Documents for Review
PROGRAM ADMINISTRATION SCALE

Please collect in advance, and have available, documents that you currently use in your program that provide evidence of the following. Check *yes* or *no* for whether or not you have organized documentation providing evidence. Note: it is possible that you may not have evidence of all things listed.

Item	Documentation provides evidence...	Administrator Yes	Administrator No	Assessor Verified
1	that during the orientation the employee receives: job description, employee handbook, parent handbook, and personnel policies	☐	☐	☐
	of supervisor feedback during the introductory or probationary period	☐	☐	☐
	that prior to assuming teaching responsibilities, staff observe in their assigned classroom and meet children and coworkers	☐	☐	☐
	of written orientation procedures	☐	☐	☐
	of a timeframe for the orientation process	☐	☐	☐
	of activities to occur during orientation	☐	☐	☐
	of personnel involved in the orientation process	☐	☐	☐
	of specific employment forms required during orientation	☐	☐	☐
	of specific written policies and procedures to be provided to new staff	☐	☐	☐
	of review of written orientation procedures	☐	☐	☐
	that orientation is consistently implemented	☐	☐	☐
	that written feedback about the orientation process is obtained from the newly hired employee at the conclusion of the introductory or probationary period	☐	☐	☐
2	that supervisor conducts a written annual performance appraisal for all teaching staff	☐	☐	☐
	that all teaching staff participate in an annual performance appraisal process	☐	☐	☐
	that written performance appraisal includes goals and professional development activities	☐	☐	☐

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Item	Documentation provides evidence...	Administrator Yes	No	Assessor Verified
	that criteria used for performance appraisal are mostly objective and behavior based	☐	☐	☐
	that criteria differ by role	☐	☐	☐
	that criteria are tied to specific responsibilities detailed in each job description	☐	☐	☐
	that performance appraisal includes multiple sources of evidence	☐	☐	☐
	that supervisors provide teaching staff with written or oral feedback based on formal observation of performance	☐	☐	☐
	that a system is implemented to provide ongoing feedback and support to teaching staff	☐	☐	☐
3	that staff development for all teaching staff is provided on-site or paid for off-site	☐	☐	☐
	that staff development is all teaching, support, and administrative staff is provided on-site or paid for off-site	☐	☐	☐
	that job specific staff development is provided	☐	☐	☐
	of a program policy stating the minimum number of hours required of annual staff development for all teaching and administrative staff	☐	☐	☐
	the use of an individualized model of staff development for teaching and administrative staff	☐	☐	☐
	that information regarding publicly funded professional development opportunities is posted and/or communicated to staff on an ongoing basis	☐	☐	☐
	there is a systematic process for supporting the career development of teaching and administrative staff	☐	☐	☐
4	of a written salary scale	☐	☐	☐
	of who has access to the written salary scale	☐	☐	☐
	of a review of the written salary scale for internal and external equity	☐	☐	☐
	the salary scale is based on different roles	☐	☐	☐
	the salary scale is based on different levels of general education	☐	☐	☐
	the salary scale is based on different levels of specialized training	☐	☐	☐
	the salary scale is based on different levels of experience	☐	☐	☐
	the salary scale is based on professional credentials	☐	☐	☐
	of staff salary increases	☐	☐	☐
	of the frequency of salary increases	☐	☐	☐
	of provision of merit increases	☐	☐	☐

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Item	Documentation provides evidence...	Administrator Yes	No	Assessor Verified
5	that all full-time employees have the option to purchase health insurance with the employer paying a portion of the cost of the employee's coverage	☐	☐	☐
	of sick/personal days for all employees (part-time and full-time)	☐	☐	☐
	of vacation days for all employees (part-time and full-time)	☐	☐	☐
	that all full-time employees have the option to contribute to a retirement plan	☐	☐	☐
	employer matches/contributes a percentage of the employee's salary contributed to a retirement plan	☐	☐	☐
	that some provision for professional development expenses	☐	☐	☐
6	that staffing plan anticipates planned and unplanned absences of teaching staff by providing staffing "over ratio" or a "floating teacher"	☐	☐	☐
	that staffing pattern provides for coverage so children are not regrouped at the beginning or the end of the day	☐	☐	☐
	of regularly scheduled paid planning or preparation time for teaching staff	☐	☐	☐
	of scheduled paid curriculum planning time for all teaching staff working with the same group of children	☐	☐	☐
	of the amount of paid planning or preparation time available to teaching staff per day	☐	☐	☐
	that two or more staff members are scheduled in the center whenever children are present	☐	☐	☐
	that there are two or more assigned teaching staff scheduled in each classroom at all times children are present	☐	☐	☐
7	that routine maintenance for the facility is conducted	☐	☐	☐
	that a system is in place that assures routine maintenance for the facility is done	☐	☐	☐
8	that there is a written risk management plan	☐	☐	☐
	that the risk management is reviewed	☐	☐	☐
	of information regarding children's allergies and chronic medical conditions	☐	☐	☐
	of a method for informing staff about children's allergies and chronic medical conditions	☐	☐	☐
	that emergency drills occur	☐	☐	☐
	that records are kept of emergency drills and evaluation/improvements needed	☐	☐	☐
	that there is a system to ensure emergency drills occur as planned	☐	☐	☐
	that staff members are certified in CPR and First Aid	☐	☐	☐
	that the center provides certification training in CPR and First Aid	☐	☐	☐

