

I-3.5 To encourage and support continual development of staff in becoming more skilled and knowledgeable practitioners.

### **Principles**

P-3.1 We shall provide staff members with safe and supportive working conditions that respect human dignity, honor confidences, and permit them to carry out their responsibilities through performance evaluation, written grievance procedures, constructive feedback, and opportunities for continuing professional development and advancement.

P-3.2 We shall develop and maintain comprehensive written personnel policies that define program standards. These policies shall be given to new staff members and shall be easily accessible and available for review by all staff members.

P-3.3 We shall apply all policies regarding our work with personnel consistently and fairly.

P-3.4 We shall be familiar with and abide by the rules and regulations developed by unions or other groups representing the interests or rights of personnel in our programs.

P-3.5 We shall support and encourage personnel in their efforts to implement programming that enhances the development and learning of the children served.

P-3.6 We shall act immediately to prevent staff from implementing activities or practices that put any child in a situation that creates physical or emotional harm.

P-3.7 In decisions concerning children and programs, we shall draw upon the education, training, experience, and expertise of staff members. (See also P-2.9 in this Supplement.)

P-3.8 We shall work to ensure that ongoing training is available and accessible, represents current understandings of best practice, and is relevant to staff members' responsibilities.

P-3.9 We shall inform staff whose performance does not meet program expectations of areas of concern and, when possible, assist in improving their performance.

P-3.10 We shall provide guidance, additional professional development, and coaching for staff whose practices are not appropriate. In instances in which a staff member cannot satisfy reasonable expectations for practice, we shall counsel the staff member to pursue a more appropriate position.

P-3.11 We shall conduct personnel dismissals, when necessary, in accordance with all applicable laws and regulations. We shall inform staff who are dismissed of the reasons for termination. When a dismissal is for cause, justification must be based on evidence of inadequate or inappropriate behavior that is accurately documented, current, and available for the staff member to review.

P-3.12 In making personnel evaluations and recommendations, we shall make judgments based on fact and relevant to the interests of children and programs.

P-3.13 We shall make hiring, retention, termination, and promotion decisions based solely on a person's competence, record of accomplishment, ability to carry out the responsibilities of the position, and professional preparation specific to the developmental levels of children in his/her care.

P-3.14 We shall not make hiring, retention, termination, and promotion decisions based on an individual's sex, race, national origin, religious beliefs or other affiliations, age, marital status/family structure, disability, or sexual orientation. We shall be familiar with and observe laws and regulations that pertain to employment discrimination. (Aspects of this principle do not apply to programs that have a lawful mandate to determine eligibility based on one or more of the criteria identified above.)

P-3.15 We shall maintain confidentiality in dealing with issues related to an employee's job performance and shall respect an employee's right to privacy regarding personal issues.

P-3.16 We shall work to achieve shared understandings between families and staff members. In disagreements, we shall help all parties express their particular needs and perspectives. (*Note:* This is repeated from Section 2 [P-2.11] to emphasize the responsibility to both staff and family members.)

## **4. Ethical responsibilities to sponsoring agencies and governing bodies**

Programs providing early care and education operate under a variety of public and private auspices with diverse governing structures and missions. All early childhood program administrators are responsible to their governing and funding bodies. Administrators ensure the program's stability and reputation by recruiting, selecting, orienting, and supervising personnel; following sound fiscal practices; and securing and