

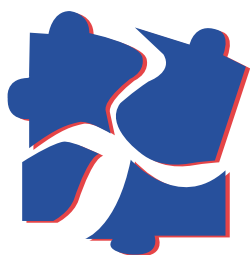


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Self-Assessment for Administrators of Child Care Programs



The North Carolina Institute
For Early Childhood
Professional Development

Child Care Director's and
Administrator's Self-assessment
North Carolina Institute for Early Childhood
Professional Development

Name _____

Current Position _____

I feel my personal strengths are:

To be a more effective child care administrator,
I think I need to improve:

My career goals are:

Self-assessment for Administrators of Child Care Programs

A child care program director must manage many things at once and still be able to prioritize all tasks in a day's time. While remaining calm and collected, the child care director must also be aware that changes may affect the staff and the enrolled families. Whether the director directs a small family child care home business or a large center, the skills are basically the same. The size and number affected just may differ.

Day-to-day management is important. But you also need a strong personal philosophy about children and families, a long range plan, and set of defined goals developed along with staff and families.

If you are interested in learning more about yourself and the skills needed to be an excellent program administrator, then please work through this self-assessment.

Self-Assessment

There are 76 items covering 11 different competency areas in this self-assessment. For each item, think about your abilities and skills. Then give yourself an honest rating between one and five.

5 = I have mastered this area and could teach others.

4 = I am strong in this area but could improve.

3 = I am average in this area.

2 = I am below average in this area and could learn more about this.

1 = I really need help with this to be more effective.

Educational Knowledge and Skills

- ___ 1. I understand developmentally appropriate practices and assure that they are used in every aspect of the program.
- ___ 2. I understand the particular needs and characteristics of children at each stage of development (i.e., infancy, toddlers, etc.).
- ___ 3. I understand how important theories (such as those by Piaget, Erickson, & Vygotsky) can be in guiding practice in the classroom.
- ___ 4. I make special adaptations to include children with special needs in the educational program.
- ___ 5. I assure that staff serve on IEP teams and incorporate appropriate activities from the IEP in the classroom.
- ___ 6. I know the warning signs of abuse and neglect and know how to make appropriate referrals to supportive services.

___ Total Educational Knowledge and Skills

Organizational Skills

- ___ 1. I understand the legal standing and status of the program, its history, philosophy, & goals.
- ___ 2. The mission of the program is based on parental advice and needs.
- ___ 3. My work with the Program Advisory Board and other advisory groups is productive.
- ___ 4. I use effective short-term problem-solving techniques.
- ___ 5. The program has a long-range plan and I refer to it.
- ___ 6. I understand and promote the use of an educational accreditation system available through the early childhood or school-age community.

___ Total Organizational Skills

Staff Management

- ___ 1. I use management strategies to build teamwork in such ways as regular staff meetings that promote active involvement of all staff.
- ___ 2. I am able to create a sense of community between children, families, staff, and the advisory board.
- ___ 3. I feel knowledgeable about interviewing and hiring staff.
- ___ 4. I have an orientation program that completely prepares new staff, and make their transition into the classroom smooth.
- ___ 5. I have developed staffing patterns that reflect and meet program enrollment capacities.
- ___ 6. I have procedures in place that provide for adequate staff supervision, effective feedback, evaluation of staff and mentoring where appropriate.
- ___ 7. I can motivate people to work toward a high standard.
- ___ 8. I reward strong performers and terminate poor performers.
- ___ 9. I can communicate clearly with staff to ensure goals are met.
- ___ 10. I see my staff modeling my actions with staff, children and parents.
- ___ 11. Each staff member has a professional development plan.

___ Total Staff Management

Technology

- ___ 1. I can use word processing with graphics to create effective newsletters and to prepare other written materials to staff and families.
- ___ 2. I use spreadsheets to construct a budget or summarize data.
- ___ 3. I communicate effectively by e-mail and can access child development and care resources via the Internet.
- ___ 4. I know how to access information needed to purchase hardware and software.

___ Total Technology

Educational Programming

- ___ 1. I set the tone for teaching that meets all aspects of development for each child, appropriate to their age, culture, and level of development.
- ___ 2. I know how to plan effective child-centered indoor and outdoor learning spaces.
- ___ 3. Our staff properly assesses each child to understand their developmental needs.
- ___ 4. I know how to refer families for special (social, special needs) services.
- ___ 5. I include children with special needs in all activities.
- ___ 6. The staff, parents, and I have established child guidance procedures that encourage child self-discipline and acceptable expression of emotions.
- ___ 7. The child guidance plan incorporates multiple teacher techniques to encourage child self-discipline such as redirection, positive reinforcement, modeling, conflict resolution, encouragement, natural consequences as appropriate, caring interactions.

