

## CHILD DAY CARE PROGRAM MANAGER

This is supervisory and managerial work in planning and directing a specific component of the service-delivery system administered by the Office of Day Care Services. Employees in this class function as Branch Heads and are accountable for determining branch work plans, procedures, and methodologies; deciding work strategies in accordance with known goals and objectives; and for resolving operational problems in their respective program areas. As members of the management team, employees participate in planning long-range goals/objectives and in determining the direction/philosophy of the State's day care program. Employees must be responsive to frequent shifts in policies and goals due to influences by legislative action, trends or innovations in the delivery of human services, or program variations. Work may include other related assignments as determined by appropriate management. Work is subject to review by either the Child Day Care Assistant Director for Administration or for Programs.

### I. SUPERVISORY/MANAGERIAL FUNCTIONS:

Planning - Employees directly participate in determining work objectives, annual work plan, and internal operational procedures for the Office of Day Care Services as members of the management team. As Branch Heads, employees oversee the implementation of established work objectives; decide internal work methods and procedures; and ensure that adequate manpower and space are available to complete work objectives.

Organizing and Directing - As revisions occur in the annual work plan, employees respond by authorizing internal shifts in manpower or work assignments among Branch staff, or employees redirect subordinate staff in developing new or revised work strategies which are compatible with Office-wide goals and objectives. Employees may modify or reorganize internal operations of a Branch to ensure appropriate workload balance among staff.

Budgeting - Employees assess fiscal needs of their respective work areas; project an annual Branch budget to include administrative and operational expenditures; and submit recommendations for appropriate funding levels to the Child Day Care Assistant Director of Administration. Primary budgeting responsibility is restricted to monitoring expenditures, requesting revisions as needed and documenting allowable expenditures.

Training - Work involves identifying training needs of subordinate staff; recommending specific training courses needed to enhance employee's job performance and skill levels; and occasionally conducting training sessions for internal staff.

Setting Work Standards - Employees are directly responsible for the development and implementation of Branch work standards, methods, and procedures which are established through on-site observations of employees' work, evaluations of staff work plans, or by reviewing completed work assignments. As members of the management team, employees are responsible for developing or revising administrative and program policies, procedures, and guidelines related to day care services.

Reviewing Work - In addition to reviewing staff's progress toward completing individual work strategies, employees analyze and evaluate quality of completed work and staff productivity levels. Most work has been previously reviewed by a unit supervisor, but employees approve adjustments in tasks assigned to subordinate staff.

Counseling and Disciplining - Decisions or recommendations concerning staff grievances or situations requiring disciplinary action are governed by-Department of Human Resources policy and procedure. Employees resolve internal disputes; meet individually with concerned staff members; and review recommendations for action submitted by unit supervisors. In recommending final disposition to

appropriate higher level management, employees are responsible for presenting documentation and ensuring that recommended, actions are consistent with Departmental policy

Performing Other Personnel Functions - Employees review recommendations of unit supervisors for staff promotions, reassignments, salary adjustments, or hiring of new staff. Upon review of recommendations, employees make tentative decisions regarding selection of candidates for staff vacancies but defer to higher level management for final approval.

## II. SCOPE AND NATURE OF WORK SUPERVISED:

Dynamics of Work Supervised - Work is considered relatively dynamic based upon occasional shifts in program emphasis or services initiated by the Child Day Care Services Director. As members of the management team, employees are often involved in revising or establishing administrative or program policies to reflect shifts in program goals and objectives. Work situations may be considered controversial and potentially volatile in cases involving withdrawal of the approval which allows day care facilities to care for subsidized children.

Variety of Work Supervised - Employees are typically engaged in the management and administration of a single component of day care operations or service delivery.

Number of Employees Responsible For - Employees are responsible for the administrative and technical supervision of a staff ranging from eight to seventeen professional and paraprofessional employees.

III. EXTENT OF SUPERVISION RECEIVED: The Child Day Care Services Director or the Assistant Directors conduct periodic reviews of employees' performance and suggest directions, changes, or procedures necessary to accomplish goals and objectives. Major decisions requiring organizational changes or shifts in the delivery of day care services are subject to close review by the management team or the Child Day Care Services Director.

IV. SPECIAL ADDITIONAL CONSIDERATIONS: Employees supervised usually observe standard office hours. The work force supervised is basically stable and is not subject to significant changes in composition. Employees directly supervised are assigned to the central office; however, employees may be accountable for some regional-based staff.

## V. RECRUITMENT STANDARDS:

Knowledges, Skills, and Abilities - Considerable knowledge of administrative procedures and methods; federal and state statutes, regulations, and policies relative to the provision of day care services; and human service delivery systems. Considerable knowledge of child development theories and practices; professional standards governing day care services and caregiving activities for young children; and of available support groups, and community resources which may support day care services. Ability to interpret and understand multiple program policies and standards; ability to design and develop programs related to staff or provider education and training; and an ability to propose solutions to operational problems which lack precedents for action. Ability to communicate effectively in oral or written form and ability to establish/maintain effective working relationships with various individuals, agencies, or groups. Ability to plan, delegate and supervise the work of a subordinate staff.

Minimum Education and Experience - Master's degree in child development, early childhood education, public administration, public health administration, special education, social work, or related human services area and three years of administrative or managerial experience in a day care or related setting, one of which must have been in a supervisory capacity; graduation from a four-year college or university with a degree in one of the above areas and four years of administrative or managerial experience in a day care or related setting, one of which must have been in a supervisory capacity; or an equivalent combination of education and experience.