



LITTLE LAMB PRESCHOOL

Parent Handbook

A Ministry of Good Shepherd Lutheran Church

1500 Sand Lake Road
Holmen, WI 54636
(608) 526-4829
www.gsholmen.org

Contents

Mission Statement	2
Non-Discrimination Policy	2
Terms of License.....	2
Curriculum.....	3
Education Policy & Philosophy	3
Daily Routine	3
School Calendar.....	3
Discipline/Guidance	4
Admission.....	4
Discharge/Withdrawal	4
Tuition & Fees	5
Absence.....	5
Enrollment Procedure	5
What to Bring/What to Wear.....	5
Arrival /Separation/ Departure Procedures.....	6
Transportation	6
Snacks/Meals	6
Birthdays	7
Naps.....	7
Field Trips	7
Scheduled School Closures.....	7
Emergency Closings.....	7
Parent Conferences.....	8
Parent Communication	8
Visitors.....	8
Confidentiality.....	9
Parental Concerns	9
Health and Safety.....	9
Child Abuse/Neglect.....	9
Illness.....	9
Medications.....	10
Injuries/Accidents	10
Emergency Procedures/Contacts.....	10
Evacuations	10

Missing Child	10
Programs	11
Ministry (Job) Descriptions	11
Ministry (Job) Description—All Staff	11
Ministry (Job) Description—Director	11
Ministry (Job) Description—Lead Teacher	13
Ministry (Job) Description—Assistant Teacher	14
Continuing Education	15
Orientation	15
Preschool Teacher – Called Worker, Divine Call, Qualifications, Termination	15
Administrative Structure	16
Compensation	16
Probationary Periods, Evaluations, Grievance Procedures & Discipline	19
Performance Evaluations	19
Discipline	19
Grievance Procedures	20
Voluntary Termination of Employment	20
Notification of Investigation.....	20

Mission Statement

The central goal of Good Shepherd Little Lamb Preschool is to share with young children and their families the healing and saving Gospel of Jesus Christ.

Non-Discrimination Policy

Good Shepherd Little Lamb Preschool admits students of any race, color, national and ethnic origin to all rights, privileges, programs and activities generally accorded to and made available to students at the school. It does not discriminate based on race, color, national and ethnic origin in administration of its educational policies and other school-administered programs.

Terms of License

The preschool is licensed by the state of Wisconsin for 3-year-olds to 5-year-olds. We operate morning classes from 8:15-11:15 Monday through Friday and we also offer an afternoon class Tuesday, Wednesday, and Thursday from 12:15-3:15. Our school is licensed for 16 Children with a teacher and a classroom helper. We operate September through May. A bulletin board near the classroom door displays the license, rules and any violations plus parent information and brochures.

Curriculum

The curriculum at Little Lamb Preschool is a blended curriculum of High Scope (which is child led curriculum with teacher guidance) and teacher led approach (teaching enrichment through different themes through the school year).

Education Policy & Philosophy

Little Lamb Preschool exists to teach children that God made everyone special and unique. Everyone has similarities and differences that are appreciated. The preschool exists to develop the following skills:

1. Gross motor developmental skills will be taught through running, jumping, hopping, throwing, and catching. The children will also be introduced to a sensory motor program that helps brain development as well as gross motor skills. The children will develop fine motor control through coloring, cutting, painting, and writing activities. The children will learn to bead and to pick up a small manipulative to encourage fine motor skills.
2. Visual skills will be developed by looking at pictures in a book, engaging in academic games that involve matching and sorting, and working with puzzles.
3. Auditory skills will be taught by listening to a set of directions and carrying them out. The students will also listen to songs that give instructions. Listening skills will be practiced through peer interaction.
4. Building the child's vocabulary is done through unit studies, literature, and social communication with one another.
5. Social adjustment to the peer group is done through free play time as the teacher models how to play with another and how to use words to work out any differences that may come up. This is also emphasized in Bible time as the students are taught how God wants them to treat others. This includes instruction of how our Lord Jesus wants us to love and reach out to people of all nations, cultures, and languages with good news of forgiveness of sins and eternal life in Jesus' name (Mt 28:19, Mk 16:15).
6. The children will discover and learn the elements necessary for a successful school experience. The student will learn how to recognize his/her name, find his/her coat hook and realize there is a schedule of activities. The class will learn how to line up and clean up after themselves and find out just how fun school can be!
7. Bible lesson will be taught using the Wisconsin Synod's *Christ Light* curriculum.

Daily Routine

8:15-9:15 (12:00-1:15) Arrival and Free Play time
9:15-9:20 (1:15-1:20) Clean Up Time
9:20-9:40 (1:20-1:40) Meeting Time Recall of Play time, opening Story, Calendar, and weather
9:40-10:00 (1:40-2:00) Snack Time
10:00-10:15 (2:00-2:15) Bible Time
10:20-10:40 (2:20-2:40) Outside time/Large Motor skills
10:45-10:55 (2:45-2:55) Songs and Stories
10:55-11:10 (2:55-3:10) Project Time
11:10-11:15 (3:10-3:15) Closing

School Calendar

A school calendar will be sent to parents at the beginning of the school year. Little Lamb Preschool follows the Holmen School District for any days off during the school year.

Discipline/Guidance

The use of positive praise will be used most often when the teacher sees a desirable behavior. However, when a disagreement happens between the students, the teacher will model for class or student how to use words to work out the difference. The teacher will model how to use social skills and listening skills to work out the difference.

If a child has offended or hurt another child, he/she will be encouraged to listen to what the other has to say and how they were hurt. The offending child will be asked to say, "Sorry that I did ____." The other child will be asked to say, "I forgive you" and we will end the encounter with a hug, high five or hand shake. We want to end as friends.

