

The ExCELS measure: Administration and scoring guide

Appendix C: Staffing Positions and Management Responsibilities Interview Guide



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OPRE Report 2023-273

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EARLY CARE AND EDUCATION LEADERSHIP STUDY (ExCELS)

Staffing Positions and Management Responsibilities Interview Guide



Introduction

[INTERVIEWER NOTES APPEAR IN ALL CAPS AND IN BRACKETS. DO NOT READ THIS TEXT OUT LOUD TO THE RESPONDENT. ENTER RESPONSES IN RED TEXT.]

[THIS INTERVIEW SHOULD BE CONDUCTED WITH THE DIRECTOR OR OTHER FORMAL MANAGER IN THE BUILDING WITH OVERSIGHT AND MANAGEMENT OF DAY-TO-DAY OPERATIONS IN THE CENTER.]

This interview will collect information on the staff at your center who have some management, oversight, or supervisory responsibilities, and on your center's teaching staff. We expect this interview to take about 25 minutes to complete.

Before we begin the interview, I want to provide you with some guidance for answering the questions:

- **For the purpose of this interview, we are only interested in staff who have paid positions, not volunteers. This could include contracted staff or service members from organizations like Teach for America or AmeriCorps who are paid to fulfill any of the positions we talk about.**
- **We are only interested in the staff who work with or support activities for children whose ages range from birth to age 5 and not yet in kindergarten. Do not include staff who focus only on kindergarten, school-aged child care, or summer camps for older children.**

Do you have any questions before we begin?

A. Center management, oversight, or supervision

To begin, we would like to collect information on the staff who have some management, oversight, or supervisory responsibilities at your center, even if they spend little or no time working in your center's building or sometimes work at other centers or locations.

As we go through this first set of questions, only include teaching staff if they have management or oversight responsibilities over any center activities. We will discuss teaching staff who supervise other teaching staff in the next section.

- A1. Can you please list each staff position, currently working at your center that is involved with management, oversight, or supervision?**

[ENTER EACH POSITION IN TABLE I, COLUMN A. THEN, GO THROUGH EACH POSITION MENTIONED AND ASK QUESTION A2 BELOW.]

- A2. How many staff have this position?**

[ENTER THIS NUMBER IN TABLE I, COLUMN B FOR THE CORRESPONDING POSITION.]

TABLE I. STAFF POSITIONS WITH MANAGEMENT, OVERSIGHT, OR SUPERVISION

A1. POSITION	A2. # OF STAFF IN POSITION
COLUMN A	COLUMN B
[EXAMPLE 1: Center director]	[01]
[EXAMPLE 2: Assistant center director]	[02]
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	_ _
[ENTER TOTAL NUMBER OF STAFF IN POSITIONS WITH MANAGEMENT, OVERSIGHT, OR SUPERVISION ON THE RIGHT.]	_ _

[YOU WILL NEED TO BREAK DOWN THE POSITION PROVIDED IN A1 INTO THE NUMBER OF STAFF MEMBERS FROM A2 TO OBTAIN THE SPECIFIC RESPONSIBILITIES FOR DISTINCT STAFF. TO DO THIS YOU MAY NEED TO ASK ABOUT EACH INDIVIDUAL POSITION MULTIPLE TIMES, DEPENDING UPON HOW MANY STAFF HOLD THAT POSITION.]

Next, I'd like to ask about the responsibilities of the individual staff who work in the positions you just listed.

We want to understand the types of responsibilities around the management or oversight of center operations, care and education programs, center finances, human resources, family engagement and special services, and other areas such as marketing and enrollment or information technology. We are also interested in responsibilities related to direct supervision of teaching staff.

A3. You mentioned that your center has [NUMBER OF STAFF IN POSITION] [POSITION]. What are the responsibilities of [THE/THE FIRST/THE SECOND/ETC.] [POSITION]?

[COPY STAFF COLLECTED AT A1 IN TABLE II, COLUMN A. IF A POSITION IS HELD BY MORE THAN ONE PERSON, LIST EACH STAFF PERSON INDIVIDUALLY AND IDENTIFY THEM BY A NUMBER AT THE END. SEE EXAMPLE BELOW.

[AS RESPONDENT DESCRIBES THE RESPONSIBILITIES FOR EACH STAFF MEMBER, ENTER THE RESPONSIBILITIES IN COLUMN B.

TABLE II. VERBATIM RESPONSIBILITIES OF STAFF POSITIONS WITH MANAGEMENT, OVERSIGHT, OR SUPERVISION

[illegible]

[FILL OUT TABLE III. USE THE VERBATIMS COLLECTED IN TABLE II TO SELECT ALL RESPONSIBILITIES THAT APPLY PER STAFF MEMBER IN COLUMNS A TO G. USE THE DEFINITIONS BELOW TO HELP YOU IDENTIFY THE CORRECT COLUMN TO SELECT FOR EACH STAFF MEMBER.]

