

## PRACTICE-BASED COACHING SYSTEMS IMPLICATIONS AND GUIDING QUESTIONS



### THE HEAD START MANAGEMENT SYSTEMS WHEEL

The Head Start management systems wheel is a visual representation of the twelve program management, planning, and oversight systems that are critical to sound program infrastructure and high-quality service delivery. Leadership and governance, the bedrocks of effective management, are depicted as surrounding all twelve systems. Head Start program leadership consists of three key entities: governing body/Tribal Council, Policy Council, and management staff. The governing body/Tribal Council assumes legal and fiscal responsibility for the program, the Policy Council sets direction, and the management staff oversee day-to-day operations. Together they are a powerful force that provides leadership and strategic direction. These management systems are crucial to the effective operation of the services in the inner blue circle which in turn result in quality child and family outcomes.

### PRACTICE-BASED COACHING SYSTEMS IMPLICATIONS

A research-based coordinated coaching strategy, such as, Practice-Based Coaching is one component of a coordinated approach to professional development and management systems drive a program's ability to fully implement PBC. When effective management systems are in place, it leads to successful planning, implementation, monitoring, evaluating, and sustainability of PBC.

Programs can use the following questions to evaluate current strengths as well as areas of improvement in their PBC implementation process.

To use this tool:

- Review the bulleted questions for Leadership and Governance and each management system to assess the effectiveness of your PBC implementation.
- When indicated, consider strategies to strengthen your management systems.

QUESTIONS TO CONSIDER	
LEADERSHIP & GOVERNANCE	<p><b>Stage 1: Exploration</b></p> <ul style="list-style-type: none"> <li>▪ What are the action steps for getting support from the governing body and Policy Council (PC) for the Practice-Based Coaching (PBC) initiative? How will the management team keep the governing body and PC informed of PBC implementation progress?</li> </ul> <p><b>Stage 2: Installation</b></p> <ul style="list-style-type: none"> <li>▪ How will the PC and governing body receive updates on PBC progress?</li> </ul> <p><b>Stage 3: Initial Implementation</b></p> <ul style="list-style-type: none"> <li>▪ How and when will PBC evaluation data and recommendations for continuation be shared with the PC and governing body?</li> </ul> <p><b>Stage 4: Full Implementation</b></p> <ul style="list-style-type: none"> <li>▪ How will the governing body and PC continue to be informed about the PBC initiative?</li> </ul>
QUESTIONS TO CONSIDER	
PROGRAM PLANNING & SERVICE SYSTEM DESIGN	<p><b>Stage 1: Exploration</b></p> <ul style="list-style-type: none"> <li>▪ Which program goals will PBC address?</li> <li>▪ How will PBC will address these program goals?</li> <li>▪ Who will be on the PBC Implementation Team? What role will the director and management team have in the PBC Implementation Team?</li> <li>▪ Who will approve the implementation plan?</li> <li>▪ How will the program evaluate the implementation and impact of the PBC?</li> <li>▪ What PBC delivery methods will be used? How often will PBC cycles occur for the different delivery methods?</li> <li>▪ How will time for PBC be allocated for coaches and coachees? How will substitutes be allocated to support PBC?</li> <li>▪ How will the coachees receiving intensive coaching be identified?</li> </ul> <p><b>Stage 2: Installation</b></p> <ul style="list-style-type: none"> <li>▪ Who will ensure that the PBC schedule is implemented as planned, ensure adequate observation and reflection periods for coaches and coachees, and identify times when classroom substitutes are needed to maintain required teacher–child ratios?</li> <li>▪ How will the program ensure that participating education staff have enough time for classroom planning and recordkeeping?</li> <li>▪ How will the program ensure that the coaching is being implemented as intended for each delivery?</li> <li>▪ Who will monitor PBC implementation?</li> </ul> <p><b>Stage 3: Initial Implementation</b></p> <ul style="list-style-type: none"> <li>▪ Who will prepare recommendations and a rationale related to continuation, revision, expansion, and/or discontinuation for the PC and governing body?</li> <li>▪ How often will implementation according to the PBC implementation plan be assessed?</li> </ul> <p><b>Stage 4: Full Implementation</b></p> <ul style="list-style-type: none"> <li>▪ What changes do we need to make in our original PBC plans, procedures, and related documentation to accommodate decisions to continue, revise, and/or expand the PBC method?</li> <li>▪ If we decided not to continue the PBC initiative, what other coordinated professional development approaches will be implemented? What will the new coordinated coaching strategy be?</li> </ul>