Item	Documentation provides evidence...	Administrator Yes	Administrator No	Assessor Verified
9	that information is communicated to staff in various ways	☐	☐	☐
	of regularly scheduled center-wide staff meetings	☐	☐	☐
	of frequency of staff meetings	☐	☐	☐
	of regularly scheduled team meetings	☐	☐	☐
	staff are involved in planning centerwide staff meetings	☐	☐	☐
	that teaching staff lead discussion of agenda items during center-wide staff meetings	☐	☐	☐
	minutes are kept of staff meetings	☐	☐	☐
	that minutes reflect an action plan	☐	☐	☐
	that minutes are distributed	☐	☐	☐
	that action steps are revisited at subsequent meetings	☐	☐	☐
	of a written policy regarding the handling of staff disputes	☐	☐	☐
	of training in conflict resolution provided for staff	☐	☐	☐
	of written procedures to guide staff efforts at conflict resolution	☐	☐	☐
10	that all children, birth to age five, are screened	☐	☐	☐
	safeguards are built into the screening process	☐	☐	☐
	of parental consent obtained prior to screening	☐	☐	☐
	that parents are informed of screening results	☐	☐	☐
	that parents are involved in the development of special plans for their children based on screening results	☐	☐	☐
	that children identified as having possible special needs are referred to specialists	☐	☐	☐
	that a system is in place to support collaboration with specialists working with children with special needs	☐	☐	☐
11	that teachers assess children's learning and development	☐	☐	☐
	that teachers assess children's learning and development based on research-based assessment tools	☐	☐	☐
	that teachers assess children's learning using additional measures	☐	☐	☐
	of standards-based curriculum	☐	☐	☐
	that children's individual assessment results are utilized in lesson or activity planning	☐	☐	☐

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Item	Documentation provides evidence…	Administrator Yes	No	Assessor Verified
12	that aggregated assessment results are utilized by administrative staff in long-range planning and/or program evaluation	☐	☐	☐
	that needs assessment and goal setting are an integral part of the annual budget-planning process	☐	☐	☐
	that the operating budget includes sufficient resources to achieve the program's written goals	☐	☐	☐
	of an operating budget (including revenue and expenditures) for the current fiscal year	☐	☐	☐
	of line-item breakdowns on the budget	☐	☐	☐
	of a projected operating budget for the next fiscal year	☐	☐	☐
	that there are quarterly cash-flow projections	☐	☐	☐
	that there are accepted practices to ensure adequate cash flow	☐	☐	☐
	that the budget reflects deferred maintenance, equipment replacement, and/or capital improvements	☐	☐	☐
13	that an income and expense statement is generated quarterly	☐	☐	☐
	that the Administrator has access to or generates quarterly income and expense statements	☐	☐	☐
	that the Administrator compares quarterly income and expense statements to quarterly cash-flow projections	☐	☐	☐
	of accounting checks and balances	☐	☐	☐
	of an annual outside audit by a certified public accountant	☐	☐	☐
14	that staff evaluate the program	☐	☐	☐
	of how frequently staff evaluate the program	☐	☐	☐
	that parents evaluate the program	☐	☐	☐
	of how frequently parents evaluate the program	☐	☐	☐
	that data from parent and staff evaluations are used to develop a written plan for program improvement	☐	☐	☐
	that the center's evaluation process includes a feedback loop to staff and parents	☐	☐	☐
15	of the center's written mission or vision statement	☐	☐	☐
	of who was involved in developing or reviewing the mission of the vision statement	☐	☐	☐
	of the frequency of review of the mission or vision statement	☐	☐	☐
	of the center's written business or strategic plan	☐	☐	☐

