start Employee Newsletter (<a href="#">Peek at the Week</a>) will have weekly Standards of Conduct focus area.</li> <li>10. Standards of Conduct and Staff Resiliency posters are posted in every Head Start classroom and in all Head Start Centers. <a href="#">Standards of Conduct Poster</a> <a href="#">Tap Out Poster</a></li> <li>11. Staff professional development days; Sept. 22, Oct. 9, Oct. 27, Nov. 2, Jan. 2, Jan 26, Feb. 16, March 23, April 20 and May 11 will be used to provide ongoing training to Head Start staff on the Standards of Conduct, positive classroom interactions, developing resiliency strategies and support systems. <a href="#">Early Childhood Leadership Snapshot Tool (Qualities of a Highly-Effective Early Childhood Classroom)</a> <a href="#">Safety and Standards of Conduct Training</a> <a href="#">Procedures for Building Staff Resiliency-Tap Out System</a> <a href="#">Tap Out Poster</a></li> <li>12. JCPS Head Start will provide training to administrators and staff to provide resources and strengthen the resilience of Head Start staff. Training will be provided through partners such as: Office of Head Start Region 4 Training and Technical Assistance, <a href="#">Center for Resilient Children</a>, <a href="#">Center on the Social and Emotional Foundations for Early Learning</a>, Kentucky Department of Education, JCPS Academic Support Services, Trauma Informed Care Specialist and other community agencies. <a href="#">Mental Health Resources Training for EC Leaders and Staff</a> <a href="#">Tap Out Poster</a></li> </ol>				
<p>G. Communication of policies and procedures prohibiting discipline that involves the denial of basic needs.</p> <ol style="list-style-type: none"> <li>1. <a href="#">Instructional Staff Handbook</a> will be revised to include the Standards of Conduct.</li> <li>2. <a href="#">Principal Handbook</a> will be revised to include the Standards of Conduct.</li> <li>3. <a href="#">Support Staff Handbook</a> will be revised to include the Standards of Conduct.</li> <li>4. JCPS Early Childhood Behavior Management Procedure will be revised to address the Standards of Conduct. <a href="#">Behavior Management Procedure</a></li> <li>5. Annual <a href="#">Orientation</a> for returning staff will include instruction and direction on the Standards of Conduct.</li> <li>6. Training and Information will be provided to school or center administrators on procedures and policies related to the Head Start Standards of Conduct and Active Supervision. <a href="#">Principal Opening of the Year Training</a> <a href="#">Early Childhood Standards of Conduct Leadership Training</a> <a href="#">Early Childhood Principals Student Safety Training</a> <a href="#">ECH Principals Training Sign-in Sheets</a></li> <li>7. <a href="#">Onboarding</a> for new staff will include instruction and direction of the Standards of Conduct.</li> </ol>	District Leadership, Employee Relations, Human Resources, Communications and Public Relations, Computer Education Support, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff, Parents, Community	August 2017	<ol style="list-style-type: none"> <li>1) C</li> <li>2) C</li> <li>3) C</li> <li>4) C</li> <li>5) O</li> <li>6) O</li> <li>7) O</li> <li>8) C</li> <li>9) C</li> <li>10) IP 10/23/17</li> <li>11) C</li> <li>12) IP</li> <li>13) IP</li> </ol>

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
<p>8. The Standards of Conduct will be posted on <a href="#">Early Childhood Website</a>.</p> <p>9. Head Start Employee Newsletter (<a href="#">Peek at the Week</a>) will have weekly Standards of Conduct focus area.</p> <p>10. Standards of Conduct and Staff Resiliency posters are posted in every Head Start classroom and in all Head Start Centers. <a href="#">Standards of Conduct Poster</a> <a href="#">Tap Out Poster</a></p> <p>11. Staff professional development days; Sept. 22, Oct. 9, Oct. 27, Nov. 2, Jan. 2, Jan 26, Feb. 16, March 23, April 20 and May 11 will be used to provide ongoing training to Head Start staff on the Standards of Conduct, positive classroom interactions, developing resiliency strategies and support systems. <a href="#">Early Childhood Leadership Snapshot Tool (Qualities of a Highly-Effective Early Childhood Classroom)</a> <a href="#">Safety and Standards of Conduct Training</a> <a href="#">Procedures for Building Staff Resiliency-Tap Out System</a> <a href="#">Tap Out Poster</a></p> <p>12. JCPS Head Start will provide training to administrators and staff to provide resources and strengthen the resilience of Head Start staff. Training will be provided through partners such as: Office of Head Start Region 4 Training and Technical Assistance, <a href="#">Center for Resilient Children</a>, <a href="#">Center on the Social and Emotional Foundations for Early Learning</a>, Kentucky Department of Education, JCPS Academic Support Services, Trauma Informed Care Specialist and other community agencies. <a href="#">Mental Health Resources Training for EC Leaders and Staff</a> <a href="#">Tap Out Poster</a></p> <p>13. JCPS Head Start will work collaboratively with Shine Early Learning partners to provide training to families to address Adverse Childhood Experiences (ACES), positive child-adult interactions and strategies on redirecting behavior appropriately. <a href="#">Toxic Stress and Resilience for Families</a> <a href="#">Strengthening Families KY</a> <a href="#">KY Strengthening Families 6 Protective Factors</a></p> <p>14. Collaboratively plan to incorporate district <a href="#">Positive Behavior Intervention Supports (PBIS)</a> to specifically target developmentally appropriate Early Childhood strategies that provide tiered level supports to students.</p> <p>15. Expanded contract with University of Louisville Kent School of Social Work to respond to addressing challenging student behaviors. Full range of services will include embedded coaching, family behavioral health support and individual behavior student plans. <a href="#">Mental Health Consultant Contract</a></p> <p>16. Develop <a href="#">triage menu</a> to provide follow-up support for children and families impacted by adverse childhood experiences in the classroom.</p> <p>17. Strategies for positive child - adult interactions will be embedded in professional development for bus drivers and monitors, cafeteria staff, custodial staff, school office staff and others.</p>				



**DEFICIENCY 1: Standards of Conduct****Key Area 3: Implementation**

**Narrative:** The Jefferson County Board of Education grantee will prioritize and enhance implementation of comprehensive systems and strategies to strengthen positive child-adult interactions, maintain positive classroom climate and culture, build resiliency in both adults and students, and provide behavioral health supports in order to address risk factors and eliminate incidents of child abuse and neglect. To these ends, the grantee will work closely and continuously with the Office of Head Start's Region 4 Training and Technical Assistance team and other stakeholders within and outside of Jefferson County Public Schools.

The goal of the Jefferson County Board of Education grantee is to ensure that policies and procedures are effectively and consistently implemented in all Head Start sites and classrooms and with all stakeholders (i.e. school/center administrators, instructional staff, instructional coaches and resource teachers, Early Childhood leadership, and JCPS leadership) to prevent the violation of the Standards of Conduct in all classrooms and school or center locations and ensure the safety and well being of the children we serve.