If the offending child does not want to say sorry or listen to how they hurt the other child, they will be asked to sit on a thinking chair until they are ready to listen and apologize. In one-minute time increments the child will be asked if they are ready to participate in the resolution of the behavior.

If the teacher sees an undesirable behavior, such as throwing a block, the teacher will go to the child and explain the consequence of the action – the block could hit another child and it would hurt them- (a child of 3-4 years old is unable to understand cause and effect). The child will be taught and encouraged how to use the toy properly, in this case to build a block tower. If the behavior persists, then the child may be redirected to another activity. The use of Love and Logic may be used at this time giving the child a choice between playing with blocks or another activity. If they persist in the unwanted behavior and cannot make an acceptable choice the child may be directed to sitting on a thinking chair. The time on the thinking chair will be determined by the child in 1-minute increments not to exceed 5 minutes. When the child is ready to make a choice, they will be led through a process of questions asking why they were on the thinking chair and how they plan to make better choices.

Punishment that is humiliating or frightening to a child such as hitting, spanking, shaking verbal or sexual abuse, withholding or forcing food, punishment for lapses of toilet training or other forms of physical punishment will never be used, even at the request of the parent.

Admission

A child must be three by September 1st or on their birthday if they wish to enroll in the Preschool. A child must be toilet trained before they are able to start.

Discharge/Withdrawal

If a child's behavior becomes unsafe for the staff and other students physically or educationally, the teacher may ask to meet with both parents to make a plan that would best provide a safe learning environment for all who are enrolled at Little Lamb Preschool.

If the behavior persists the parents may be asked to meet with the teacher, the pastor and the ministry team chairperson to work out the best course of action.

If a plan cannot be worked out the child may be asked to leave the program.

If a child is withdrawn from the program any fees already paid will not be refunded. One-month notice of a child withdrawing from the preschool, would be appreciated.

Tuition & Fees

Non-Refundable Registration Fee \$45

Monthly Tuition for a 2-day-a-week session
3-Year-Old Classes \$108

Monthly Tuition for a 3-day-a-week session
4-Year-Old Class \$146

Class Field Trips Fee \$30 per child

An initial non-refundable registration fee shall accompany the registration form to hold a spot for a child enrolled in Little Lamb Preschool.

Tuition fees are to be paid by the 15th of the previous month. The first month (September tuition) will be paid to the teacher on the home visit in August. Subsequent payments will be paid by the 15th of each month so parents will always be paying for the month ahead. Families will be done paying for the preschool tuition the month of April. Payments will be made in the church office to the office administrator. She will record your payment and send you an emailed receipt of your payment. Parents can pay for several months or the whole year's tuition, if they would like.

If a tuition payment is not received by the 15th of the month, our office administrator will send a reminder email. If for any reason you are unable to make your tuition payment on time, please talk to the office administrator to make special arrangements.

If an NSF check is returned, there will be an additional \$20 fee plus any additional costs which the parent will be expected to pay.

Absence

Parents and/or guardians should notify the school by phone or note prior to the start of the school day if your child is going to be absent. If you do not notify the school, a phone call will be made to ensure the safety of your child.

Enrollment Procedure

Children of the congregation members and past preschool families can enroll the month of February for the next school year. An open house will be held where enrollment is open to the public on a first come first serve basis until our classes are full. We then will begin a waiting list. Families on the waiting list will receive a call-in early August to inform them if we have any openings.

A registration form is to be filled out accompanied by the non-refundable registration fee before your child is officially enrolled.

In late July, the preschool will send you three forms that the state of Wisconsin requires us to have on file for every child enrolled in the preschool.

What to Bring/What to Wear

Children can wear whatever parents deem appropriate. Parents are encouraged to think about Christian values and what type of clothing is appropriate for school activities as an example your children will use different types of paint and even though paint shirts are used some may get on clothing. Also, any foot wear is allowed and must be worn while they are at school. When we go outside tennis shoes are preferred.

Arrival /Separation/ Departure Procedures

The main entrance door of the church (under the carport) should be used upon arrival and for pick up time. Children can be dropped off any time between 8:15-8:30 (12:00-12:15). Please be aware that by state guidelines of our license we cannot care for a child for over 3 hours, so please do not drop your child off before 8:15 (12:00) and please pick them up promptly at the end of the school day at 11:15 (3:15). An adult is to accompany the child in the building to ensure the safety of your child. The child is to find their hook with their name above the hook. They should hang up their backpack and hang up their coat. Parents or person dropping off child, will need to use our sign in/sign out book.

If the child is to be picked up by another adult, the teacher must be informed prior to dismissal time except in a case of an emergency. The teacher may be notified by a phone call, written note, email, or text of who will be picking up the child. If a child for any reason will not be coming to school due to illness, vacation or doctor or dentist appointment, please notify either the teacher by email, text or phone or call the church office where the administrator will relay the message. If a child does not arrive as scheduled and the school has not been notified of the absence, the parents will try to be reached within 15 minutes of the starting time.

Drop off time is a time of transition that every child handles differently. The teacher or teacher assistant will greet the child and invite them in the room. If the child is reluctant to stay the parent is encouraged to come into the room find a toy or activity the child may like, give them a big hug and kiss reassure them you will be back to pick them up at the end of the day and leave quickly. The teacher will distract and comfort the child with reassuring words and appropriate reassuring touches such as a pat on the shoulder or back.

Transportation

Parents are responsible providing transportation to and from school.