	QUESTIONS TO CONSIDER
DATA & EVALUATION	<p><b>Stage 1: Exploration</b></p> <ul style="list-style-type: none"> <li>How will the PBC data management plan be developed?</li> <li>What key data will be used to determine the success of the PBC?</li> <li>What data will be collected on the fidelity of PBC implementation (i.e., implementation according to the PBC model)?</li> <li>What data will be collected on fidelity to the PBC implementation plan (i.e., implementation according to the program plan for PBC)?</li> <li>What data will be collected to determine the effectiveness of PBC in changing practice and child/family outcomes?</li> <li>How often will data be collected and by whom?</li> <li>What data are already being collected that can be used for PBC analysis?</li> <li>What additional data will need to be collected?</li> <li>Who will participate in the PBC Evaluation Team?</li> <li>What additional data should we collect through participant focus groups and interviews?</li> </ul> <p><b>Stage 2: Installation</b></p> <ul style="list-style-type: none"> <li>Who will monitor the PBC fidelity data collection during the installation period?</li> </ul> <p><b>Stage 3: Initial Implementation</b></p> <ul style="list-style-type: none"> <li>What is the timeline for preparing and issuing recommendations and a rationale related to continuation, revision, expansion, and/or discontinuation for the PC and governing body based on analysis of the collected data?</li> <li>Who will analyze PBC fidelity data and summarize results? How will the data be used to revise PBC implementation from initial implementation?</li> </ul> <p><b>Stage 4: Full Implementation</b></p> <ul style="list-style-type: none"> <li>What is the ongoing timeline and plan for collecting and analyzing PBC data?</li> <li>What is the ongoing plan for use of data to revise PBC implementation?</li> </ul>

	QUESTIONS TO CONSIDER
FISCAL MANAGEMENT	<p><b>Stage 1: Exploration</b></p> <ul style="list-style-type: none"> <li>What is the cost of the chosen PBC format?</li> <li>If the current budget cannot absorb this format, what is the resource development strategy?</li> <li>What changes (if any) do we need to make in our financial management systems to track revenues and expenditures related to coaching?</li> <li>Who will approve expenditures related to coaching?</li> </ul> <p><b>Stage 2: Installation</b></p> <ul style="list-style-type: none"> <li>How will the PBC costs will be tracked by the program?</li> <li>What is the frequency of the financial reporting on PBC? Will it be monthly or quarterly?</li> <li>Who will receive the PBC financial reports beyond the governing body and PC?</li> <li>How will the management team will review and monitor the financials on PBC?</li> </ul> <p><b>Stage 3: Initial Implementation</b></p> <ul style="list-style-type: none"> <li>How will the program note any budgetary changes related to PBC implementation?</li> <li>How will the fiscal analysis factor in on the decision to continue PBC or select another coaching approach?</li> </ul> <p><b>Stage 4: Full Implementation</b></p> <ul style="list-style-type: none"> <li>How will the ongoing budgetary process be outlined for supporting the selected coaching approach?</li> </ul>