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status
				IP: In Progress O: Ongoing C: Completed
<p>A. Implementation of procedures prohibiting the use of corporal punishment; the employment of methods of discipline that involve isolation; the binding or tying of a child to restrict movement or tape a child's mouth; the use of any form of emotional abuse, including public or private humiliation, rejecting, terrorizing, extended ignoring, or corrupting a child; the physical abuse of a child; any form of verbal abuse, including profane, sarcastic language, threats, or derogatory remarks about the child or child's family; the use of physical activity or outdoor times as a punishment or reward</p> <ol style="list-style-type: none"> <li>1. Ongoing training will be provided. The Early Childhood district training calendar will outline the dates and content of all training events. <a href="#">Professional Learning Plan</a></li> <li>2. A Head Start Snapshot Observation tool will be used to capture the culture and climate of the classroom. Data from the Snapshot tool will be utilized to categorize classrooms into three tiers of varying support. Intensive support using the Practice Based Coaching Model will be provided to staff on the Standards of Conduct and positive adult/child interaction strategies. <a href="#">JCPS EC Classroom Snapshot Observation Tool</a> <a href="#">Early Childhood Leadership Snapshot Tool (Qualities of a Highly-Effective Early Childhood Classroom)</a></li> <li>3. Existing training modules will be enhanced through the use of Head Start-provided training materials from <a href="#">Head Start Early Childhood Learning and Knowledge Center (ECKLC)</a>.</li> <li>4. The Head Start walk-through tool will be revised to include Standards of Conduct. <a href="#">Walkthrough Monitoring Tool</a></li> <li>5. Interactive <a href="#">training videos</a> that check for understanding will be produced and used with employees when hired, annually, and for remediation purposes.</li> <li>6. Current handbooks will be revised to include the Head Start Standards of Conduct. <a href="#">Instructional Staff Handbook</a> <a href="#">Principal Handbook</a> <a href="#">Support Staff Handbook</a></li> <li>7. Current handbooks will define Corporal Punishment as: Punishment inflicted on a person's body. Punishment that involves the use of physical force to cause some</li> </ol>	District Leadership, Employee Relations, Human Resources, Communications and Public Relations, Computer Education Support, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	1) C 2) C 3) C 4) C 5) IP 6) IP 7) IP



Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
degree of pain or discomfort. <a href="#">Instructional Staff Handbook</a> <a href="#">Principal Handbook</a> <a href="#">Support Staff Handbook</a>				
<p>B. Implementation of procedures prohibiting the employment of methods of discipline that involve the use of food as punishment or reward.</p> <ol style="list-style-type: none"> <li>1. Ongoing training will be provided. The district training calendar will outline the dates and content of all training events. <a href="#">Professional Learning Plan</a></li> <li>2. A Head Start Snapshot Observation tool will be used to capture the culture and climate of the classroom. Data from the Snapshot tool will be utilized to tier classrooms into three levels of varying support. Intensive support using the Practice Based Coaching Model will be provided to staff on the Standards of Conduct and positive adult/child interaction strategies. <a href="#">JCPS EC Classroom Snapshot Observation Tool</a> <a href="#">Early Childhood Leadership Snapshot Tool (Qualities of a Highly-Effective Early Childhood Classroom)</a></li> <li>3. Existing training modules will be enhanced through the use of Head Start-provided training materials.</li> <li>4. The Head Start walk-through tool will be revised to include Standards of Conduct. <a href="#">Walkthrough Monitoring Tool</a></li> <li>5. Interactive <a href="#">training videos</a> that check for understanding will be produced and used with employees when hired, annually and for remediation purposes.</li> <li>6. Current handbooks will be revised to include the Head Start Standards of Conduct. <a href="#">Instructional Staff Handbook</a> <a href="#">Principal Handbook</a> <a href="#">Support Staff Handbook</a></li> <li>7. Staff will be provided a list of Do's and Don'ts related to the use of food in the classroom as found in the Procedures for Use of Food in the Classroom. <a href="#">Nutrition and Food Management Procedure</a></li> </ol>	District Leadership, Employee Relations, Human Resources, Communications and Public Relations, Computer Education Support, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	<ol style="list-style-type: none"> <li>1) C</li> <li>2) C</li> <li>3) C</li> <li>4) C</li> <li>5) IP</li> <li>6) IP</li> </ol>
<p>C. Implementation of procedures prohibiting toilet learning/training methods that punish, demean or humiliate a child.</p> <ol style="list-style-type: none"> <li>1. Ongoing training will be provided. The Early childhood district training calendar will outline the dates and content of all training events. <a href="#">Professional Learning Plan</a></li> <li>2. A Head Start Snapshot Observation tool will be used to capture the culture and climate of the classroom. Data from the Snapshot tool will be utilized to tier classrooms into three levels of varying support. Intense support using the Practice Based Coaching Model will be provided to staff on the Standards of Conduct and positive adult/child interaction strategies. <a href="#">JCPS EC Classroom Snapshot Observation Tool</a> <a href="#">Early Childhood Leadership Snapshot Tool (Qualities of a Highly-Effective Early Childhood Classroom)</a></li> </ol>	District Leadership, Employee Relations, Human Resources, Communications and Public Relations, Computer Education Support, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	<ol style="list-style-type: none"> <li>1) C</li> <li>2) C</li> <li>3) C</li> <li>4) C</li> <li>5) IP</li> <li>6) C</li> </ol>