Snacks/Meals

A mid-morning snack and a mid-afternoon snack will be served to the class. Parents will be assigned to bring snack on a rotating basis. The parents are asked to donate a large container of apple juice at the beginning of the year. The school will buy white milk and chocolate milk to serve during snack and will also offer water and apple juice to drink. The child will be using white foam cups from which to drink.

When it is the child's turn to bring snack, the parents are asked to bring a snack enough for the class for that week. We encourage parents to bring healthy snacks such as: vegetables, fruit, yogurt, cheese, crackers, etc..... We do understand there are time when children will bring cookies, muffins and cupcakes. Parents may bring either purchased or homemade snacks. If you bring fruit snacks also provide crackers of some sort to go with the fruit snack.

If your child has an allergy it will be told to the other parents what type of allergies are in the class. We will encourage parents to try not bringing a snack with items that children are allergic to such as nuts. If a snack is brought where the item may have an ingredient that a child is allergic to or the teacher is unsure, the teacher will error on the side of caution and provide a snack that either the parent has provided or one the teacher has in case of emergencies. The child first name and the name of the allergy will be posted by the fridge so other workers will be aware of the allergy. IF a child's allergy is so severe, the child can bring their own snack at snack time. All snack that are offered are recorded on a calendar that is hung in the classroom.

Birthdays

The child will be scheduled the week of their birthday (August birthdays will be celebrated in September and birthdays that fall in June or July will be celebrated in May). It will be stated in the newsletter which day we will be celebrating a birthday. The child will be given a paper birthday crown to wear if they choose. The teacher will put a candle in the snack they bring, and the class will sing Happy Birthday to the student. The child will pick out a birthday book from the birthday book basket and a prize from the prize box for their birthday.

Naps

Naps are not given at Little Lamb Preschool for our ½ day program.

Field Trips

As a part of our curriculum, hands on learning is very important. One way to obtain hands on learning is through field trips. A schedule of field trips will be given to parents at the beginning of the year. Reminders of upcoming field trips will be highlighted in the weekly note. Parents/ grandparents or other adults are always welcomed to chaperone. The only time chaperones are limited are for plays where the tickets are bought ahead of time, then chaperone seats are offered first come first serve basis.

Parents that are signed up to chaperone are responsible for the transportation of their own child, if a bus is not taken. The parents of students not attending the field trip are asked to make arrangements with other parents who would be chaperoning. If arrangements cannot be made by the parent for their child to attend the field trip, the child is not required to attend.

On all field trips the teacher will take a field trip bag that will include class emergency contact card and first aid kit. Attendance will be taken on a class list when we get to the destination, while we are at the destination, before we leave the destination and when we return to school.

A student may be asked to come to school on a day or time they do not regularly attend. For example, if all the classes are going to a play at Viterbo, all students will be asked to come on a Tuesday morning and the child may not have school on Monday morning or Tuesday afternoon because Tuesday morning counts as one of the child's school session.

Scheduled School Closures

Little Lamb Preschool is closed for major holidays (Thanksgiving, Christmas and Easter) and for Parochial State teacher's conference (October) and District teacher's conference (February). A Schedule for the year will be handed out at the beginning of the school year.

A student may be asked to come to school on a day or time they do not regularly attend. For example, if all the classes are going to a play at Viterbo, all students will be asked to come on a Tuesday morning and the child may not have school on Monday morning or Tuesday afternoon because Tuesday morning counts as one of the child's school session.

Emergency Closings

The preschool will operate in accordance with the Holmen Public school calendar unless otherwise informed. We try to adhere to their schedule around the major holidays but also strive to keep the same number of class periods for each class if possible. We do not close for days where the school district is holding in-services.

In case of inclement weather, very wintry weather or extremely hot weather the preschool is closed if Holmen School District is closed. Parents are encouraged to watch for television bulletins on the closings of schools. You may sign up for an app at your local television station where you will be notified on your phone of school closings.

If the Holmen School District has a 2 hour late start due to inclement weather, there will be no morning class. The afternoon class will have class in that case. Parents are again encouraged to tune into their local T.V. for information on Holmen School District closing.

If Holmen School District close two hours early because of inclement weather, families will be notified by staff that there will be no afternoon class.

If at any time parents feel that the weather conditions are not conducive for their child to attend class, please just call the school (526-4829) or text the teacher and notify the school that your child will not be attending.

If our building has loss of service including, but not limited to, loss of heat, air conditioning, water, electricity, plumbing problem or telephone service, the school will be cancelled. The parents will be notified by a phone call by staff.

Parent Conferences

Parent teacher's conferences are scheduled two times in the year. One in the fall and one in the spring. The conferences will be signed up for using the site Sly Reply. A link will be emailed to the parents to sign up or a hard copy will be at the school to sign up there. But parents are encouraged if a question or a concern comes up in between times, feel free to schedule a time to talk in person, or call, email or text the teacher to handle the concerns and questions in a prompt manner. Teacher or Assistant Teacher will communicate in person, email, text or a phone call as the need arises.

Parent Communication

A weekly note will be emailed to the parents each week. A paper copy can be obtained in your child's Bible folder at the end of the school week if you would like. In this weekly note parents will be notified of the Bible lesson, a summary, unit topics, art projects, songs we are learning, books we are reading and who is the snack provider for the week. Upcoming events will also be highlighted.

Visitors

Parents are encouraged to observe a class at any time. Parents are also welcomed to share their talents, hobbies and/or occupations with the class.

Grandparents or other relatives of a student are invited to participate in the classroom environment at any time, if the teacher has received written or verbal authorization by the parents or guardian. These visits would be best scheduled ahead of time.

There are times where the teacher will ask parents and/or grandparents or other family members to help such as baking, holiday party times or with special craft times in the classroom. The teacher will notify parents of these special times through the weekly note.