	QUESTIONS TO CONSIDER
<p><b>COMMUNITY &amp; SELF ASSESSMENT</b></p>	<p><b>Stage 1: Exploration</b></p> <ul style="list-style-type: none"> <li>▪ How does the community assessment inform the plan for PBC implementation?</li> <li>▪ How do the results of the community assessment and self-assessment inform the development of the PBC?</li> </ul> <p><b>Stage 2: Installation</b></p> <ul style="list-style-type: none"> <li>▪ What ongoing monitoring data about the PBC initiative will be shared with the Annual Self-Assessment Team?</li> <li>▪ How will the Self-Assessment Team provide feedback on the implementation of PBC?</li> </ul> <p><b>Stage 3: Initial Implementation</b></p> <ul style="list-style-type: none"> <li>▪ How does the self-assessment inform the decision on whether to revise PBC implementation?</li> </ul> <p><b>Stage 4: Full Implementation</b></p> <ul style="list-style-type: none"> <li>▪ How does the ongoing monitoring and self-assessment cycle support and inform PBC implementation?</li> </ul>

	QUESTIONS TO CONSIDER
<p><b>FACILITIES &amp; LEARNING ENVIRONMENTS</b></p>	<p><b>Stage 1: Exploration</b></p> <ul style="list-style-type: none"> <li>▪ What are the initial physical plant considerations needed to support PBC?</li> <li>▪ Where will coaches and coachees meet for PBC meetings?</li> <li>▪ What additional equipment and supplies will we require? Video cameras? Classroom materials?</li> </ul> <p><b>Stage 2: Installation</b></p> <ul style="list-style-type: none"> <li>▪ How will coaches and coachees be trained on the use of PBC-related materials?</li> <li>▪ Are there adequate spaces for each site or program option in which PBC is being implemented? How do coaches and coachees access equipment or space for PBC activities?</li> </ul> <p><b>Stage 3: Initial Implementation</b></p> <ul style="list-style-type: none"> <li>▪ How will the adequacy of materials and facilities for PBC activities be ensured at each PBC implementation site?</li> <li>▪ How will expectations for equipment and space be communicated to site managers?</li> </ul> <p><b>Stage 4: Full Implementation</b></p> <ul style="list-style-type: none"> <li>▪ How will the adequacy of PBC materials and space for PBC meetings and activities be reviewed and evaluated? How often?</li> </ul>

	QUESTIONS TO CONSIDER
TRANSPORTATION	<p><b>Stage 1: Exploration</b></p> <ul style="list-style-type: none"> <li>How will coaches/coachees be transported for PBC activities (e.g., coaches traveling to multiple locations for coaching)?</li> <li>How will coaching delivery be planned to accommodate for transportation (e.g., coaches working with coachees who are in the same center or geographically close)?</li> <li>Will the program supply transportation for coaching activities?</li> <li>If coaches/coachees supply their own transportation for coaching activities, will this be compensated? How?</li> </ul> <p><b>Stage 2: Installation</b></p> <ul style="list-style-type: none"> <li>How will coaches coordinate transportation if one vehicle is used by multiple coaches?</li> </ul> <p><b>Stage 3: Initial Implementation</b></p> <ul style="list-style-type: none"> <li>How will the transportation needs of coaches and coachees be monitored?</li> <li>If transportation is compensated, who will manage compensation?</li> </ul> <p><b>Stage 4: Full Implementation</b></p> <ul style="list-style-type: none"> <li>How will transportation for coaching be evaluated? Who will evaluate transportation adequacy?</li> </ul>
TECHNOLOGY & INFORMATION SYSTEMS	<p><b>Stage 1: Exploration</b></p> <ul style="list-style-type: none"> <li>What technology is needed to support PBC implementation (e.g., video cameras, video storage, computers)?</li> <li>How will technology be obtained for PBC implementation?</li> <li>How will coaches and coachees be trained in use of technology for PBC?</li> <li>Will a coaching companion be used to support PBC implementation? If so, who will be the administrator for the coaching companion?</li> </ul> <p><b>Stage 2: Installation</b></p> <ul style="list-style-type: none"> <li>How will technology be organized and managed (e.g., will there be central storage for video cameras or checkout procedures)?</li> <li>Who will manage the technology for PBC?</li> <li>What is the protocol for any technological difficulties during PBC activities?</li> </ul> <p><b>Stage 3: Initial Implementation</b></p> <ul style="list-style-type: none"> <li>Is the technology adequate for the PBC activities?</li> <li>What additional equipment or software is needed for PBC activities?</li> </ul> <p><b>Stage 4: Full Implementation</b></p> <ul style="list-style-type: none"> <li>How will the use and adequacy of the technology for PBC be reviewed and revised?</li> <li>How will equipment be replaced, if needed?</li> </ul>