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
<ol style="list-style-type: none"> <li>3. Existing training modules will be enhanced through the use of <a href="#">Toileting/Diapering Procedures</a>.</li> <li>4. The Head Start walk-through tool will be revised to include Standards of Conduct. <a href="#">Walkthrough Monitoring Tool</a></li> <li>5. Interactive <a href="#">training videos</a> that check for understanding will be produced and used with employees when hired, annually and for remediation purposes.</li> <li>6. Current handbooks will be revised to include the Head Start Standards of Conduct. <a href="#">Instructional Staff Handbook</a> <a href="#">Principal Handbook</a> <a href="#">Support Staff Handbook</a></li> <li>7. Strategies that do not punish, demean, or humiliate a child will be added to the behavior management procedures. <a href="#">Behavior Management Procedure</a></li> </ol>				
<p>D. Implementation of procedures that promote the unique identity of each child and family and do not stereotype on any basis, including gender, race, ethnicity, culture, religion, disability, gender identity, sexual orientation, or family composition.</p> <ol style="list-style-type: none"> <li>1. Ongoing training will be provided. The district training calendar will outline the dates and content of all training events. <a href="#">Professional Learning Plan</a></li> <li>2. A Head Start Snapshot Observation tool will be used to capture the culture and climate of the classroom. Data from the Snapshot tool will be utilized to tier classrooms into three levels of varying support. Intense support using the Practice Based Coaching Model will be provided to staff on the Standards of Conduct and positive adult/child interaction strategies. <a href="#">JCPS EC Classroom Snapshot Observation Tool</a> <a href="#">Early Childhood Leadership Snapshot Tool (Qualities of a Highly-Effective Early Childhood Classroom)</a></li> <li>3. Existing training modules will be enhanced through the use of Head Start-provided training materials. <a href="#">Diversity Training Module</a></li> <li>4. The Head Start walk-through tool will be revised to include Standards of Conduct. <a href="#">Walkthrough Monitoring Tool</a></li> <li>5. The Standards of Conduct will be included in the Diversity training provided to Head Start staff. <a href="#">Diversity Training Module</a></li> <li>6. <a href="#">Training modules</a> will be created that focus on the Standards of Conduct and have built-in checks for understanding.</li> <li>7. Current handbooks will be revised to include the Standards of Conduct. <a href="#">Instructional Staff Handbook</a> <a href="#">Principal Handbook</a> <a href="#">Support Staff Handbook</a></li> </ol>	District Leadership, Employee Relations, Human Resources, Communications and Public Relations, Computer Education Support, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	<ol style="list-style-type: none"> <li>1) C</li> <li>2) C</li> <li>3) C</li> <li>4) IP</li> <li>5) C</li> <li>6) IP</li> </ol>
<p>E. Implementation of procedures to comply with program confidentiality policies concerning personally identifiable information about children, families, and other staff members.</p> <ol style="list-style-type: none"> <li>1. Ongoing training will be provided. The Early Childhood district training calendar will outline the dates and content of all training events. <a href="#">Professional Learning Plan</a></li> <li>2. A Head Start Snapshot Observation tool will be used to capture the culture and climate of the classroom. Data from the Snapshot tool will be utilized to tier</li> </ol>	District Leadership, Employee Relations, Human Resources, Communications and Public Relations, Computer Education Support, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators,	August 2017	<ol style="list-style-type: none"> <li>1) C</li> <li>2) C</li> <li>3) C</li> <li>4) C</li> <li>5) IP</li> </ol>

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
<p>classrooms into three levels of varying support. Intense support using the Practice Based Coaching Model will be provided to staff on the Standards of Conduct and positive adult/child interaction strategies. <a href="#">JCPS EC Classroom Snapshot Observation Tool</a> <a href="#">Early Childhood Leadership Snapshot Tool (Qualities of a Highly-Effective Early Childhood Classroom)</a></p> <ol style="list-style-type: none"> <li>Existing training modules will be enhanced through the use of <a href="#">Safety Training Procedures and Expectations</a>.</li> <li>The Head Start walk-through tool will be revised to include Standards of Conduct. <a href="#">Walkthrough Monitoring Tool</a></li> <li>The creation of interactive <a href="#">training videos</a> that check for understanding will be produced and used with employees when hired, annually and for remediation purposes.</li> <li>Current handbooks will be revised to include the Head Start Standards of Conduct. <a href="#">Instructional Staff Handbook</a> <a href="#">Principal Handbook</a> <a href="#">Support Staff Handbook</a></li> </ol>		Head Start Instructional Staff		
<p>F. Implementation of procedures to ensure that no child is ever left alone or unsupervised by staff or volunteers while under their care.</p> <ol style="list-style-type: none"> <li>Ongoing training will be provided. The Early Childhood district training calendar will outline the dates and content of all training events. <a href="#">Professional Learning Plan</a></li> <li>A Head Start Snapshot Observation tool will be used to capture the culture and climate of the classroom. Data from the Snapshot tool will be utilized to tier classrooms into three levels of varying support. Intense support using the Practice Based Coaching Model will be provided to staff on the Standards of Conduct and positive adult/child interaction strategies. <a href="#">JCPS EC Classroom Snapshot Observation Tool</a> <a href="#">Early Childhood Leadership Snapshot Tool (Qualities of a Highly-Effective Early Childhood Classroom)</a></li> <li>Existing training modules will be enhanced through the use of <a href="#">Head Start-provided training materials</a>.</li> <li>The Head Start walk-through tool will be revised to include Standards of Conduct. <a href="#">Walkthrough Monitoring Tool</a></li> <li>Interactive <a href="#">training videos</a> that check for understanding will be produced and used with employees when hired, annually and for remediation purposes.</li> <li>Current handbooks will be revised to include the Head Start Standards of Conduct. <a href="#">Instructional Staff Handbook</a> <a href="#">Principal Handbook</a> <a href="#">Support Staff Handbook</a></li> </ol>	District Leadership, Employee Relations, Human Resources, Communications and Public Relations, Computer Education Support, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	<ol style="list-style-type: none"> <li>C</li> <li>C</li> <li>C</li> <li>C</li> <li>IP</li> </ol>
<p>G. Implementation of procedures prohibiting discipline that involved the denial of basic needs.</p> <ol style="list-style-type: none"> <li>Ongoing training will be provided. The Early Childhood district training calendar will outline the dates and content of all training events. <a href="#">Professional Learning Plan</a></li> <li>A Head Start Snapshot Observation tool will be used to capture the culture and climate of the classroom. Data from the Snapshot tool will be utilized to tier</li> </ol>	District Leadership, Employee Relations, Human Resources, Communications and Public Relations, Computer Education Support, Head Start	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center	August 2017	<ol style="list-style-type: none"> <li>C</li> <li>C</li> <li>C</li> <li>C</li> <li>IP</li> </ol>

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
<p>classrooms into three levels of varying support. Intense support using the Practice Based Coaching Model will be provided to staff on the Standards of Conduct and positive adult/child interaction strategies. <a href="#">JCPS EC Classroom Snapshot Observation Tool</a> <a href="#">Early Childhood Leadership Snapshot Tool (Qualities of a Highly-Effective Early Childhood Classroom)</a></p> <p>3. Existing training modules will be enhanced through the use of <a href="#">Safety Training Procedures and Expectations</a>.</p> <p>4. The Head Start walk-through tool will be revised to include Standards of Conduct. <a href="#">Walkthrough Monitoring Tool</a></p> <p>5. Interactive <a href="#">training videos</a> that check for understanding will be produced and used with employees when hired, annually and for remediation purposes.</p> <p>6. Current handbooks will be revised to include the Head Start Standards of Conduct. <a href="#">Instructional Staff Handbook</a> <a href="#">Principal Handbook</a> <a href="#">Support Staff Handbook</a></p>	Leadership	Administrators, Head Start Instructional Staff		

**DEFICIENCY 1: Standards of Conduct****Key Area 4: Monitoring**

**Narrative:** The Jefferson County Board of Education grantee will engage leadership at all levels in prioritizing the monitoring of systems and strategies to strengthen positive child-adult interactions, maintain positive classroom climate and culture, build resiliency in both adults and students, and provide behavioral health supports in order to address risk factors and eliminate incidents of child abuse and neglect. To these ends, the grantee will work closely and continuously with the Office of Head Start's Region 4 Training and Technical Assistance team and other stakeholders within and outside of Jefferson County Public Schools.