Student visitors of similar age are welcome to attend class session but must be accompanied by a parent. The teacher should be notified in advance.

Confidentiality

Little Lamb Preschool respects everyone's right to confidentiality in communications and records concerning the care of children or their employment. Prior to the first day of school, parents are asked to fill out several forms for admission. These forms will be in the child's file and are confidential. They will only be seen by the preschool staff and the state licensure person.

A special form will be used to ask for parent's permission if their child's picture can be used for promotional purposes.

Parental Concerns

As a Christian ministry, we look to God's word for guidance in how to address concerns that may occur when working with one another. In Matthew 18, Jesus provides steps in how to lovingly and progressively address concerns when they occur.

1. The parent will meet privately with the teacher or other person involved to discuss the situation and help to gain understanding. They will then agree on a God-pleasing solution to the matter.
2. If after the initial meeting the matter is not resolved, the parent will contact the pastor and ask for his help in meeting with the involved parties.
3. If the issue is still not resolved, the parent will ask for the Church Council to be involved.

The goal of each step is to lovingly lead one another to see the sin that has occurred, receive Christ's full forgiveness, and work at resolving the matter to the best of our abilities and in love for all involved. These steps outlined by Jesus also describe the blessings of not talking to others about an issue before you have addressed it privately with the person or people directly involved. In this way, reputations are upheld, divisiveness is avoided, and God-pleasing solutions are more likely to occur.

Health and Safety

Child Abuse/Neglect

Prior to employment, the staff shall be oriented on child abuse detecting and procedures on reporting any suspected child abuse. The teacher is required to report any suspicions of child abuse or child neglect to the proper authorities.

Illness

If a child has a communicable disease (such as but not limited to chicken pox or pink eye etc..) or has a fever, the child should not attend school. The parents may call the church phone and leave a message to inform the teacher of the absence or you may call, text or email the teacher directly about the absence. **If the child has been sick, they may return to school after being fever free for 24 hours without any medication.** So, for example if your child is running a low-grade fever in the evening and you give the child Tylenol or Motrin the child would not be eligible to come back to school the next day. Or if your child awakes with a fever and you give medicine then the child is not eligible to go to school in the afternoon.

If a child becomes ill during the school day, the parents will be called first to arrange the child is picked up from school as soon as possible. If the staff is unable to reach the parents, the emergency contact that the parents have provided will be called to make arrangements for the child. In the meantime, the child will be isolated from the rest of the class and will be monitored. The child will have a rest mat and a lite blanket to use if needed.

Medications

Good Shepherd Little Lamb Preschool will not be responsible for administering medication.

If a child should need to have an emergency medication due to an allergy, it will be put in a marked upper cabinet that can be reached quickly but out of the reach of children.

Injuries/Accidents

If a child falls, trips or occurs a minor injury like a scratch, the child or teacher will wash the area with soap and water. A first aid kit is kept in the upper cupboard of the kitchen and will be labeled. Items from the first aid kit will be used to treat the injury as needed. Ice will also be kept on site for any incident requiring a reduction of swelling. The teacher will wear gloves when treating any injury where there is blood or bodily fluids. If first aid is given, the parent will be notified when picking up the child or through a note or a personal phone call. A notebook recording any instances of first aid will be kept.

In the case of injury where the child needs medical care but is not life threatening, attempts will be made to reach the parents and the emergency contact person, the parents' have provided. If contacts cannot be reached and more advance care is needed, the First Responders will be called.

In the case, of a life-threatening emergency, 911 will be called and if they deem it necessary, they will transport the child to the nearest hospital (either Gunderson Lutheran or Mayo Franciscan – both located in La Crosse). In this case the teacher will accompany the child to the hospital and the preschool aid, the pastor or the emergency contact person will stay with the other students until school is dismissed.

Like most private schools and all public schools, Little Lamb preschool does not provide student medical insurance coverage for accidents that occur on our property (including the playground) by students. Parents will be expected to assume all responsibility for any medical expenses resulting from an incident requiring medical treatment.

Emergency Procedures/Contacts

Evacuations

In case of a fire or other situation that requires evacuation during preschool hours, the children will be directed to the exit out of the side door in the preschool room toward the parsonage. The parsonage garage serves as a meeting point. A fire extinguisher is in the kitchen. When the students reach the parsonage garage, all children will be counted. If the door located in the room is blocked, an alternate door shall be used as an exit. Monthly fire drills will be carried out. In inclement weather, the fire drill will be talked through by the teacher, asking children what to do next.

In the event of a tornado warning, the children will be directed to the girl's bathroom where they will stay until an all-clear signal is given. At that time all children will be counted. Tornado drills will be held during the tornado season. Please refer to the diagram of the facility.

Missing Child

In the event that a child is not accounted for, the remaining children will be supervised in a controlled area by a staff member, and a search will be conducted by the teacher and any available staff. If the child cannot be located within an appropriate amount of time the teacher will call 911 and notify the parents.

Programs

Little Lamb Preschool has two student-led programs during the school year. The first program is a Christmas program normally held in December. The second program is an End-of-the-Year program normally held in May. In these programs, we will present songs that we have learned during our school day.

The preschool students will at times be invited to sing with our Sunday School students at our Sunday worship services. All preschool students and their families are invited to attend.

All of these events will be highlighted in the weekly note.