___ Total Educational Programming

Safety and Compliance

- ___ 1. I monitor compliance with codes (zoning, health, safety, sanitation, building) and licensing requirements.
- ___ 2. I know and comply with all legal standards that affect child care, including licensure, custody issues, confidentiality laws, labor laws, anti-discrimination laws, liability, health rules, and basic contract laws.
- ___ 3. I know how to ensure healthy nutrition and manage food service.
- ___ 4. I take appropriate measures to prevent disease transmission through proper hygiene, universal precautions, screenings, and immunizations.
- ___ 5. I know how to ensure safety within the building (or house).
- ___ 6. I know how to apply the wage and hour laws to staff compensation.

___ Total Safety and Compliance

Communication and Managing Relationships

- ___ 1. I can gather information from many people and make a decision based on diverse opinions that will meet the needs of most while being best for the program.
- ___ 2. I use effective interpersonal skills (listening, empathy, reflection) one-on-one and with groups and know how to keep channels of communication open with staff and families.
- ___ 3. I can speak publicly with confidence and persuasiveness (including board meetings and public hearings).
- ___ 4. I use effective teaching techniques when training staff and others.
- ___ 5. Others say I write effectively, including letters, business plans, newsletters, and communication with parents.
- ___ 6. I am good at writing grants and getting funding from outside sources.
- ___ 7. I maintain confidentiality and high ethical standards in all situations with staff and with families.

___ Total Communication and Managing Relationships

Parental and Family Support

- ___ 1. I have asked families to evaluate the program.
- ___ 2. The program offers family and child educational experiences to meet the needs of diverse families.
- ___ 3. We use multiple strategies to enhance family-school relations, including parental involvement.
- ___ 4. We use effective strategies to connect parents to community resources.
- ___ 5. I know how to talk to families about their children's needs.
- ___ 6. I create open communication with parents that respects their values and culture and appropriately involves them in the program.

___ Total Parental and Family Support

Financial Management

- ___ 1. I can obtain resources through fundraising, marketing, business income, and grants.
- ___ 2. I maintain accurate and complete financial records.
- ___ 3. I use financial planning tools to establish a budget and analyze costs.
- ___ 4. I develop and use fee policies that fit the needs of the program.
- ___ 5. I develop or access compensation plans that reward retention and increased knowledge and skills of staff.
- ___ 6. I prepare an annual financial report.
- ___ 7. I develop an annual budget that reflects the program goals.
- ___ 8. I keep up with tax law changes.

___ Total Financial Management

Professional Contributions

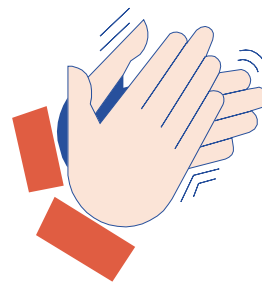
- ___ 1. I know how to effectively train staff and others.
- ___ 2. I provide service through a professional organization such as being a leader or committee member.
- ___ 3. I am active in community or state boards and committees working toward quality child care.
- ___ 4. I am involved in the early childhood or school-age educational community such as through conference planning, advocacy events, etc.).
- ___ 5. I have presented a workshop or seminar at a local, state or national educational conference.
- ___ 6. I have mentored other program directors and staff members building new programs in their communities (including being a validator or consultant).
- ___ 7. I want to continue to learn and grow professionally.
- ___ 8. I know the legislative and political process.
- ___ 9. I have used the legislative process to work toward quality child care.
- ___ 10. I participate in and build coalitions and networks to support children's issues.

___ Total Professional Contributions

Personal Management

- ___ 1. I have personal goals intended to reduce stress and avoid burnout.
- ___ 2. I have a personal philosophy of management and can articulate it.
- ___ 3. I seek out professional resources to continue learning and improve my leadership effectiveness.
- ___ 4. I have thought through strategies to achieve a balance between personal and professional obligations.
- ___ 5. I assess and reassess my personal beliefs, values, and biases when others' views differ from my own.

___ Total Personal Management



Congratulations. You have completed the self-assessment. This is a critical step in developing a plan for your self-development.

