



NATIONAL CENTER ON

Program Management and Fiscal Operations



Structure, Processes, and Relationships: Important Elements of Effective Leadership

Introductions



Who is with us today?

- Policy Council / Committee Members
- Governing Body Members
- Program Directors / Management Staff
- Other

Objectives

You will identify:

- The relationship between governance, leadership, and high-quality programs
- How structure, processes, and relationships support effective leadership
- How each of these elements may need to be adjusted to optimize your leadership's effectiveness
- Strategies that you can use in your own program
- Resources that strengthen leadership and governance of Head Start programs

Evolving Expectations

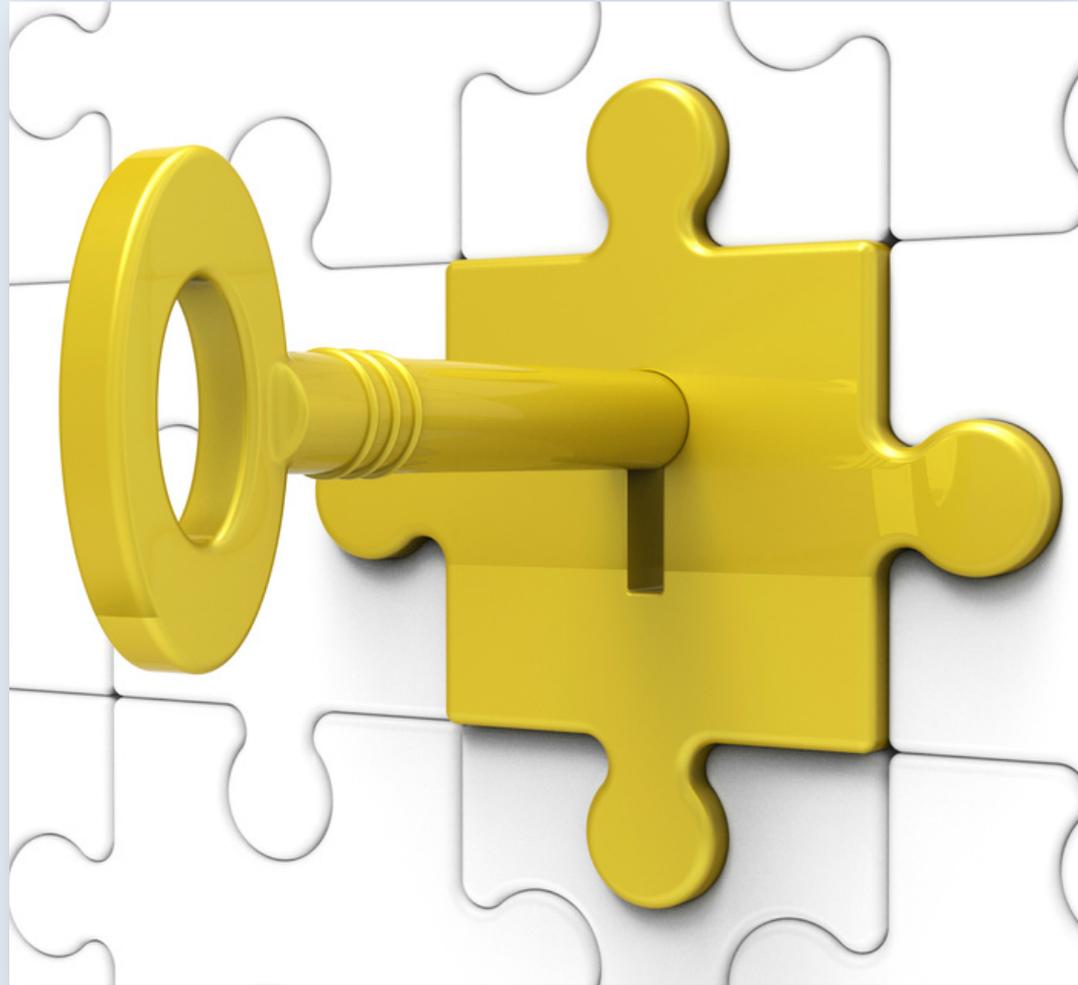
Growing Expectations of Governing Bodies