Policies are made available at the Student Orientation Open House and are available on our website

Ministry (Job) Descriptions

Ministry (Job) Description—All Staff

1. Understand and support the mission of the congregation, the philosophy, purpose and goals of the early childhood ministry (ECM).
2. Demonstrate a genuine love for children; respect children as individuals.
3. Have knowledge and understanding of child development and needs of young children.
4. Maintain good working relationships with staff members and families.
5. Have competence in and perform the duties of the position as outlined in the appropriate ministry (job) description(s).
6. Demonstrate self-motivation and desire to continue learning to increase knowledge and skills by attending staff meetings, workshops, and conferences, and read publications related to faith nurturing, child development and interpersonal relationships.
7. Follow the ECM's guidelines as set forth in the staff handbook, parent handbook, parent newsletters, bulletin boards and any other ECM materials.

Ministry (Job) Description—Director

1. Leader of Early Childhood Program Climate
 - a. Responsibilities as spiritual leader
 - i. Provide opportunities for spiritual growth of staff
 - ii. Provide ways to incorporate early childhood program (ECM) families into church and church families into ECM.
 - iii. Foster Christian community for staff, children and families
 - iv. Provide referrals for Christian counseling and resources for staff and ECM families
 - b. Responsibilities for ECM environment
 - i. Equip indoor and outdoor areas to reflect Christian environment
 - ii. Provide environment appropriate for young children
 - iii. Plan age-appropriate, Christ-centered, faith-integrated curriculum
 - iv. Maintain positive relationships among children, teachers, parents, congregation, and community.
2. Manager of Preschool
 - a. Carry out mission and purpose of programs; further the vision of Good Shepherd Lutheran Church
 - i. Recommend policies according to purpose of programs
 - ii. Participate on Ministry Team that administers programs

- b. Finances
 - i. Assist in preparing annual budget
 - ii. Operate within budget
 - iii. Purchase equipment and supplies
 - iv. Prepare monthly/yearly financial reports
 - v. Arrange for collection and deposit of fees and tuition
 - vi. Handle petty cash
- c. Serve as liaison between congregation and programs
 - i. Represent programs in congregational activities
 - ii. Inform congregation of programs orally or in writing
- d. Maintain communication and relationships with parents
 - i. Develop systematic parent-school communication (newsletter, bulletin, web site)
 - ii. Orient parents to school policies and procedures
 - iii. Plan/administer parent education/fellowship programs
 - iv. Inform parents of progress and special needs of children
- e. Enhance community relationships
 - i. Welcome visitors; plan informative and pleasant experiences
 - ii. Participate in service events for the community
 - iii. Attend professional educational events and community gatherings
 - iv. Maintain liaison with local, state and federal government representatives
- f. Recruit and enroll new children
 - i. Promote ECM in congregation and community
 - ii. Interview parents of prospective children
 - iii. Provide enrollment materials that define the program
 - iv. Create and maintain publicity materials and activities
 - v. Orient newly enrolled children/make home visits
- g. Supervise and assist staff
 - i. Prepare job descriptions for teachers and helpers
 - ii. Provide staff orientation
 - iii. Periodically review staff performance; assist staff members to set goals for spiritual and professional growth
 - v. Plan staff work schedule
 - iv. Arrange substitute help as needed
 - v. Lead regularly scheduled staff meetings
 - vi. Plan and conduct periodic in-service training for staff
 - vii. Help staff prepare program plans
 - viii. Plan and implement procedures to keep accurate classroom records
 - ix. Keep personnel records
- h. Administer all aspects of programs
 - i. Contact state and local regulatory agencies; conform to all regulations
 - ii. Handle all administration and conflict-resolutions related to programs
 - iii. Maintain student and program records
 - iv. Define policies of admission, attendance, payment of fees, educational goals
 - v. Periodically evaluate own work as director
 - vi. Plan and implement plan for personal professional growth
 - vii. Plan periodic reports related to the state of the ECM
 - viii. Keep informed of current ECM issues and developments
 - ix. Participate actively in professional organizations

- x. Plan schedule of administrative responsibilities
 - xi. Schedule use of shared space and equipment
 - xii. Schedule responsibilities of teaching staff
- i. Maintain proper conditions for health and safety
 - i. Keep health history/immunization records for children and staff
 - ii. Maintain referral system for children who have special needs
 - iii. Plan and purchase foods for healthful snacks
 - iv. Monitor all building, classroom and playground conditions to ensure safety
 - v. Schedule fire and disaster drills and maintain records
 - vi. Keep emergency numbers, procedures, and evacuation routes posted
 - vii. Keep fire extinguishers operable and train staff to use
 - viii. Maintain First Aid kit and review accident log
 - ix. Provide staff training of health and safety issues annually

Ministry (Job) Description—Lead Teacher

Purpose: To provide a warm, nurturing, Christ-centered, safe, and loving environment where children's faith is nurtured and where self-concepts are enhanced, independence is encouraged, and individuality is respected.

Responsibilities:

Models behavior

- Lives the Christian faith
- Relates joyfully and sensitively to children
- Prays with and for others
- Acknowledges and respects others' feelings
- Works cooperatively with others
- Encourages good behavior and corrects inappropriate behavior
- Builds and strengthens positive relationships with other congregation program staff and volunteers

Provides Instruction

- Plans, implements, evaluates curriculum in accordance with mission, purpose and philosophy of ECM, under supervision of director
- Develops weekly/monthly plans
- Supervises, trains and evaluates assistants
- Provides assistants with opportunities for input and evaluation of program
- Sets up and maintains appropriate, nurturing classroom/child care environment
- Keeps written plan of daily class activities
- Keeps current developmental records of children in class
- Attempts to meet needs of each child
- Originates correspondence with families
- Reports to parents about children's progress
- Conducts parent conferences and meetings
- Provides written guidelines for substitutes
- Gives direction to volunteers
- Is aware of and complies with personnel policies adopted by board
- Attends staff meetings and functions of ECM
- Participates in professional and spiritual growth activities