	QUESTIONS TO CONSIDER
TRAINING & PROFESSIONAL DEVELOPMENT	<p><b>Stage 1: Exploration</b></p> <ul style="list-style-type: none"> <li>What is the coordinated coaching strategy? Who is receiving intensive coaching? How is PBC used with coachees who are not receiving intensive coaching?</li> <li>How does the coaching fit with the coordinated professional development strategy? How will PBC support other professional development activities (e.g., workshops, professional learning communities)?</li> <li>How will coaching be introduced to ensure engagement by education staff (i.e., building a “culture of coaching”)?</li> <li>How often will PBC cycles occur for those in intensive coaching?</li> </ul> <p><b>Stage 2: Installation</b></p> <ul style="list-style-type: none"> <li>How will coaches and coachees be trained for PBC?</li> <li>How will coaches and coachees be provided with choices for coaching implementation?</li> </ul> <p><b>Stage 3: Initial Implementation</b></p> <ul style="list-style-type: none"> <li>How will PBC and other ongoing professional development activities be aligned?</li> <li>How will coaches be provided with professional development for coaching?</li> </ul> <p><b>Stage 4: Full Implementation</b></p> <ul style="list-style-type: none"> <li>How will the alignment of PBC with other professional development activities be reviewed and revised?</li> <li>How will the identification of coachees receiving intensive coaching be reevaluated?</li> <li>How will new coaches and coachees be trained in PBC?</li> </ul>

	QUESTIONS TO CONSIDER
COMMUNICATION	<p><b>Stage 1: Exploration</b></p> <ul style="list-style-type: none"> <li>How will we share information about the PBC initiative with staff, PC, governing body, and other stakeholders? A detailed written description? Q&amp;A sessions with staff? Other?</li> <li>How frequently will we share updates with stakeholders?</li> <li>How will the coordinated coaching strategy be communicated to coaches, coachees, and supervisors?</li> </ul> <p><b>Stage 2: Installation</b></p> <ul style="list-style-type: none"> <li>How will the management team provide regular updates to stakeholders on PBC progress?</li> <li>How will coaches, coachees, and supervisors communicate about coaching activities? What information will be shared with supervisors?</li> <li>Will an outline of communication expectations be included in a coaching contract agreement?</li> <li>How will communication between coaches, coachees, and supervisors be documented?</li> <li>How will communication challenges be addressed?</li> </ul> <p><b>Stage 3: Initial Implementation</b></p> <ul style="list-style-type: none"> <li>How will communication between coaches, coachees, and supervisors be monitored?</li> <li>How will the program ensure that coaching remains a “safe place” for coachees in the context of communication with supervisors? How will data be gathered about communication systems from coaching partners?</li> </ul> <p><b>Stage 4: Full Implementation</b></p> <ul style="list-style-type: none"> <li>How will communication systems between coaches, coachees, and supervisors be reviewed and reevaluated?</li> <li>How will ongoing communication with stakeholders be reviewed and reevaluated?</li> </ul>

	QUESTIONS TO CONSIDER
RECORDKEEPING & REPORTING	<p><b>Stage 1: Exploration</b></p> <ul style="list-style-type: none"> <li>What new process and outcomes data will we need to collect to track the progress of the PBC initiative?</li> <li>How will the new data be collected? Electronically? By hand?</li> <li>How will we integrate the data collection processes into existing systems?</li> </ul> <p><b>Stage 2: Installation</b></p> <ul style="list-style-type: none"> <li>Who will ensure that coaches and participating coachees enter data in recordkeeping systems?</li> </ul> <p><b>Stage 3: Initial Implementation</b></p> <ul style="list-style-type: none"> <li>How can data collected during ongoing monitoring and the recommendations of the Self-Assessment Team be formatted and shared to promote meaningful review and discussion by the PBC Implementation Team?</li> </ul> <p><b>Stage 4: Full Implementation</b></p> <ul style="list-style-type: none"> <li>How, and for how long, will coaching data be stored? What data are important to retain long term?</li> </ul>