Head Start's Program Leadership consists of three key entities:

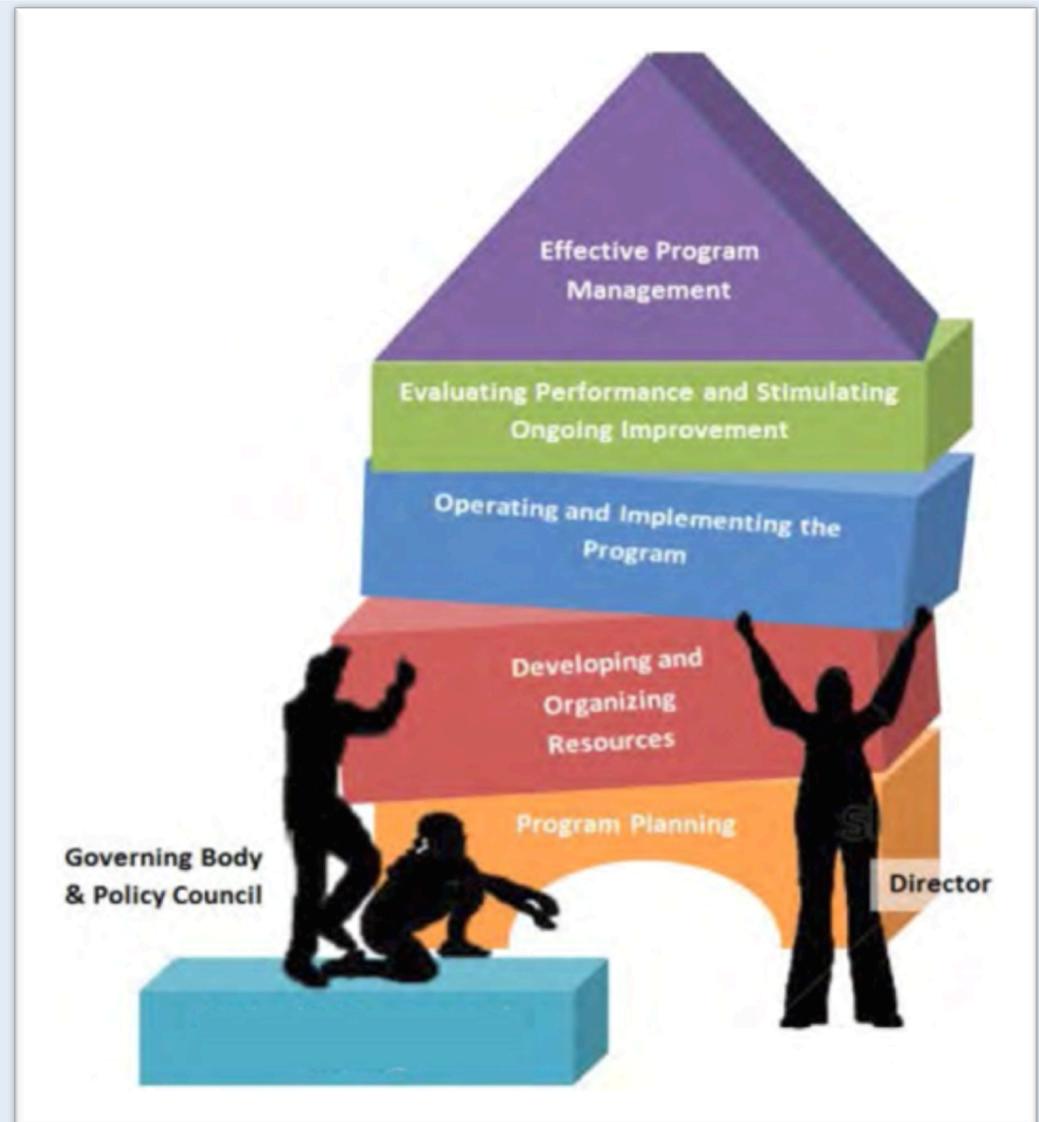
- Governing Body
- Policy Council
- Management Staff

Key Message



Leadership and Governance: A Team Approach

It takes a leadership “TEAM” working and supporting each other to build a strong program.