Serves as Facilitator

- Prepares warm, safe, orderly and clean environment
- Uses good judgment to handle crisis situations and use supervision constructively
- Provides resources; orders equipment and supplies

Education/Experience Requirements

- Associates degree from an accredited college or university
- Child Development Associate degree (CDA)
- State certification
- Bachelor's degree from an accredited college or university with emphasis in early childhood education
- Early childhood certification from MLC or enrolled in certification program
- Experience in teaching within an early childhood educational program
- Be certified in First Aid and CPR

Other Requirements

- Prior to employment, teacher shall submit a dated report of satisfactory tuberculin test or chest x-ray taken within six months of beginning employment. Such tests need not be repeated except at the advice of a licensed physician or the local health department.
- Teacher shall present a dated medical statement signed by a licensed physician, a licensed nurse practitioner or a licensed physician's assistant verifying that s/he suffers no known physical or emotional illness or condition that would adversely affect child care. This statement shall be dated not more than six months prior to employment or within 30 days after date of employment.
- Teacher shall submit a list of known immunizations s/he has had and most recent dates when immunized.
- A teacher, upon examination or as a result of tests, who shows indication of a physical, emotional or mental condition that could be hazardous to a child, staff members, or self and that would prevent satisfactory performance of duties shall not be assigned or returned to the teaching position until the condition is cleared to the satisfaction of the examining physician.
- All persons shall be excluded from the center when they have an infections illness.

Ministry (Job) Description—Assistant Teacher

Purpose: To assist the teacher in providing a warm, nurturing, Christ-centered, safe, and loving environment in which children can grow physically, emotionally, intellectually, and spiritually.

Responsibilities:

- Assists classroom teacher in supervision and management of a group of children
- Interacts with, initiates, and encourages children in daily activities
- Assists teacher in planning learning activities
- Helps children control behavior using a Christ-centered, positive, consistent approach
- Helps children grow to become independent
- Helps prepare the learning environment, sets up interest centers, and prepares materials
- Assists teacher in record keeping and observations related to children's development health and behavior
- Prepares snacks
- Promotes integral learning during snack times
- Maintains good communication with parents
- Helps with general housekeeping tasks
- Attends to needs of individual children with sensitivity
- Attends to ill or injured children

- Attends required staff meetings and functions of ECM
- Helps build a supportive, caring team
- Assists teacher in other ways as needed
- Participates in professional and spiritual growth activities

Education/Experience Requirements

- Lives the Christian faith and has attended a Bible Instruction Class
- Has completed any necessary state required educational courses
- Experience working with young children in learning situations
- Ability to relate joyfully and sensitively to young children
- Evidence of security and judgment to handle crisis situations
- Be certified in First Aid and CPR

Other Requirements

- Prior to employment, assistant teacher shall submit a dated report of satisfactory tuberculin test or chest x-ray taken within six months of beginning employment. Such tests need not be repeated except at the advice of a licensed physician or the local health department.
- Assistant teacher shall present a dated medical statement signed by a licensed physician, a licensed nurse practitioner or a licensed physician's assistant verifying that s/he suffers no known physical or emotional illness or condition that would adversely affect child care. This statement shall be dated not more than six months prior to employment or within 30 days after date of employment.
- Assistant teacher shall submit a list of known immunizations s/he has had and most recent dates when immunized.
- An assistant teacher, upon examination or as a result of tests, who shows indication of a physical, emotional or mental condition that could be hazardous to a child, staff member, or self and that would prevent satisfactory performance of duties shall not be assigned or returned to the assistant teacher position until the condition is cleared to the satisfaction of the examining physician.
- All person shall be excluded from the center when they have an infectious illness

Continuing Education

Teacher will be asked to complete 25 hours of continuing education in a 12-month period. Assistant Teachers who are part-time will be asked to complete 15 hours of continuing education in a 12-month period in accordance with state guidelines.

Teachers and Assistant Teachers are required to have up to date training in the following areas: child abuse and neglect reporting, CPR, First Aid and Shaken Baby Syndrome.

Orientation

Staff will have orientation done by the Director, one week prior to the start of the school year. The Director will use the form for Staff Orientation Checklist-Group Child Care Centers DCF-(CFS-2026) which meets all state requirements for orientation of new staff and volunteers (215.04(2)(i)8.

Preschool Teacher – Called Worker, Divine Call, Qualifications, Termination

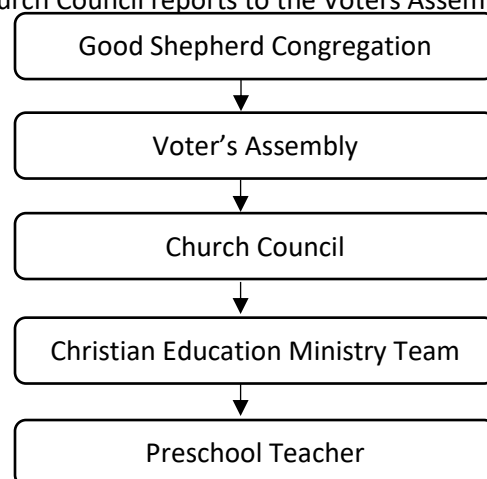
Our preschool teacher is a Called Worker. He/she has received a Divine Call to serve on behalf of our congregation in this specific capacity. We use the terms "Called Worker" and "Divine Call" because the Bible teaches that it is God who has established the public/representative ministry in its various forms and calls people to serve within it. In Ephesians 4:11,12 we are told, "So Christ himself gave the apostles, the

prophets, the evangelists, the pastors and teachers,¹² to equip his people for works of service, so that the body of Christ may be built up.” When talking to a gathering of pastors, the Apostle Paul reminded them of the Divine Call they had received, “Keep watch over yourselves and all the flock of which the Holy Spirit has made you overseers. Be shepherds of the church of God, which he bought with his own blood” (Acts 20:28). While in the past God has at times chosen to call people directly or immediately as he did the Old Testament prophets or Christ’s New Testament apostles, God can also work through a gathering of Christians to call people to serve in the public/representative ministry. In Acts 1:15ff we hear how the Christians gathered to prayerfully consider and then cast lots to determine which of the two qualified men would take the place of Jesus’ disciple Judas. We find a similar practice for selecting elders to serve within a congregation described in Acts 14:23. Therefore, our teachers and pastors are divinely called, not hired, to serve in their respective positions.