The goal of the Jefferson County Board of Education grantee is to ensure that adherence to policies and procedures and implementation of systems are effectively and consistently monitored in all Head Start sites and classrooms and with all stakeholders (i.e. school/center administrators, instructional staff, Instructional coaches, Early Childhood central office staff) to prevent the violation of the Standards of Conduct in all classrooms and school or center locations and ensure the safety and well being of the children we serve.

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
<p>A. Monitoring systems will be created and used to prohibit the use of corporal punishment; the employment of methods of discipline that involve isolation; the binding or tying of a child to restrict movement or tape a child's mouth; the physical abuse of a child; any form of verbal abuse, including profane, sarcastic language, threats, or derogatory remarks about the child or child's family; the use of physical activity or outdoor times as a punishment or reward.</p> <ol style="list-style-type: none"> <li>1. <a href="#">Sign-in Sheets</a> will be used to ensure that all staff attend the training sessions.</li> <li>2. Run training <a href="#">reports</a> from PD Central (Professional Development database used to track Training and Technical Assistance of Head Start staff).</li> <li>3. Signed acknowledgment forms will be given to all participants in training sessions and shared with their immediate supervisor. Forms are collected, organized, shared with supervisors and archived at the end of the year. <a href="#">Example of Acknowledgment Form</a></li> <li>4. Walkthrough document will be modified to include Standards of Conduct poster. <a href="#">Walkthrough Monitoring Tool</a></li> <li>5. Routine administrative walkthroughs and observations will be conducted. A report from the online walkthrough tool will be used to hold administrators accountable. <a href="#">Administrative Walkthrough Monitoring Tool Instructions</a> <a href="#">Administrative Walkthrough Monitoring Tool</a> <a href="#">JCPS EC Classroom Snapshot Observation Tool</a></li> <li>6. Observation log built in to <a href="#">Standards of Conduct video</a> will be monitored to ensure that all staff have viewed the contents of the video.</li> <li>7. Progress on addressing self-reported incidents will be included in monthly updates to the Jefferson County Board of Education and the Head Start Policy Council.</li> </ol>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	<ol style="list-style-type: none"> <li>1. O</li> <li>2. O</li> <li>3. O</li> <li>4. C</li> <li>5. O</li> <li>6. O</li> <li>7. IP 10/24/17</li> </ol>
<p>B. Monitoring systems will be created and used to prohibit the employment of methods of discipline that involve the use of food as punishment or reward.</p> <ol style="list-style-type: none"> <li>1. <a href="#">Sign-in Sheets</a> will be used to ensure that all staff attend the training sessions.</li> </ol>	District Leadership, Employee Relations, Human Resources, Head Start	Head Start Policy Council, Jefferson County Board of	August 2017	<ol style="list-style-type: none"> <li>1. O</li> <li>2. O</li> <li>3. O</li> <li>4. C</li> </ol>

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
<ol style="list-style-type: none"> <li>2. Run training reports from <a href="#">PD Central</a> (Professional Development database used to track Training and Technical Assistance of Head Start staff).</li> <li>3. Signed acknowledgment forms will be given to all participants in training sessions and shared with their immediate supervisor. Forms are collected, organized, shared with supervisors and archived at the end of the year. <a href="#">Example of Acknowledgment Form</a></li> <li>4. Walkthrough document will be modified to include Standards of Conduct poster. <a href="#">Walkthrough Monitoring Tool</a></li> <li>5. Routine administrative walkthroughs and observations will be conducted. A report from the online walkthrough tool will be used to hold administrators accountable. <a href="#">Administrative Walkthrough Monitoring Tool Instructions</a> <a href="#">Administrative Walkthrough Monitoring Tool</a> <a href="#">JCPS EC Classroom Snapshot Observation Tool</a></li> <li>6. Observation log built in to <a href="#">Standards of Conduct video</a> will be monitored to ensure that all staff have viewed the contents of the video.</li> <li>7. Progress on addressing self-reported incidents will be included in monthly updates to the Jefferson County Board of Education and the Head Start Policy Council.</li> </ol>	Leadership	Education, District Leadership, School/Center Administrators, Head Start Instructional Staff		<ol style="list-style-type: none"> <li>5. O</li> <li>6. O</li> <li>7. IP 10/24/17</li> </ol>
<p>C. Monitoring systems will be created and used to prohibit toilet learning/training methods that punish, demean or humiliate a child.</p> <ol style="list-style-type: none"> <li>1. <a href="#">Sign-in Sheets</a> will be used to ensure that all staff attend the training sessions.</li> <li>2. Run training reports from <a href="#">PD Central</a> (Professional Development database used to track Training and Technical Assistance of Head Start staff).</li> <li>3. Signed acknowledgment forms will be given to all participants in training sessions and shared with their immediate supervisor. Forms are collected, organized, shared with supervisors and archived at the end of the year. <a href="#">Example of Acknowledgment Form</a></li> <li>4. Walkthrough document will be modified to include Standards of Conduct poster <a href="#">Walkthrough Monitoring Tool</a></li> <li>5. Routine administrative walkthroughs and observations will be conducted. A report from the online walkthrough tool will be used to hold administrators accountable. <a href="#">Administrative Walkthrough Monitoring Tool Instructions</a> <a href="#">Administrative Walkthrough Monitoring Tool</a> <a href="#">JCPS EC Classroom Snapshot Observation Tool</a></li> <li>6. Observation log built in to <a href="#">Standards of Conduct video</a> will be monitored to ensure that all staff have viewed the contents of the video.</li> <li>7. Progress on addressing self reported incidents will be included in monthly updates to the Jefferson County Board of Education and the Head Start Policy Council.</li> </ol>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	<ol style="list-style-type: none"> <li>1. O</li> <li>2. O</li> <li>3. O</li> <li>4. C</li> <li>5. O</li> <li>6. O</li> <li>7. IP 10/24/17</li> </ol>
<p>D. Monitoring systems will be created and used to promote the unique identity of each child and family and to prohibit stereotyping on the basis, including gender, race, ethnicity, culture, religion, disability, gender identity, sexual orientation, or family composition.</p> <ol style="list-style-type: none"> <li>1. <a href="#">Sign-in Sheets</a> will be used to ensure that all staff attend the training sessions.</li> </ol>	District Leadership, Employee Relations, Human Resources, Head Start	Head Start Policy Council, Jefferson County Board of	August 2017	<ol style="list-style-type: none"> <li>1. O</li> <li>2. O</li> <li>3. O</li> <li>4. C</li> </ol>



Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
<ol style="list-style-type: none"> <li>2. Run training reports from <a href="#">PD Central</a> (Professional Development database used to track Training and Technical Assistance of Head Start staff).</li> <li>3. Signed acknowledgment forms will be given to all participants in training sessions and shared with their immediate supervisor. Forms are collected, organized, shared with supervisors and archived at the end of the year. <a href="#">Example of Acknowledgment Form</a></li> <li>4. Walkthrough document will be modified to include Standards of Conduct poster. <a href="#">Walkthrough Monitoring Tool</a></li> <li>5. Routine administrative walkthroughs and observations will be conducted. A report from the online walkthrough tool will be used to hold administrators accountable. <a href="#">Administrative Walkthrough Monitoring Tool Instructions Administrative Walkthrough Monitoring Tool JCPS EC Classroom Snapshot Observation Tool</a></li> <li>6. Observation log built in to <a href="#">Standards of Conduct video</a> will be monitored to ensure that all staff have viewed the contents of the video.</li> <li>7. Progress on addressing self-reported incidents will be included in monthly updates to the Jefferson County Board of Education and the Head Start Policy Council.</li> </ol>	Leadership	Education, District Leadership, School/Center Administrators, Head Start Instructional Staff		<ol style="list-style-type: none"> <li>5. O</li> <li>6. O</li> <li>7. IP 10/24/17</li> </ol>
<p>E. Monitoring systems will be created and used to comply with program confidentiality policies concerning personally identifiable information about children, families, and other staff members.</p> <ol style="list-style-type: none"> <li>1. <a href="#">Sign-in Sheets</a> will be used to ensure that all staff attend the training sessions</li> <li>2. Run training reports from <a href="#">PD Central</a> (Professional Development database used to track Training and Technical Assistance of Head Start staff).</li> <li>3. Signed acknowledgment forms will be given to all participants in training sessions and shared with their immediate supervisor. Forms are collected, organized, shared with supervisors and archived at the end of the year. <a href="#">Example of Acknowledgment Form</a></li> <li>4. Walkthrough document will be modified to include Standards of Conduct poster. <a href="#">Walkthrough Monitoring Tool</a></li> <li>5. Routine administrative walkthroughs and observations will be conducted. A report from the online walkthrough tool will be used to hold administrators accountable. <a href="#">Administrative Walkthrough Monitoring Tool Instructions Administrative Walkthrough Monitoring Tool JCPS EC Classroom Snapshot Observation Tool</a></li> <li>6. Observation log built in to <a href="#">Standards of Conduct video</a> will be monitored to ensure that all staff have viewed the contents of the video.</li> <li>7. Progress on addressing self-reported incidents will be included in monthly updates to the Jefferson County Board of Education and the Head Start Policy Council.</li> </ol>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	<ol style="list-style-type: none"> <li>1. O</li> <li>2. O</li> <li>3. O</li> <li>4. C</li> <li>5. O</li> <li>6. O</li> <li>7. IP 10/24/17</li> </ol>
<p>F. Monitoring systems will be created and used to ensure no child is ever left alone or unsupervised by staff or volunteers while under their care.</p> <ol style="list-style-type: none"> <li>1. <a href="#">Sign-in Sheets</a> will be used to ensure that all staff attend the training sessions.</li> </ol>	District Leadership, Employee Relations, Human Resources, Head Start	Head Start Policy Council, Jefferson County Board of	August 2017	<ol style="list-style-type: none"> <li>1. O</li> <li>2. O</li> <li>3. O</li> <li>4. C</li> </ol>

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
<ol style="list-style-type: none"> <li>2. Run training reports from <a href="#">PD Central</a> (Professional Development database used to track Training and Technical Assistance of Head Start staff).</li> <li>3. Signed acknowledgment forms will be given to all participants in training sessions and shared with their immediate supervisor. Forms are collected, organized, shared with supervisors and archived at the end of the year. <a href="#">Example of Acknowledgment Form</a></li> <li>4. Walkthrough document will be modified to include Standards of Conduct poster. <a href="#">Walkthrough Monitoring Tool</a></li> <li>5. Routine administrative walkthroughs and observations will be conducted. A report from the online walkthrough tool will be used to hold administrators accountable. <a href="#">Administrative Walkthrough Monitoring Tool Instructions</a> <a href="#">Administrative Walkthrough Monitoring Tool</a> <a href="#">JCPS EC Classroom Snapshot Observation Tool</a></li> <li>6. Observation log built in to <a href="#">Standards of Conduct video</a> will be monitored to ensure that all staff have viewed the contents of the video.</li> <li>7. Progress on addressing self reported incidents will be included in monthly updates to the Jefferson County Board of Education and the Head Start Policy Council.</li> </ol>	Leadership	Education, District Leadership, School/Center Administrators, Head Start Instructional Staff		<ol style="list-style-type: none"> <li>5. O</li> <li>6. O</li> <li>7. IP 10/24/17</li> </ol>
<p>G. Monitoring systems will be created and used to prohibit discipline that involves the denial of basic needs.</p> <ol style="list-style-type: none"> <li>1. <a href="#">Sign-in Sheets</a> will be used to ensure that all staff attend the training sessions.</li> <li>2. Run training reports from <a href="#">PD Central</a> (Professional Development database used to track Training and Technical Assistance of Head Start staff).</li> <li>3. Signed acknowledgment forms will be given to all participants in training sessions and shared with their immediate supervisor. Forms are collected, organized, shared with supervisors and archived at the end of the year. <a href="#">Example of Acknowledgment Form</a></li> <li>4. Walkthrough document will be modified to include Standards of Conduct poster. <a href="#">Walkthrough Monitoring Tool</a></li> <li>5. Routine administrative walkthroughs and observations will be conducted. A report from the online walkthrough tool will be used to hold administrators accountable. <a href="#">Administrative Walkthrough Monitoring Tool Instructions</a> <a href="#">Administrative Walkthrough Monitoring Tool</a> <a href="#">JCPS EC Classroom Snapshot Observation Tool</a></li> <li>6. Observation log built in to <a href="#">Standards of Conduct video</a> will be monitored to ensure that all staff have viewed the contents of the video.</li> <li>7. Progress on addressing self-reported incidents will be included in monthly updates to the Jefferson County Board of Education and the Head Start Policy Council.</li> </ol>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	<ol style="list-style-type: none"> <li>1. O</li> <li>2. O</li> <li>3. O</li> <li>4. C</li> <li>5. O</li> <li>6. O</li> <li>7. IP 10/24/17</li> </ol>
<p>H. The Board of Education and the Head Start Policy Council will be actively engaged in monitoring progress on the implementation of the Corrective Action Plan through quarterly work sessions and other necessary means.</p>	District Leadership, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Ed, District Leadership	October 2017	O

**DEFICIENCY 2: Active Supervision**

**Finding:** The grantee did not ensure children were not left alone or unsupervised while under the care of staff. Three incidents of children being left unsupervised were reported since January 18, 2017.