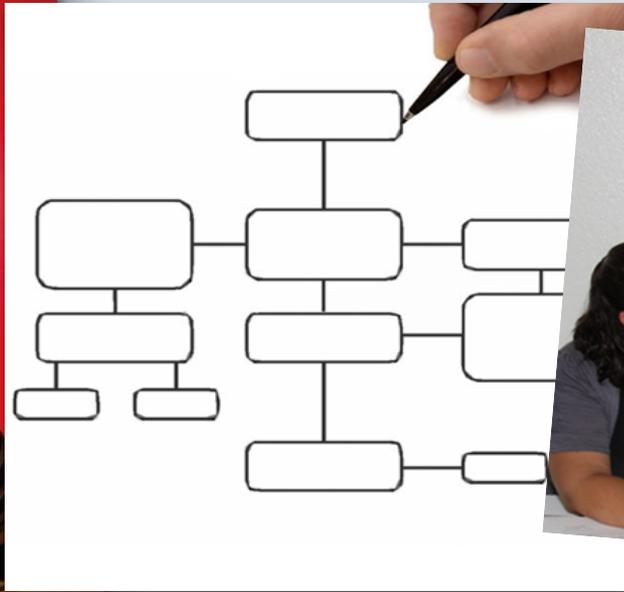


Important Elements of Effective Leadership

Structure

Processes

Relationships

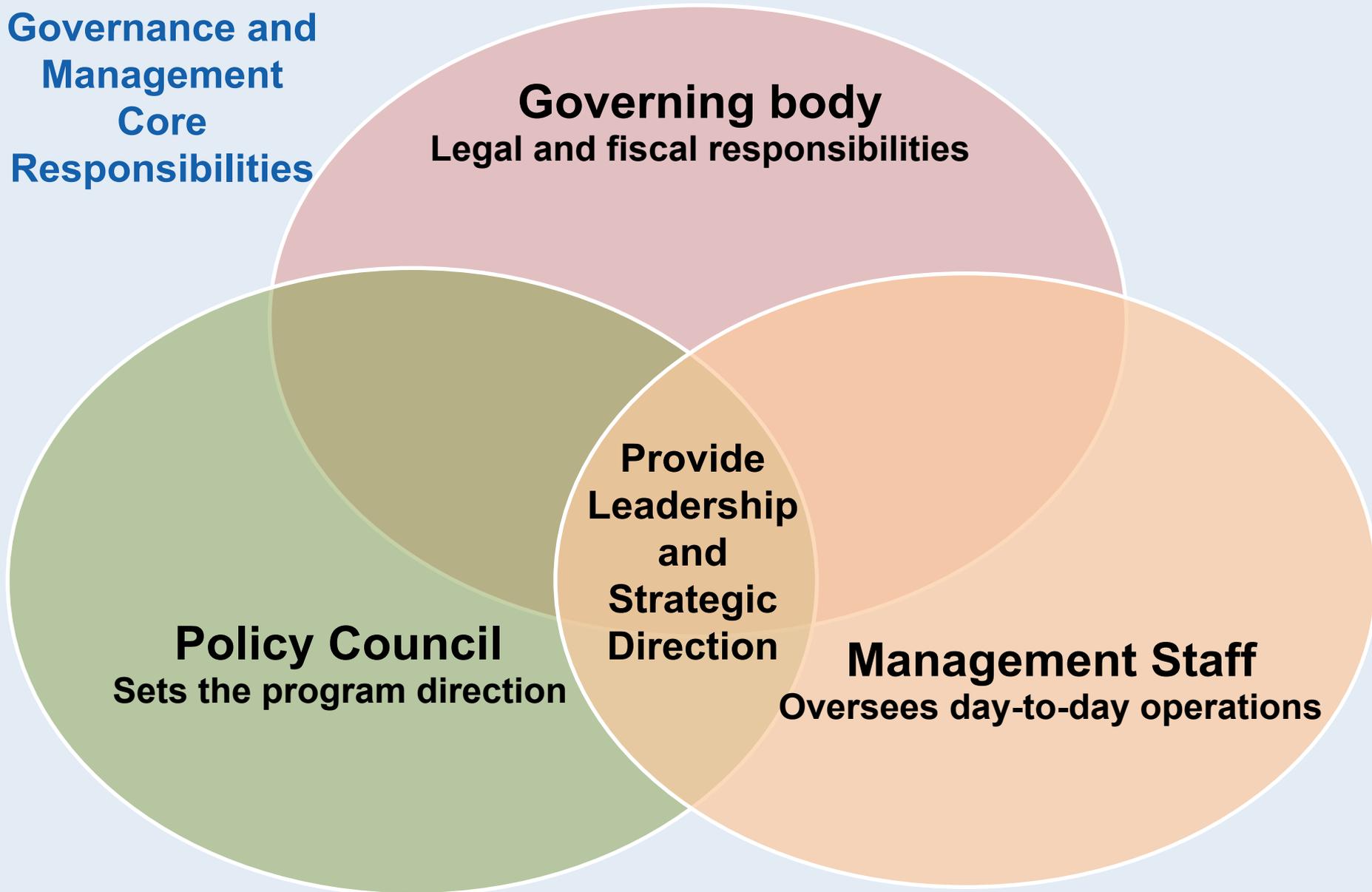


Important Elements of Effective Leadership

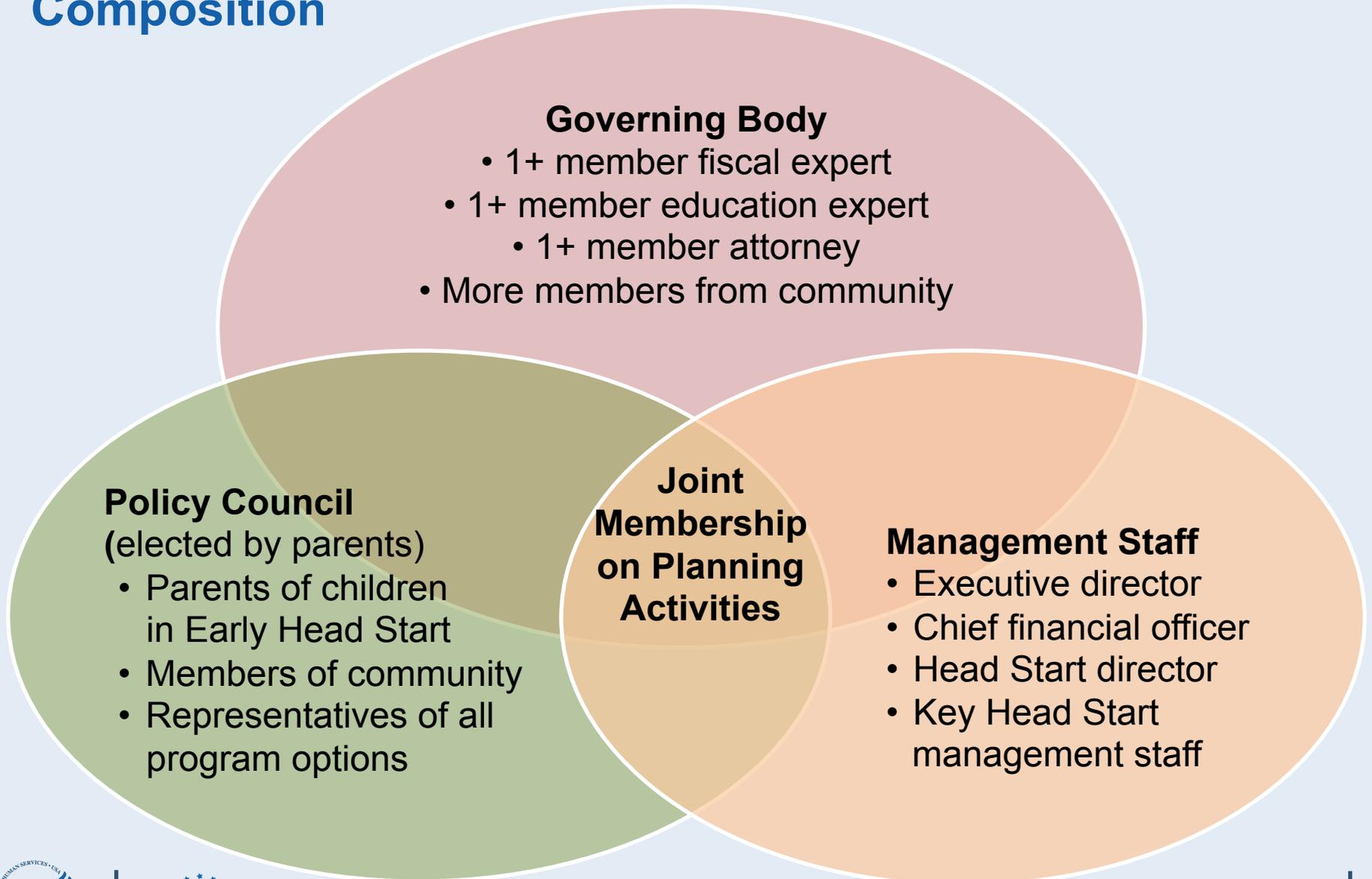
Structure



**Head Start
Governance and
Management
Core
Responsibilities**



Head Start Program Governance and Management Composition



Structural Considerations: Governing Body

For statewide or large grantee partnerships:

- Consider advisory committee or sub-board to support ongoing leadership/governance functions – these entities must have the necessary policies and procedures, including:
 - A written agreement specifying their duties and actions;
 - Procedures describing the membership, responsibilities, and selection process for the advisory committee or sub-board
 - Procedures outlining how the advisory committee or sub-board will provide the governing body with sufficient and timely information (OHS PC – E – 024, 2008)

Policy Council – Why It Is Important?