While holding a Divine Call, we also require that our preschool teacher hold a teaching degree, has met all state and federal requirements for teaching and licensing, and is Wisconsin Evangelical Lutheran Synod certified. We expect that our teacher be “above reproach” holding to the Biblical qualifications of those serving in the public/representative ministry as described in 1 Timothy 3:2-13; 2 Timothy 2:24; Titus 1:7-9. Because our teacher holds a Divine Call, he/she is not simply fired or dismissed. A Called Worker serves in their position until that position no longer exists, he/she decides to no longer serve in that capacity, he/she has accepted a Divine Call to serve elsewhere, or he/she is unable or unwilling to carry out the responsibilities of their Call. If a person persistently holds to non-Biblical teaching, or no longer meets the Biblical qualifications of being “above reproach,” the person may be asked to resign. If the person refuses, their call may be terminated. Leading up to such actions, a congregation will want to be in contact with representatives from the Wisconsin Evangelical Lutheran Synod (Circuit pastor, District president, District Praesidium, etc.) to assist in lovingly and wisely carrying out such actions. The Wisconsin Evangelical Lutheran Synod also has a Board of Appeal and process to assist Called Workers who feel that they have been dealt with unjustly or inappropriately.

Administrative Structure

Little Lamb Preschool is a ministry of Good Shepherd Lutheran Church. The preschool director and teacher will work closely with the pastor and Christian Education Ministry Team. The Christian Education Ministry Team is overseen by the Church Council as a whole and specifically by the Church Council member designated to oversee this area of ministry. The Church Council reports to the Voters Assembly and the congregation of Good Shepherd Lutheran Church.



Compensation

1. Purpose and Scope

The purpose of these guidelines is to provide a basis for determining fair and equitable compensation for called workers, paid staff, and intermittent workers (i.e. guest pastors, organists) in our congregation. The

intended use of these guidelines is to provide lay leadership and voters a consistent methodology to determine compensation levels for workers addressed in our annual ministry plan.

These guidelines are presented as a tool developed by the Human Resources Ministry Team and approved by the Church Council. The Voters are ultimately responsible to prayerfully consider compensation packages presented in our annual ministry plan and when approving a Divine Call.

2. Scriptural Basis

When it comes to the compensation of those who serve in the Public/Representative Ministry we turn to God's Word for guidance. To those who recognize and have personally experienced the priceless gospel blessings that come through the faithful service of their Called Workers, the Lord reminds, "The elders who direct the affairs of the church well are worthy of double honor, especially those whose work is preaching and teaching. For Scripture says, 'Do not muzzle an ox while it is treading out the grain,' and, 'The worker deserves his wages'" (1 Timothy 5:17,18). Christians will want to compensate a Called Worker in a way that honors the importance of and demonstrates appreciation for their work. At the same time a Called Worker will recall that motivation for serving in the Public/Representative Ministry is not the compensation provided. The apostle Paul warns that a person considering Public/Representative Ministry not be "a lover of money" (1 Timothy 1:3). Therefore, considerations for compensation of Called Workers will strive to reflect the privilege of their position, the importance of their work, the responsibilities assigned to them and the amount of time required to carry out those responsibilities.

Those who are hired for various positions within our ministry, but do not directly use the Means of Grace on our behalf (not Public/Representative Ministry or a Called Worker), we will also strive to treat in Christian love and provide fair compensation for the valuable work they perform. The Lord warns and encourages, "The Lord detests dishonest scales, but accurate weights find favor with him" (Proverbs 11:1). Again, we strive to provide compensation that reflects the responsibilities assigned to them and the amount of time required to carry out those responsibilities.

3. Methodology

The Human Resources Ministry Team is responsible for the development and periodic review of these guidelines under the oversight of the Church Council.

The primary philosophy and resource for developing these guidelines are the Compensation Guidelines approved at the 2017 Synod Convention as published in the 2017 Book of Reports and Memorials. The published document is also a guideline with the intent of providing calling bodies flexibility in determining compensation for called workers.

In addition to the resources provided by Synod to include those of the WELS Human Resources Office, elements of recommended compensation and benefits packages may be obtained by surveys of like positions in other WELS, public, and private organizations.

4. Compensation

Compensation and benefits packages are evaluated and presented by class of worker identified below. The Call will indicate if a Called Worker is serving full-time or part-time.