**Key Area 1: Policies and Procedures**

**Narrative:** The Jefferson County Board of Education grantee will prioritize and enhance policies and procedures to strengthen positive child-adult interactions, maintain positive classroom climate and culture, build resiliency in both adults and students, and provide behavioral health supports in order to address risk factors and eliminate incidents of child abuse and neglect. To these ends, the grantee will work closely and continuously with the Office of Head Start's Region 4 Training and Technical Assistance team and other stakeholders within and outside of Jefferson County Public Schools.

The Jefferson County Board of Education grantee will strengthen all policies and procedures to ensure that children are not left alone or unsupervised while under the care of staff, contractors and volunteers. If reports are made indicating a violation, serious consequences will ensue.

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
A. Revise active supervision procedures to align with language found in the Head Start Active Supervision training materials in Head Start Early Childhood Learning and Knowledge Center (ECKLC). <a href="#">Active Supervision Procedures</a>	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	C
B. Develop an active supervision procedure for transporting students by bus, to and from school. <a href="#">Active Supervision on the Bus Procedure</a>	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	C
C. Develop new Scan and Count procedure. <a href="#">Active Supervision: Scan and Count Procedure</a>	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, HS Instructional Staff	August 2017	C

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
D. Develop a procedure for counting all students in the classroom. System will include the use of a dry erase board. <a href="#">Active Supervision: Scan and Count Procedure</a> , <a href="#">Scan and Count Board</a>	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	C
E. Revise the current required postings procedure to include the Active Supervision poster. <a href="#">Required Posting Procedure</a> , <a href="#">Active Supervision Poster</a>	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	C
F. Development of a signature page for all newly-hired early childhood employee that outlines the Head Start Standards of Conduct including active supervision and signifies the prospective employee's knowledge and agreement to abide by the Standards of Conduct. <a href="#">Early Childhood Employee Standards of Conduct New Hire Agreement</a>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	October 2017	IP
G. Training and Information will be provided to school or center administrators on procedures and policies related to the Head Start Standards of Conduct and Active Supervision. <a href="#">Principal Opening of the Year Training</a> <a href="#">Early Childhood Standards of Conduct Leadership Training</a>	District Leadership, Employee Relations, Human Resources, Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	O

**DEFICIENCY 2: Active Supervision****Key Area 2: Communications and Training**

**Narrative:** The Jefferson county board of Education grantee will prioritize providing ongoing training, coaching and other supports to strengthen positive child-adult interactions, maintain positive classroom climate and culture, build resiliency in both adults and students, and provide behavioral health supports in order to address risk factors and eliminate incidents of child abuse and neglect. To these ends, the grantee will work closely and continuously with the Office of Head Start's Region 4 Training and Technical Assistance team and other stakeholders within and outside of Jefferson County Public Schools.

The Jefferson County Board of Education grantee will communicate all policies and procedures to all Head Start/Early Head Start stakeholders, instructional, support, and administrators and leadership staff and provide ongoing training and support to ensure that children are not left alone or unsupervised while under the care of staff, contractors and volunteers.

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
A. Create, print and post in all classrooms a poster that lists the 6 Active Supervision strategies from the Head Start Active Supervision training packet on Head Start Early Childhood Learning and Knowledge Center (ECKLC). <a href="#">Active Supervision Poster</a>	Head Start Leadership, Materials Production	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	IP 10/23/17
B. Create, print and post the "Scan and Count" charts in school/center hallways and thresholds at all locations. <a href="#">Scan and Count Chart</a>	Head Start Leadership, Materials Production	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	IP 10/23/17
C. Create, print and post zoning charts in all classrooms. <a href="#">Classroom Zoning Chart</a>	Head Start Leadership, Materials Production	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	IP 10/23/17

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
D. <a href="#">Instructional Staff Handbook</a> , <a href="#">Principal Handbook</a> and <a href="#">Support Staff Handbook</a> will be updated to include Active Supervision procedures and expectations.	Head Start Leadership, Materials Production	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	July 2017	C
E. <a href="#">Instructional Staff Handbook</a> , <a href="#">Principal Handbook</a> and <a href="#">Support Staff Handbook</a> will be updated to include Active Supervision procedures and posted on the department's website.	Head Start Leadership, Materials Production	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	July 2017	C
F. An <a href="#">Active Supervision Tip of the Week</a> will be included in the weekly departmental newsletter.	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	September 2017	O
G. Ongoing training will be provided to Head Start staff on the procedures and expectations related to Active Supervision during each of the Staff Professional Development days. <a href="#">Professional Learning Plan</a>	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	O
H. <a href="#">Onboarding</a> training will be provided to new Head Start staff on the procedures and expectations related to Active Supervision.	Head Start Leadership	Head Start Policy Council, Jefferson County	October 2017	O



Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
		Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff		
I. <a href="#">Orientation training</a> will be provided annually to Head Start staff on the procedures and expectations related to Active Supervision prior to the start of the school year.	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	O
J. <a href="#">Active Supervision training video</a> will be created and will include an interactive quiz to check for understanding.	Head Start Leadership, Computer Education Support	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	October 2017	O

**DEFICIENCY 2: Active Supervision****Key Area 3: Implementation**

**Narrative:** The Jefferson County Board of Education grantee will prioritize the implementation of comprehensive systems and strategies to strengthen positive child-adult interactions, maintain positive classroom climate and culture, build resiliency in both adults and students, and provide behavioral health supports in order to address risk factors and eliminate incidents of child abuse and neglect. To these ends, the grantee will work closely and continuously with the Office of Head Start's Region 4 Training and Technical Assistance team and other stakeholders within and outside of Jefferson County Public Schools.

The grantee will implement all policies and procedures with Head Start/Early Head Start stakeholders, instructional, support, and administrators and leadership staff to ensure that children are not left alone or unsupervised while under the care of staff, contractors and volunteers.

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
A. All classrooms will display the Early Childhood National Centers poster that lists the 6 Active Supervision strategies. <a href="#">Active Supervision Poster</a>	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	October 2017	IP 10/23/17
B. "Scan and Count" charts will be consistently used by all staff. <a href="#">Scan and Count Chart</a> , <a href="#">Scan and Count Board</a>	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	October 2017	IP 10/23/17
C. Zoning charts will be consistently used by all staff. <a href="#">Classroom Zoning Chart</a>	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	October 2017	IP 10/23/17
D. <a href="#">Instructional Staff Handbook</a> , <a href="#">Principal Handbook</a> and <a href="#">Support Staff Handbook</a> will be provided to all Head Start staff and will be reviewed by Early Childhood district	Head Start Leadership	Head Start Policy Council, Jefferson County	August 2017	C