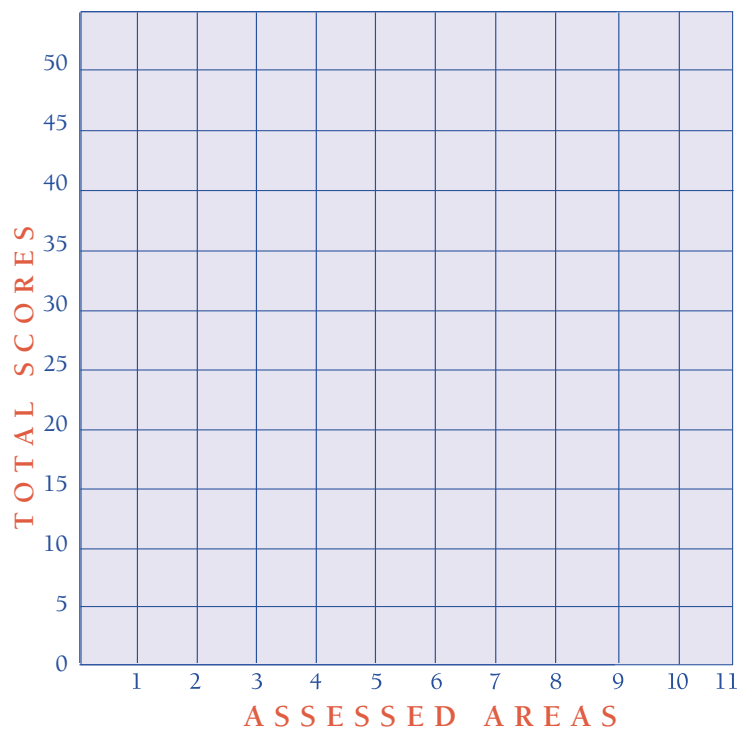
Scoring

Transfer your totals to this page.

- ___ Total Educational knowledge and skills
- ___ Total Organizational Skills
- ___ Total Staff Management
- ___ Total Technology
- ___ Total Educational Programming
- ___ Total Safety and Compliance
- ___ Total Communication and Managing Relationships
- ___ Total Parental and Family Support
- ___ Total Financial Management
- ___ Total Professional Contributions
- ___ Total Personal Management

___ **GRAND TOTAL**

Graph your score using the totals and corresponding numbers for your competency areas.



1. Educational knowledge and skills
2. Organizational Skills
3. Staff Management Skills
4. Technology
5. Educational Programming
6. Safety and Compliance
7. Communication and Managing Relationships
8. Parental and Family Support
9. Financial Management
10. Professional Contributions
11. Personal Management

Your individual profile tells you the specific areas you will want to learn more about.

For individual section scoring

If you scored 4 and above in any area: take note of your strengths and build on them while helping others build on them, too. Become more involved in promoting quality child care for all children through professional development activities.

If you scored 3 and under on particular areas, review the questions to determine what you can begin to work on to become stronger in these areas. There are many sources of information. Start by visiting the North Carolina Professional Development web page at www.ncchildcare.org

Grand Total Scores

Grand total score: 302-380

You are confident in your abilities. Review those areas in which you scored less than a 4 so that you can strengthen those areas through additional professional development. You should be teaching and mentoring others. Help the child development community through professional development of others and through advocacy and broadened leadership in your community and with state organizations.

Grand total score: 226-301

There are several areas you could strengthen. Review those broad areas in which you scored less than 3 and develop a plan to strengthen those areas. Visit the North Carolina Professional Development planning web site to explore other areas online. Develop a plan to grow personally and professionally, then use the site to reassess yourself a year from today.

Grand total score: 151-225

You have some work to do in several areas. You might start by taking some time to study these areas a little. If you have not taken a college administrative credentialing class, consider it. If you think you need more communications or business skills, consider short courses and credit classes in these areas. Go to the North Carolina Professional Development web site and revisit this site in about one year to reassess your skills then.

Grand total score: 75-150

You may be a new Child Care Administrator or lack many of the experiences that are important to becoming versed in all areas of management, organization, and planning. There are many sources of information. Start by visiting the web sites for self-study listed in the North Carolina Professional Development web site: www.ncchildcare.org. Also carefully consider taking some credit classes to improve your skills. Your individual profile indicates the specific areas you will want to learn more about.

Grand total score: Less than 75

Perhaps you should carefully think through administration as a career option. If some of the areas seem too challenging, perhaps your skills would best be used in teaching or another area. This is the time to consider a professional development plan and to think about your personal goals. Develop a professional development plan using the North Carolina Professional Development web site: www.ncchildcare.org. Go to the button that says teacher workbook.