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Item	Documentation provides evidence...	Administrator Yes	No	Assessor Verified
	of who was involved in developing the business or strategic plan	☐	☐	☐
	of the frequency of review of the business or strategic plan	☐	☐	☐
16	that the center has an orientation procedure for new families	☐	☐	☐
	that the center checks in with new families	☐	☐	☐
	that families are asked for information about the child's developmental history, strengths, likes, and dislikes	☐	☐	☐
	that during orientation families are given: written information about center operations, schedule, fees, calendar, health requirements, and discipline policy; a guided tour of the center; an introduction to teaching staff; an opportunity to ask questions of the Administrator; information about the center's family-friendly supports	☐	☐	
	that staff ask families about their beliefs, culture, and childrearing practices during intake	☐	☐	☐
	that the family's perspective about childrearing and cultural practices is solicited during parent meetings or conferences	☐	☐	☐
	that the center implements procedures to achieve consistency between home and center whenever possible	☐	☐	☐
	that the center communicates with families in their primary language or utilizes resources as needed to communicate with families	☐	☐	
	that information is communicated in various ways to families	☐	☐	☐
	of formal conferencing with families	☐	☐	☐
	of conference times that are convenient for working families	☐	☐	☐
	of daily communication with families	☐	☐	☐
17	that the center offers supports to families	☐	☐	☐
	of classroom visiting policy	☐	☐	☐
	of parent involvement in center and classroom activities	☐	☐	☐
18	that the center utilizes different public relations tools	☐	☐	☐
	of a consistent logo	☐	☐	☐
	of neat and grammatically correct information	☐	☐	☐
	of updated information	☐	☐	☐
	review of public relations tools	☐	☐	☐
	that records are kept of all prospective parents who inquire about the center and follow-up action taken	☐	☐	☐

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Item	Documentation provides evidence...	Administrator Yes	Administrator No	Assessor Verified
	that the center has a written guide to train staff in providing information to prospective parents who call or visit	☐	☐	☐
19	of attendance at local community organization events	☐	☐	☐
	of membership in community organizations	☐	☐	☐
	of leadership role in community organization	☐	☐	☐
	of established opportunities to build good relations within the immediate neighborhood	☐	☐	☐
	of support from the immediate neighborhood of local community	☐	☐	☐
	of attendance at events in and/or membership in early childhood organizations	☐	☐	☐
	of leadership role in an early childhood organization	☐	☐	☐
20	that center has a functional computer	☐	☐	☐
	that center has functional computers available for teaching and administrative staff	☐	☐	☐
	that center has Internet access for teaching and administrative staff	☐	☐	☐
	that Internet access is available to teaching staff during planning and preparation time	☐	☐	☐
21	that administrative staff use technology for recordkeeping	☐	☐	☐
	that administrative staff use technology for communication	☐	☐	☐
	that job specific technology training is provided for administrative staff	☐	☐	☐
	that teaching staff use technology in their work with children and families (e.g., cameras, recorders, computers)	☐	☐	☐
	that job specific technology training was provided to teaching staff	☐	☐	☐
	that job specific technology was provided to teaching staff	☐	☐	☐
	of a written policy regarding staff use of technology	☐	☐	☐
22	of highest level of education	☐	☐	☐
	of early childhood education and/or child development coursework	☐	☐	☐
	of management coursework	☐	☐	☐
	of experience in management	☐	☐	☐
	of credential/s	☐	☐	☐
	of activities, roles, committee memberships, etc., in early childhood organizations and/or events	☐	☐	☐

Item	Documentation provides evidence...	Administrator Yes	No	Assessor Verified
23	of highest level of education	☐	☐	☐
	of enrollment in a baccalaureate degree program	☐	☐	☐
	of early childhood education and/or child development coursework	☐	☐	☐
	certification	☐	☐	☐
	of experience teaching young children	☐	☐	☐
24	of highest level of education	☐	☐	☐
	of enrollment in a baccalaureate degree program	☐	☐	☐
	of early childhood education and/or child development coursework	☐	☐	☐
	of CDA or CCP credential	☐	☐	☐
	of experience teaching young children	☐	☐	☐
25	of highest level of education	☐	☐	☐
	of early childhood education and/or child development coursework	☐	☐	☐
	of enrollment in early childhood education/child development coursework	☐	☐	☐
	of experience teaching young children	☐	☐	☐

Adapted from Talan, T. & Bloom, P. (2011). *Program Administration Scale 2nd Ed.* Reprinted with permission. Duplication permitted.