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
administrators, with specific focus on Active Supervision.		Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff		
E. Active Supervision <a href="#">training video</a> will be viewed by all Head Start employees annually. Staff will complete a quiz to demonstrate understanding of expectations. Scores will be verified to ensure understanding of the procedures and expectations.	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	October 2017	IP
F. An <a href="#">Active Supervision Tip of the Week</a> will be included in the departmental newsletter each week.	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	October 2017	O
G. Professional development day agendas and materials will be developed by the Head Start Leadership Team and used to train all Head Start staff on Active Supervision expectations and procedures. <a href="#">Safety Training Materials</a>	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	September 2017	O
H. <a href="#">Onboarding</a> agenda and materials will be developed by the Head Start Leadership Team to ensure that all new Head Start staff are trained on Active Supervision expectations and procedures.	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership,	August 2017	O

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
		School/Center Administrators, Head Start Instructional Staff		
I. <a href="#">Orientation</a> training agenda and materials will be developed by the Head Start Leadership Team on Active Supervision.	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	August 2017	O
J. The Early Childhood walkthrough tool will be revised to include the Active Supervision strategies. <a href="#">Walkthrough Monitoring Tool</a> <a href="#">JCPS EC Classroom Snapshot Observation Tool</a>	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	October 2017	C
K. The Early Childhood walkthrough tool will be revised to include Scan and Count procedures. <a href="#">Walkthrough Monitoring Tool</a> <a href="#">JCPS EC Classroom Snapshot Observation Tool</a>	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	October 2017	O
L. Active Supervision strategies will be reviewed in Head Start Principal meetings. <a href="#">Safety Training Materials</a>	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, HS Instructional Staff	September 2017	O

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status
				IP: In Progress O: Ongoing C: Completed
M. A strategic and targeted tiered support system will be utilized to provide staff ongoing training and coaching to address identified concerns in the area of Active Supervision. This system will utilize the Practice Based Coaching Model.	Head Start Leadership	Head Start Policy Council, Jefferson County Board of Education, District Leadership, School/Center Administrators, Head Start Instructional Staff	September 2017	O

**DEFICIENCY 2: Active Supervision****Key Area 4: Monitoring**

**Narrative:** The Jefferson County Board of Education grantee will prioritize monitoring of systems and strategies to strengthen positive child-adult interactions, maintain positive classroom climate and culture, build resiliency in both adults and students, and provide behavioral health supports in order to address risk factors and eliminate incidents of child abuse and neglect. To these ends, the grantee will work closely and continuously with the Office of Head Start's Region 4 Training and Technical Assistance team and other stakeholders within and outside of Jefferson County Public Schools.

The grantee will monitor the implementation of all active supervision policies and procedures by all Head Start/Early Head Start stakeholders, instructional, support, and administrators and leadership staff to ensure that children are not left alone or unsupervised while under the care of staff, contractors and volunteers. If reports are made indicating a violation, serious consequences will ensue.

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
A. The Early Childhood walkthrough tool will be used to ensure that all Head Start classrooms have the 6 Active Supervision Strategies posted in their classroom. <a href="#">Walkthrough Monitoring Tool</a>	Leadership Team, Center and school administrators	Principals, Instructional Staff, Instructional Coaches, Resource Teachers, District Leadership	September 2017	O
B. The Early Childhood walkthrough tool will be used to ensure that staff in all Head Start classrooms are consistently implementing the 6 Active Supervision Strategies. <a href="#">Walkthrough Monitoring Tool</a>	Leadership Team, Center and school administrators	Principals, Instructional Staff, Instructional Coaches, Resource Teachers, District Leadership	September 2017	O
C. The Early Childhood walkthrough tool will be used to ensure that all Head Start facilities are utilizing "Scan and Count" charts. <a href="#">Walkthrough Monitoring Tool</a>	Leadership Team, Center and school administrators	Principals, Instructional Staff, Instructional Coaches, Resource Teachers, District Leadership	September 2017	O
D. Instructional staff and Principals will sign an acknowledgment form upon receipt and review of Head Start handbooks. <a href="#">Instructional Staff Handbook</a> <a href="#">Principal Handbook</a> <a href="#">Support Staff Handbook</a>	Leadership Team, Center and school administrators	Principals, Instructional Staff, Instructional Coaches, Resource Teachers, District Leadership	September 2017	
E. Results of staff scores earned on the <a href="#">Active Supervision</a> quiz will be reviewed, analyzed and recommendations for next steps with employees will be shared with the instructional staff, supervisors and instructional coaches.	Leadership Team, Center and school administrators	Principals, Instructional Staff, Instructional Coaches, Resource Teachers, District Leadership	September 2017	O



Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
F. <a href="#">Analytics</a> from newsletter distribution will be reviewed bi-weekly at Head Start Core Leadership Team meetings and at monthly Head Start Policy Council meetings.	Leadership Team, Center and school administrators	Principals, Instructional Staff, Instructional Coaches, Resource Teachers, District Leadership	October 2017	IP 10/12/17
G. <a href="#">PD Central</a> and sign-in sheets will be used to monitor attendance of all Head Start staff at professional development days.	Leadership Team, Center and school administrators	Principals, Instructional Staff, Instructional Coaches, Resource Teachers, District Leadership	August 2017	O
H. <a href="#">PD Central</a> and sign-in sheets will be used to monitor attendance of all Head Start staff at Onboarding.	Leadership Team, Center and school administrators	Principals, Instructional Staff, Instructional Coaches, Resource Teachers, District Leadership	October 2017	O
I. The Early Childhood walkthrough data will be analyzed by Head Start Leadership and immediate attention given to any area not meeting expectation - <a href="#">Walkthrough Monitoring Data Report Example</a> Through the use of instructional Coaches and other central office staff, immediate feedback and “elbow-to-elbow” coaching occur to address concerns quickly.	Leadership Team, Center and school administrators	Principals, Instructional Staff, Instructional Coaches, Resource Teachers, District Leadership	October 2017	O
J. Any walkthrough documentation that indicates missing Scan and Count procedures will result in immediate intensive support by instructional coaches and school administrators and the Early Childhood Child Development and Education specialist. <a href="#">Walkthrough Follow-Up Communication Example</a>	Leadership Team, Center and school administrators	Principals, Instructional Staff, Instructional Coaches, Resource Teachers, District Leadership	October 2017	O
K. Assistant Superintendents and Principals will fully participate in training sessions dealing with Active Supervision.	Leadership Team, Center and school administrators	Principals, Instructional Staff, Instructional Coaches, Resource Teachers, District Leadership	October 2017	IP

**DEFICIENCY 3: Reporting Systems**

**Finding:** The grantee did not establish and maintain efficient and effective reporting systems that generate official reports for Federal, State, and local authorities, as required by applicable law. Seven incidents of staff not abiding by the Standards of Conduct were reported to the Regional Office more than 3 days after the incidents occurred. All seven incidents were reported to licensing and other agencies as required.