Sources used:

Illinois Director Credential Commission
INCCRRA
207 W. Jefferson, Suite 503
Bloomington, IL 61701
800-649-1884 or 309-829-5327

And

Ideas from Wheelock College and other professionals in Pennsylvania working on Directors Credentialing processes offered in a training by James Van Horn with Cooperative Extension.

How to Develop a Self-Study Plan

Effective self-study requires a commitment to taking the time to seek out information and to talk about the information with others to assure that your interpretations of the information are appropriate.

Self-study requires scheduling specific time to study and learn. It requires discipline to explore new ideas then stretch your thinking by talking with others about what you have learned.

You might plan to study one topic per day or even per week. Think of ways you can use the information and reinforce what you learn. When you use information, you learn it! Challenge yourself to continue learning and be strategic about it!

Do not try to study everything in one sitting and believe you will have mastered anything! Instead, develop a self-study plan like this, then post it and follow it. You will be a model for others!

Date	Topic for study	Resources and web sites
Sept. 14	Staffing	<ul style="list-style-type: none">•Schedule specific work shops to attend•Meet a colleague who is good in this area and discuss it with him/her•Visit web sites
Sept. 16	Written communication	<ul style="list-style-type: none">•Visit web sites•Use web site to draft newsletter•Get two peers to review newsletter for constructive feedback
Etc.		

There are important links to information in each of the assessment areas within the North Carolina Professional Development Planning page. See www.ncchildcare.org

Overview of Areas

Educational Knowledge and Skills

Having a good foundation for understanding children's development and how to meet children's individual needs based on their stage of development is essential. More importantly, you and your staff need to be able to apply what you know.

Organizational Skills

Knowing the history of and the purpose of the program is critical. Non-profit center operate differently than for profit and private different than public. Explore these underpinnings. Once understood, assess parents to determine their needs in the care provided their children. Determine what their hopes and expectations are. Working with parents and community members requires the use of careful relationship building skills, delegation, and strategic planning skills to reach positive solutions and develop a long range plan to be put in into action.

Staff Management Skills

Managing staff starts with recruitment and orientation and includes a philosophy of continual learning. This also includes instilling a sense of teamwork and learning how to be a professional model for staff. You also need to manage the staff interactions with children and families to help them provide quality care.

Safety and Compliance

Having a safe environment can make the difference between children who feel safe, free to explore, and open to learn and a stressful place where children who may be afraid to investigate and ask questions. Safety also involves healthy practices that reduce illness and the spread of germs.

Communication and Managing Relationships

Communication comes in many forms – written, spoken, even nonverbal. Learn the skills and improve them through practice. Sometimes a critique from others is useful. As an administrator, you are also a teacher of adults. There are many ways to teach such as, modeling, discussion, group projects, reading, writing, comparing, and analyzing. Consider these when planning for staff development. People learn in different ways. Diversify your staff development opportunities. The same thing won't work for everyone!

Parental and Family Support

You need to support families for quality child care. When families are involved in their children's learning, children find a greater consistency between home and care and learn better. Teachers must welcome the input of parents and make them feel welcome. There are many ways to support families.

Technology

We are living in the information age. Information is very accessible via the Internet, through libraries, and through special agencies. However, being able to sort through the vast array of information can be almost overwhelming. Managing technology means being able to determine your most reliable sources of information and tapping them when necessary. It also means understanding the terminology associated with hardware and software so you can make purchases and develop programs to enhance your program.

Educational Programming

The tone of the program is generally set by the program administrator and filters to all staff, parents, and children. If your general relationships and tone are cordial, positive, and helpful then this attitude will convey to others. Educational programming also means being able to refer families to community resources when needed and supporting children through their learning stages.

Financial Management

Child care is a business. Not only must you know about how children grow and develop, but you must also know how to manage funds, comply with laws, and keep the business financially viable.

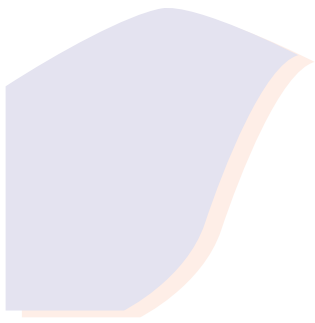
Professional Contributions

As part of one of the largest professions in the nation, you will have opportunities to support the families in your program as well as become active as a leader, an educator and an advocate in the field of child care and development.

Personal Management

Do you have a personal mission? Have you thought about your personal career goals? If not, see the Teacher's Workbook section online at: www.ncchildcare.org.





The North Carolina Institute
For Early Childhood
Professional Development

Online at: www.ncchildcare.org



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