

You may use this paper form to assess your strengths and improvement needs as a child care director, or you may complete this self-assessment online and print a personal improvement plan. To use the online assessment, go to [www.ncchildcare.org/admin/html](http://www.ncchildcare.org/admin/html) and click "Begin".

Date: \_\_\_\_\_

Name: \_\_\_\_\_ Job Title: \_\_\_\_\_

Facility Name: \_\_\_\_\_

Facility MDH License Number: \_\_\_\_\_

**Think about Your Strengths and Needs**

I believe my personal professional strengths are:

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To be a more effective administrator, I believe I need to improve:

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My professional career goals are to:

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**Rank Yourself**

For each of the following areas, give yourself a score of 1-5 to indicate how strong you think your skill is.

- 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

For each area, convert your total score to a percentage. Divide your score by the maximum possible score, like this:

$$22 / 30 = 0.7333 = 73.3\%$$

Reproduced from:  
North Carolina Institute for Early Childhood Professional Development (n.d.). *Self-assessment for directors and administrators of child care programs*. Retrieved Oct. 8, 2007, from <http://www.ncchildcare.org/admin.html>.

**Educational Knowledge and Skills**

- \_\_\_\_\_ I understand developmentally appropriate practices and assure that they are used in every aspect of the program.
- \_\_\_\_\_ I understand the particular needs and characteristics of children at each stage of development (i.e. infancy, toddlers, etc.).
- \_\_\_\_\_ I understand how important child development theories (such as those by Piaget, Erickson, Vygotsky) can be in guiding practice in the classroom.
- \_\_\_\_\_ I make special adaptations to include children with special needs in the educational program.
- \_\_\_\_\_ I assure that staff serve on The Individual Family Service Plan (IFSP) teams and incorporate appropriate activities from the IFSP in the classroom.
- \_\_\_\_\_ I know the warning signs of abuse and neglect and know how to make appropriate referrals to supportive services.
- \_\_\_\_\_ / **30 Total Score** = \_\_\_\_\_ %

**Organizational Skills**

- \_\_\_\_\_ I understand the legal standing and status of the program, its mission, history, philosophy, and goals.
- \_\_\_\_\_ My work with the Program Advisory Board and other advisory groups is productive.
- \_\_\_\_\_ I use effective short-term problem-solving techniques.
- \_\_\_\_\_ The program has a long-range plan and I refer to it.
- \_\_\_\_\_ I understand and promote the use of a child care program accreditation system available through the early childhood or school-age community.
- \_\_\_\_\_ / **25 Total Score** = \_\_\_\_\_ %

**Staff Management Skills**

- \_\_\_\_\_ I use management strategies to build teamwork in such ways as regular staff meetings that promote active involvement of all staff.
- \_\_\_\_\_ I am able to create a sense of community between children, families, staff and the advisory board.
- \_\_\_\_\_ I feel knowledgeable about writing job descriptions, interviewing, and hiring staff.
- \_\_\_\_\_ I have an orientation program that completely prepares new staff and makes their transition into the classroom smooth.
- \_\_\_\_\_ I have developed staffing patterns that reflect and meet program enrollment capacities.
- \_\_\_\_\_ I have procedures in place that provide for adequate staff supervision, effective feedback, evaluation of staff, and mentoring where appropriate.
- \_\_\_\_\_ I can motivate people to work toward a high standard.
- \_\_\_\_\_ I reward strong performers and terminate poor performers.
- \_\_\_\_\_ I can communicate clearly with staff to ensure goals are met.

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- \_\_\_\_\_ I see my staff modeling my actions with children, parents and other staff members.
- \_\_\_\_\_ Each staff member has a professional development plan.
- \_\_\_\_\_ / **55 Total Score** = \_\_\_\_\_ %

### Technology Skills

- \_\_\_\_\_ I can use word processing with graphics to create effective newsletters and to prepare other written material to staff and families.
- \_\_\_\_\_ I use spreadsheets to construct a budget or summarize data.
- \_\_\_\_\_ I communicate effectively by e-mail and can access child development and other child care resources via the Internet.
- \_\_\_\_\_ I know how to access information needed to purchase hardware and software.
- \_\_\_\_\_ I provide staff and children with computer access.
- \_\_\_\_\_ / **50 Total Score** = \_\_\_\_\_ %

### Educational Programming

- \_\_\_\_\_ I set the tone for teaching that meets all aspects of development for each child, appropriate to their age, culture, and level of development.
- \_\_\_\_\_ I know how to plan effective child-centered in-door and outdoor learning spaces.
- \_\_\_\_\_ Our staff properly assesses each child to understand their developmental needs.
- \_\_\_\_\_ I am familiar with and know how to refer families for special (social & developmental needs) services.
- \_\_\_\_\_ I include children with special needs in all activities.
- \_\_\_\_\_ The staff, parents, and I have established child guidance procedures that encourage child self-discipline and acceptable expression of emotions.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ / **35 Total Score** = \_\_\_\_\_ %

### Safety and Compliance

- \_\_\_\_\_ I monitor compliance with codes (zoning, health, safety, sanitation, building) and licensing requirements.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ I know how to ensure healthy nutrition and manage food service.
- \_\_\_\_\_ I take appropriate measures to prevent disease transmission through proper hygiene, universal precautions, screenings, and immunizations.