**Key Area 1: Policies and Procedures**

**Narrative:** The Jefferson County Board of Education grantee will ensure that the program's policies and procedures on timely reporting of incidents of maltreatment of or endangering the health and safety of children have been clarified and strengthened. The grantee assures that procedures will be established to ensure that employees understand expectations around reporting based on Federal, State, and local authorities, and as required by law and regulations. The grantee's goal is that reporting will occur in a timely manner to local agencies (i.e., Child Protective Services and Crimes Against Children Unit), JCPS departments, and Office of Head Start Regional Office according to established regulations and guidelines.

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status
				IP: In Progress O: Ongoing C: Completed
A. Written procedures regarding the mandated responsibility of all JCPS staff members, volunteers or contractors to immediately report witnessed or alleged maltreatment, abuse or neglect of Early Childhood students by staff, or witnessed or alleged staff actions that endanger the safety and well-being of Early Childhood students have been clarified and refined. <a href="#">Child Abuse Reporting Procedures</a> <a href="#">JCPS Memo on Child Abuse Reporting</a>	Early Childhood Compliance Specialist	Compliance and Investigations, Employee Relations, Principals, Staff	October 2017	C
B. Written procedures have been developed to ensure that the JCPS Early Childhood office reports in a timely manner all alleged incidents of child abuse or neglect, or alleged actions that endanger the safety and well-being of Early Childhood students to the Head Start Regional Office within 3 days after the alleged incident occurred. <a href="#">Child Abuse Reporting Procedures</a> <a href="#">JCPS Memo on Child Abuse Reporting</a>	Early Childhood Compliance Specialist	Compliance and Investigations, Employee Relations, Principals, Staff	October 2017	C

**DEFICIENCY 3: Reporting Systems****Key Area 2: Communication and Training**

**Narrative:** The Jefferson County Board of Education grantee will ensure that the program's reporting procedures will be communicated to all staff for incidents of maltreatment or endangerment of the health and safety of children. The grantee's goal is that employees understand procedures and expectations around reporting based on Federal, State, and local authorities, required law and regulations. The grantee will facilitate collaboration and communication between the JCPS Head Start, schools, centers and JCPS departments for reporting to occur in a timely manner.

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
A. Training and information will be provided to school administrators and instructional staff and support staff (teachers, instructional assistants, instructional coaches, ECE resource teachers, family advocates, comprehensive services liaisons, bus drivers, nutrition services, health services, office staff, etc.) serving early childhood students regarding the EC Policy and Procedures for reporting of alleged child abuse and neglect incidents. <a href="#">Child Abuse Reporting Training</a>	Leadership Team	Administrators, Support Staff, Instructional Staff	September 2017	C
B. <a href="#">Child Abuse and Reporting training</a> shall also be disseminated via e-mail and made available via an online staff website to all school administrators and staff serving early childhood students. Any updates will be made available to all staff.	Leadership Team	Administrators, Support Staff, Instructional Staff	September 2017	O
C. Information and training will also be provided to other JCPS offices involved in this procedure (e.g. Employee Relations, Human Resources, Compliance and Investigations). <a href="#">Child Abuse Reporting Training</a> <a href="#">Child Abuse Reporting Procedure</a> <a href="#">JCPS Memo on Child Abuse Reporting</a>	Leadership Team	Employee Relations, Human Resources, Compliance and Investigations	September 2017	C
D. Ongoing training will be provided throughout the year to all new and current staff, and individualized training and support will be provided where non-compliance with reporting timelines have been identified. <a href="#">Child Abuse Reporting Training</a>	Leadership Team	Administrators, Support Staff, Instructional Staff	September 2017	O

**DEFICIENCY 3: Reporting Systems****Key Area 3: Implementation**

**Narrative:** The Jefferson County Board of Education grantee will ensure that the program's reporting procedures will be implemented for incidents of maltreatment or endangerment of the health and safety of children. The grantee's goal is that employees understand procedures and expectations around reporting based on Federal, State, and local authorities, required law and regulations. The grantee will facilitate collaboration and communication between the JCPS Head Start, schools, centers and JCPS departments for reporting to occur in a timely manner.

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status
				IP: In Progress O: Ongoing C: Completed
A. <a href="#">CPS Reporting Forms</a> will be made available to assist staff as necessary with reporting an incident of possible child abuse or neglect.	Leadership Team	Principals, Instructional Staff, Support Staff	October 2017	O
B. The <a href="#">Child Abuse Reporting Procedure</a> will be used by school administrators serving early childhood students to ensure that all reporting steps are followed for each alleged incident.	Leadership Team	Principals, Asst. Superintendents	October 2017	C
C. The <a href="#">Child Abuse Reporting Procedure</a> will be used by other relevant JCPS departments to ensure that all alleged incident reports received are immediately forwarded to the JCPS Early Childhood Compliance Specialist.	Compliance Specialist	Employee Relations, Human Resources, Compliance and Investigations	October 2017	C

**DEFICIENCY 3: Reporting Systems****Key Area 4: Monitoring**

**Narrative:** The Jefferson County Board of Education grantee will ensure that the program's reporting procedures for incidents of maltreatment of or endangerment of the health and safety of children will be monitored. The grantee's goal is that employees understand procedures and expectations around reporting based on Federal, State, and local authorities, required law and regulations. The grantee will facilitate collaboration and communication between the JCPS Head Start, schools, centers and JCPS departments for reporting to occur in a timely manner.

Strategy	Leader(s)	Stakeholder Groups	Start Date	Status IP: In Progress O: Ongoing C: Completed
A. The JCPS Head Start Office will collect <a href="#">data on the reporting of allegations</a> by school administrators which will be shared with Assistant Superintendents to alert appropriate supervisors when reporting timelines are not met and to ensure compliance with reporting procedures and timelines.	Compliance Specialist	Principals, Asst. Superintendents	October 2017	O
B. Data on reported allegations will be analyzed by Early Childhood Leadership Team for patterns, context and root causes. District strategies and support/resources will be provided to address situational and systemic needs. <a href="#">Sample Data Collection</a> .	Compliance Specialist	Early Childhood Leadership Team	October 2017	O
C. Data regarding the number of alleged incidents of child abuse or neglect, or alleged actions that endanger the safety and well-being of Early Childhood students will be reported to the Head Start Policy Council and the Jefferson County Board of Education in monthly updates and during quarterly Board work sessions. These reports will be carefully constructed to follow FERPA and confidentiality policies. <a href="#">Sample Data Collection</a>	Compliance Specialist	Early Childhood Leadership Team, Compliance and Investigations, Employee Relations, Principals, Staff	October 2017	O
D. Data on administrative actions regarding employee violations of Standards of Conduct regarding child abuse or neglect, or actions that endanger the safety and well-being of Early Childhood students will be regularly reported to the Head Start Policy Council and Jefferson County Board of Education. Reports will not violate confidentiality policies. <a href="#">Sample Data Collection</a>	Compliance Specialist	Compliance and Investigations, Employee Relations, Principals, Staff	October 2017	O