COLUMN DEFINITIONS:

- **COLUMN A:** Management or oversight of center operations includes overall management and oversight of the day-to-day operations of the program as well as planning and managing staff and resources to provide early care and education.
- **COLUMN B:** Management or oversight of the care and education program includes management of the aspects of the center that specifically focus on child development, curriculum, and instructional planning.
- **COLUMN C:** Management or oversight of center finances includes financial management, budgeting center resources, tracking expenses, managing grants and tuition payments, and managing payroll.
- **COLUMN D:** Management or oversight of human resources includes management or oversight of professional development including mentoring and coaching, recruitment, selection, hiring, training, and evaluation of staff as well as the provision of benefits and supports to staff.
- **COLUMN E:** Management or oversight of family engagement and special services includes the management, oversight, or supervisory responsibilities of nonacademic or noninstructional services for children, such as health screenings, therapeutic services, or mental health services, or the oversight of supports provided to families such as social services, adult education programs, or home visiting.
- **COLUMN F:** Other management, oversight, or supervisory responsibilities that are specific to aspects of the center's operations in other areas, such as marketing and enrollment, community partnerships, nutrition programs and kitchen staff, or information technology.
- **COLUMN G:** Direct supervision of teaching staff includes supervisory responsibilities over any number of lead, head, or co-teachers and assistant teachers.

TABLE III. RESPONSIBILITIES OF STAFF POSITIONS WITH MANAGEMENT, OVERSIGHT, OR SUPERVISION

[illegible]

B. Identifying how much time staff with center management, oversight, or supervision responsibilities spend at the center

[COPY STAFF LISTED IN TABLE II INTO TABLE IV, COLUMN A. FOR EACH STAFF LISTED IN TABLE II ASK QUESTIONS B1 AND B2 TOGETHER. START BY ASKING B1 OF ONE STAFF MEMBER, AND IF B1=YES, CONTINUE TO ASK QUESTION B2 ABOUT THE SAME STAFF MEMBER. THEN MOVE ON TO ASK B1/B2 ABOUT THE NEXT STAFF MEMBER, ETC.]

Next, I'd like to ask about the location of the individual staff who work in the positions you just listed.

B1. You mentioned that your center has [NUMBER OF STAFF IN POSITION] [POSITION]. Does [THE/THE FIRST/THE SECOND/ETC.] [POSITION] ever work on-site at your center?

[FOR EACH STAFF MEMBER, ENTER YES OR NO IN TABLE IV COLUMN B.]

B2. [ASK IF B1 = YES.] Approximately how many hours per week do they spend at your center? An estimate is fine.

[FOR EACH STAFF MEMBER THAT WORKS AT THE CENTER, ENTER THE NUMBER OF HOURS PER WEEK THEY WORK AT THE CENTER IN TABLE IV COLUMN C.]

TABLE IV. TIME SPENT AT CENTER OF STAFF POSITIONS WITH MANAGEMENT, OVERSIGHT, OR SUPERVISION

[illegible]

C. Teaching staff

Now, we are going to ask some questions about your teaching staff, including lead, head, or co-teachers and assistant teachers. If you have other classroom staff positions such as teaching aides or floaters, we will discuss them separately in the next section.

As a reminder, we are only interested in teaching staff who have paid positions and who work with or support activities for children whose ages range from birth to age 5 and not yet in kindergarten. Do not include staff who focus only on kindergarten, school-aged child care, or summer camps for older children.

First, I'll ask you a few questions about teachers, that is, lead, head, or co-teachers who are regularly in charge of a group or classroom of children. Then we'll discuss your center's assistant teachers.

C1a. How many staff are lead, head, or co-teachers?

[ENTER NUMBER INTO TABLE V, COLUMN C1a.]

C1b. How many lead, head, or co-teachers are responsible for the direct supervision of other teaching staff within their own classroom? Some of them may also have supervision across two or more classrooms.

[ENTER NUMBER INTO TABLE V, COLUMN C1b.]

C1c. How many lead, head, or co-teachers are responsible for the direct supervision of other teaching staff across two or more classrooms? Some of them may also have supervision within their own classrooms.

[ENTER NUMBER INTO TABLE V, COLUMN C1c.]

C1d. How many lead, head, or co-teachers are responsible for the direct supervision of other teaching staff both within their own classrooms and across two or more classrooms?

[ENTER NUMBER INTO TABLE V, COLUMN C1d.]

[INTERVIEWER: TEACHERS CAN BE RESPONSIBLE FOR THE DIRECT SUPERVISION OF OTHER TEACHING STAFF WITHIN A CLASSROOM (C1b) AND/OR ACROSS CLASSROOMS (C1c). THESE ARE NOT MUTUALLY EXCLUSIVE.]

TABLE V. LEAD, HEAD, OR CO-TEACHERS AND THEIR SUPERVISORY RESPONSIBILITIES

POSITION	C1a. # OF STAFF IN POSITION	C1b. DIRECT SUPERVISION OF OTHER TEACHING STAFF WITHIN THEIR OWN CLASSROOM	C1c. DIRECT SUPERVISION OF OTHER TEACHING STAFF ACROSS TWO OR MORE CLASSROOMS	C1d. DIRECT SUPERVISION OF OTHER TEACHING STAFF WITHIN THEIR OWN CLASSROOMS AND ACROSS TWO OR MORE CLASSROOMS
Lead, head, or co- teacher	□□	□□	□□	□□

Now, we are going to ask some questions about the assistant teachers within your center.