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- \_\_\_\_\_ I know how to ensure safety within the building (or house).
- \_\_\_\_\_ I have established disaster preparedness policies and procedures for my program.
- \_\_\_\_\_ / **30 Total Score** = \_\_\_\_\_ %

### Communication and Managing Relationships

- \_\_\_\_\_ 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.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ I can speak publicly with confidence and persuasiveness (including board meetings and public hearings).
- \_\_\_\_\_ I use effective teaching techniques when conducting training for staff and others.
- \_\_\_\_\_ Others say I write effectively, including letters, business plans, newsletters, and communication with parents.
- \_\_\_\_\_ I am good at writing grants and getting funding from outside sources.
- \_\_\_\_\_ I maintain confidentiality and high ethical standards in all situations with staff and with families.
- \_\_\_\_\_ / **35 Total Score** = \_\_\_\_\_ %

### Parent and Family Support

- \_\_\_\_\_ I have asked families to evaluate the program.
- \_\_\_\_\_ The program offers family and child educational experiences to meet the needs of diverse families.
- \_\_\_\_\_ We use multiple strategies to enhance family-school relations including parental involvement.
- \_\_\_\_\_ We use effective strategies to connect parents to community resources.
- \_\_\_\_\_ I have provided a parent/family handbook and I know how to talk to families about their children's needs.
- \_\_\_\_\_ I create open communication with parents that respects their values and culture and appropriately involves them in the program.
- \_\_\_\_\_ / **30 Total Score** = \_\_\_\_\_ %

### Financial Management

- \_\_\_\_\_ I can obtain resources through fundraising, marketing, business income, and grants.
- \_\_\_\_\_ I maintain accurate and complete financial records.
- \_\_\_\_\_ I use financial planning tools to establish a budget and analyze costs.
- \_\_\_\_\_ I develop and use fee policies that fit the needs of the program.

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- \_\_\_\_\_ I develop or access compensation plans that reward retention and increased knowledge and skills of staff.
- \_\_\_\_\_ I prepare an annual financial report.
- \_\_\_\_\_ I develop an annual budget that reflects the program goals.
- \_\_\_\_\_ I keep up with tax law changes.
- \_\_\_\_\_ I understand and access public & private funds that are available to my programs and/or families and children in my care.
- \_\_\_\_\_ I understand and follow state and federal wage & hour and tax laws.
- \_\_\_\_\_ / **50 Total Score** = \_\_\_\_\_ %

### Professional Contributions

- \_\_\_\_\_ I know how to effectively train staff and others.
- \_\_\_\_\_ I understand the services available for child care professionals in the state such as educational scholarships, financial assistance and compensation plans.
- \_\_\_\_\_ I am active in community or state boards and committees working towards quality child care.
- \_\_\_\_\_ I am involved in the early childhood or school-age educational community through conference planning, advocacy events, etc.
- \_\_\_\_\_ I have presented a workshop or seminar at a local, state, or national educational conference.
- \_\_\_\_\_ I have mentored other program directors and staff members building new programs in their communities (including being a validator or consultant).
- \_\_\_\_\_ I want to continue to learn and grow professionally.
- \_\_\_\_\_ I know the legislative and political process.
- \_\_\_\_\_ I have used the legislative process to work toward quality child care.
- \_\_\_\_\_ I participate in and build coalitions and networks to support children's issues.
- \_\_\_\_\_ / **50 Total Score** = \_\_\_\_\_ %

### Personal Management

- \_\_\_\_\_ I have personal goals intended to reduce stress and avoid burnout.
- \_\_\_\_\_ I have a personal philosophy of management and can articulate it.
- \_\_\_\_\_ I seek out professional resources to continue learning and improve my leadership effectiveness.
- \_\_\_\_\_ I have thought through strategies to achieve a balance between personal and professional obligations.
- \_\_\_\_\_ I assess and reassess my personal beliefs, values, and biases when views of others differ from my own.
- \_\_\_\_\_ / **25 Total Score** = \_\_\_\_\_ %

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