- a. Called Worker (Full-time)
 - i. Salary – Salary will be based on the Synod Salary Matrix. The appropriate column will be based on the position, call responsibilities, and education level attained. The years of service will be based on records maintained by Synod and confirmed with the called worker. Salary will be based on 100% of matrix salary determined.
 - ii. Cost of Living Adjustment (COLA) – COLA adjustment (up or down) will be determined annually based on the Consumer Price Index (CPI) for our geographic area. The COLA will only be applied to the base salary identified on the salary matrix.
 - iii. Social Security Reimbursement (SECA) – Pastor will receive payment (cash reimbursement) of one-half (1/2) of his self-employment social security tax.
 - iv. Housing Allowance- Housing will be provided if available. If housing is not available a housing allowance will be provided.
 - v. Housing Equity Allowance – If the called worker receives housing at no cost a housing equity allowance will be added at a rate of two (2) percent of base salary.
 - vi. WELS Pension – WELS Pension will be funded at the annual full-time worker level set by the pension fund.
 - vii. WELS VEBA and Dental Insurance will be provided at the level stated in the Divine Call. Coverage levels will be adjusted based on changes in family unit. If the called worker's spouse obtains health insurance and the WELS VEBA is dropped, the congregation will compensate the called worker for the spouse's employee cost of health insurance up to the cost of the previous level of WELS VEBA.
 - viii. Vacation – Paid vacation will be provided based on total years of WELS credited ministry time. Vacation will be available on July 1st of each calendar year. Unused vacation cannot be carried over to the following ministry plan year.
 - 1. One to Two Years of Ministry: 2 weeks paid vacation
 - 2. Three to Five Years of Ministry: 3 weeks paid vacation
 - 3. Six or more Years of Ministry: 4 weeks paid vacation
 - ix. Professional Development – Funding will be allocated on an annual basis and paid when the expense occurs. The funding level will be based on the needs of the Called Worker, Synod guidelines, and the recommendation of the responsible ministry team in coordination with the Church Council. Unused funds will not carry over to the following ministry plan year.
 - x. Other WELS benefits may be available to full-time called workers, however, the called workers are responsible for paying the entire amount of premiums.
- b. Called Worker (Part-time)
 - i. Salary – Salary will be based on the Synod Salary Matrix. The appropriate column will be based on the position, call responsibilities, and education level attained. The years of service will be based on records maintained by Synod and confirmed with the called worker. Salary will be based on the call percentage amount (i.e. ¾ time position = .75) times the annual amount found on the salary matrix.
 - ii. Cost of Living Adjustment (COLA) – COLA adjustment (up or down) will be determined annually based on the Consumer Price Index (CPI) for our geographic area. The COLA will only be applied to the base salary identified on the salary matrix.
 - iii. Housing Allowance- A housing allowance will be provided at a rate determined annually times the call percentage (i.e. ¾ time position = .75).
 - iv. Social Security – the employer portion of social security will be paid.

- v. WELS Pension – WELS Pension will be funded at the annual part-time worker level set by the pension fund.
- vi. Vacation –
 - 1. Full Year Staffing Commitment - Two weeks of paid vacation will be provided each calendar year. Vacation will be available on July 1st of each calendar year. Unused vacation cannot be carried over to the following ministry plan year.
 - 2. School Year Workers (Teachers) – Time off is used during the summer months as stated in the Call. Paid vacation is not a benefit.
 - 3. Special circumstances concerning vacation will be addressed by the Church Council.
- vii. Professional Development – Funding will be allocated on an annual basis and paid when the expense occurs. The funding level will be based on the needs of the Called Worker, Synod guidelines, and the recommendation of the responsible ministry team in coordination with the Church Council. Unused funds will not carry over to the following ministry plan year.
- viii. Other WELS benefits may be available to some part-time called workers, however, part-time called workers are responsible for paying the entire amount of premiums.

Probationary Periods, Evaluations, Grievance Procedures & Discipline

Performance Evaluations

Formal performance evaluations are provided to hourly employees after four months of continuous or after a total of four months of intermittent employment and annually thereafter. The evaluation process includes an initial goal setting/performance expectation counselling, coaching, continuous feedback, and formal evaluation at the end of the evaluation period.

Formal evaluations are used to measure employee performance based on established goals and other performance expectations. Evaluation results can be used to further assist in goal setting and to insure adequate resources are available to maximize the probability of employee success.

Discipline

Discipline is used to address and change inappropriate behavior in the workplace. Depending on the severity of employee behavior, a level of progressive discipline may be exercised.

- 1) Oral Reprimand. This is the least severe type of disciplinary action and is administered to bring about a change in inappropriate behavior.
- 2) Written reprimand. A written reprimand is a more significant type of disciplinary action designed to correct continued or more serious offenses.
- 3) Suspension. This is a severe form of discipline which and be administered as a step in the progressive and cumulative discipline procedure following one or more written reprimands, or for the first commission of a serious offense. Suspension is defined as an action taken to temporarily relieve an employee of duties and place the employee in a leave without pay status.
- 4) Dismissal. This is the most severe form of discipline that can be imposed on an employee. Dismissal is defined as the action taken to separate an employee from employment.

Counseling is a tool used to inform employees of unacceptable workplace behavior and provide them the opportunity to comply with the instructions before administering disciplinary action.

Grievance Procedures

If an employee alleges one of the following actions have occurred without just cause or are present in the workplace, they may submit a grievance.

- 1) Discipline and Layoff
- 2) Working Conditions
- 3) Workplace Safety

A grievance must be submitted in writing to the Church Council President within 5 days of the action/incident. The Church Council will address the grievance and notify the employee of their finding.

Voluntary Termination of Employment

We request a two week notice prior to voluntary termination of employment. Failure to do so may result in a termination status of, "No Notice Quit." Voluntary termination notices should be in writing and submitted to the Preschool Dire

Notification of Investigation

Staff will notify the licensee, and the licensee will notify the department, as soon as possible but no later than the next business day when: the employee has been convicted of a crime; has been or is being investigated by any government agency; has a substantial governmental finding against them for abuse or neglect of a child or adult or for misappropriation of a client's property; or has a professional license denied, revoked, restricted or otherwise limited.