Assistant teachers are regularly assigned to particular rooms but work under the supervision of a lead, head, or co-teacher. They may or may not lead certain activities (such as art projects or story time) but do not have sole responsibility for the classroom.

C2a. How many staff are assistant teachers?

[ENTER NUMBER INTO TABLE VI, COLUMN C2a. IF 0, SKIP TO SECTION D.]

C2b. How many assistant teachers are responsible for the direct supervision of other teaching staff within their own classroom? Some of them may also have supervision across two or more classrooms.

[ENTER NUMBER INTO TABLE VI, COLUMN C2b.]

C2c. How many assistant teachers are responsible for the direct supervision of other teaching staff across two or more classrooms? Some of them may also have supervision within their own classrooms.

[ENTER NUMBER INTO TABLE VI, COLUMN C2c.]

C2d. How many assistant teachers are responsible for the direct supervision of other teaching staff both within their own classrooms and across two or more classrooms?

[ENTER NUMBER INTO TABLE VI, COLUMN C2d.]

TABLE VI. ASSISTANT TEACHERS AND THEIR SUPERVISORY RESPONSIBILITIES

POSITION	C2a. # OF STAFF IN POSITION	C2b. DIRECT SUPERVISION OF OTHER TEACHING STAFF WITHIN THEIR OWN CLASSROOM	C2c. DIRECT SUPERVISION OF OTHER TEACHING STAFF ACROSS TWO OR MORE CLASSROOMS	C2d. DIRECT SUPERVISION OF OTHER TEACHING STAFF WITHIN THEIR OWN CLASSROOMS AND ACROSS TWO OR MORE CLASSROOMS
Assistant teachers	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

D. Other teaching, special services, and support services staff

In previous sections, we talked about staff that have management, oversight, or supervisory responsibilities and teaching staff. In this section, we would like to know about other staff that have not been mentioned yet, including staff in other teaching, special services, and support services positions.

These staff may include aides or floaters, staff who provide support to teaching staff, staff who provide specialized services to children, staff who provide support services to families, and staff who support the center's operations.

Again, we are only interested in staff who have paid positions and who work with or support activities for children whose ages range from birth to age 5 and not yet in kindergarten. Count each staff member only once in the position that best reflects their primary position.

[FOR THE FOLLOWING QUESTIONS (D1 TO D8), ENTER THE NUMBER OF STAFF IN EACH POSITION IN TABLE VII, COLUMN B.]

- D1. How many staff are aides? Include staff who are regularly assigned to particular rooms but who work under the supervision of a teacher or assistant teacher. They help prepare activities and assist with activities but do not lead activities or have sole responsibility for activities or the classroom.
- D2. How many staff are floaters? Include staff who are not regularly assigned to a particular room and who fill in as necessary to help meet adult-to-child ratios.
- D3. How many staff provide instructional support to teaching staff? Include staff such as coaches or mentors who provide support to teachers to improve instruction and caregiving.
- D4. How many staff provide specialized services to children? Include staff who provide health screenings, therapeutic services, mental health services, or any nonacademic or noninstructional services to children.
- D5. How many staff provide support services to families? Include staff who provide supports that occur outside of instruction and caregiving, such as social services, adult education programs, or home visiting.
- D6. How many staff support the center's operations? Include staff who work in the building and hold responsibilities related to front office support, food service, transportation, maintenance, and laundry as well as others who support the center's infrastructure.
- D7a. Are there any other staff at your center who work with or support activities for children whose ages range from birth to age 5 and who have not been included thus far?
 - D7b. Can you provide a brief description of this/these position(s)?

[ENTER A BRIEF DESCRIPTION OF THE POSITION(S) IN TABLE VII.]
 - D7c. How many staff have this/these position(s)?
- D8. Switching gears, how many staff focus only on the instruction and caregiving for children in kindergarten or school-aged child care? Please do not include staff who work only to provide summer camps or programs.

TABLE VII. OTHER TEACHING, SPECIAL SERVICES, AND SUPPORT SERVICES STAFF

POSITION COLUMN A	# OF STAFF IN POSITION COLUMN B
D1. Aides	
D2. Floaters	
D3. Staff who provide instructional support to teaching staff	
D4. Staff who provide specialized services to children	
D5. Staff who provide support services to families	
D6. Operations support staff	
D7. Other staff who work with or support activities for children whose ages range from birth to age 5 (Specify) [ENTER A BRIEF DESCRIPTION OF THE POSITION(S) BELOW.] _____ _____	
D8. Other staff who focus only on instruction and caregiving for children in kindergarten or school-aged child care	

Conclusion

That concludes our discussion for today. Do you have any questions?

Thank you again for your time!

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