	QUESTIONS TO CONSIDER
ONGOING MONITORING & CONTINUOUS IMPROVEMENT	<p><b>Stage 1: Exploration</b></p> <ul style="list-style-type: none"> <li>How often will the education manager and other team leaders review data from the PBC initiative?</li> <li>What data will the PBC Implementation Team review for monitoring and continuous improvement?</li> <li>How will information be used to make mid-course corrections to improve PBC implementation?</li> </ul> <p><b>Stage 2: Installation</b></p> <ul style="list-style-type: none"> <li>How will the program use data to ensure that the PBC initiative is implemented with fidelity to the selected format?</li> <li>How will the program ensure that PBC is part of a coordinated professional development system?</li> <li>How often will the PBC Implementation Team review data to monitor implementation?</li> </ul> <p><b>Stage 3: Initial Implementation</b></p> <ul style="list-style-type: none"> <li>How will programs continue to monitor coaching during initial implementation? How often will monitoring be conducted?</li> </ul> <p><b>Stage 4: Full Implementation</b></p> <ul style="list-style-type: none"> <li>How will programs continue to monitor coaching during initial implementation? How often will monitoring be conducted?</li> <li>How will data be used to improve PBC implementation and the coordinated professional development strategy?</li> <li>How will changes to program goals be reflected in the coordinated professional development strategy and PBC?</li> </ul>

QUESTIONS TO CONSIDER	
HUMAN RESOURCES	<p><b>Stage 1: Exploration</b></p> <ul style="list-style-type: none"> <li>▪ How will the Head Start and/or Early Head Start director support the PBC initiative?</li> <li>▪ Who will coordinate the initiative?</li> <li>▪ How will the PBC fit into the organization’s overall professional development strategy?</li> <li>▪ How many education staff need this type of support?</li> <li>▪ How many education staff or education leaders are potential coaches?</li> <li>▪ What steps will we take to identify only highly qualified coaches among internal and external candidates (e.g., develop a coach job description, interview potential candidates)?</li> <li>▪ How will coachees be identified for intensive coaching? By location? By qualifications? Using an application process?</li> <li>▪ How will coaches and supervisors work together to support education staff’s professional development? How will their roles differ?</li> <li>▪ What changes need to be made in existing education staff, supervisor, and education manager job descriptions to reflect changing responsibilities?</li> <li>▪ Who will supervise/manage the coaches? How will they be trained?</li> <li>▪ What adjustments, if any, will we make in the participating and nonparticipating education staff’s schedules?</li> <li>▪ How will the performance review process address coaching responsibilities?</li> <li>▪ In unionized programs, what changes (if any) will we need to make in the collective bargaining agreement?</li> </ul> <p><b>Stage 2: Installation</b></p> <ul style="list-style-type: none"> <li>▪ How will the PBC coordinator or other designated manager ensure that questions and concerns expressed by participating coaches, coachees, and supervisors are quickly addressed and resolved?</li> <li>▪ How will the PBC Implementation Team identify the time necessary for coaching activities and ensure that staff involved are allotted the necessary time and resources?</li> </ul> <p><b>Stage 3: Initial Implementation</b></p> <ul style="list-style-type: none"> <li>▪ How will new coaches be hired and trained when there is turnover or PBC is expanded?</li> <li>▪ How will the expectations of participation in coaching be communicated with new coachees?</li> </ul> <p><b>Stage 4: Full Implementation</b></p> <ul style="list-style-type: none"> <li>▪ How will the expectations for personnel involved in coaching be reviewed and revised (e.g., time spent in coaching activities, job descriptions)?</li> </ul>