The Policy Council has important responsibilities outlined in the Head Start Act, including approving and recommending specific decisions to the board; these include:

- Activities to support parents' involvement in program operations
- Financial issues, including funding applications and budget planning
- Program personnel policies and decisions

Policy Council – Why It Is Important?

Program leadership must ensure meaningful family engagement in children's early learning that supports school readiness and later academic success

- When given a voice, parents contribute in ways that help shape and strengthen the program
- Parents are the first and greatest influence on their child's development
- The more knowledge parents have about healthy child development, the stronger advocates they become for their children

Structure – Your Turn

- Take the next 10 minutes to think about and discuss any structural adjustments that should be considered to improve your program's leadership and governance responsibilities
- Use your Structure, Processes, and Relationships: Important Elements of Effective Leadership handout to take notes

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Structure, Processes, and Relationships: Elements of Strong Leadership
Take Home Ideas

Element #1: Structure

What adaptations do I need to make to my current governance/leadership structure to accommodate the new partnership?

- Governing Body (e.g., representation of expertise; consideration of advisory boards, if applicable)
- Policy Council (e.g., engaging child care parents, incorporating family child care option in PC size)

Do I have additional ideas on structure based on discussion with colleagues that I want to bring back to my program?

Element #2: Processes

What new reports may need to be generated to provide effective oversight of the partnership?

How are reports circulated in my partnership? Is everyone in the loop?

How do I make sure the Partnership provides inclusive parent leadership opportunities?

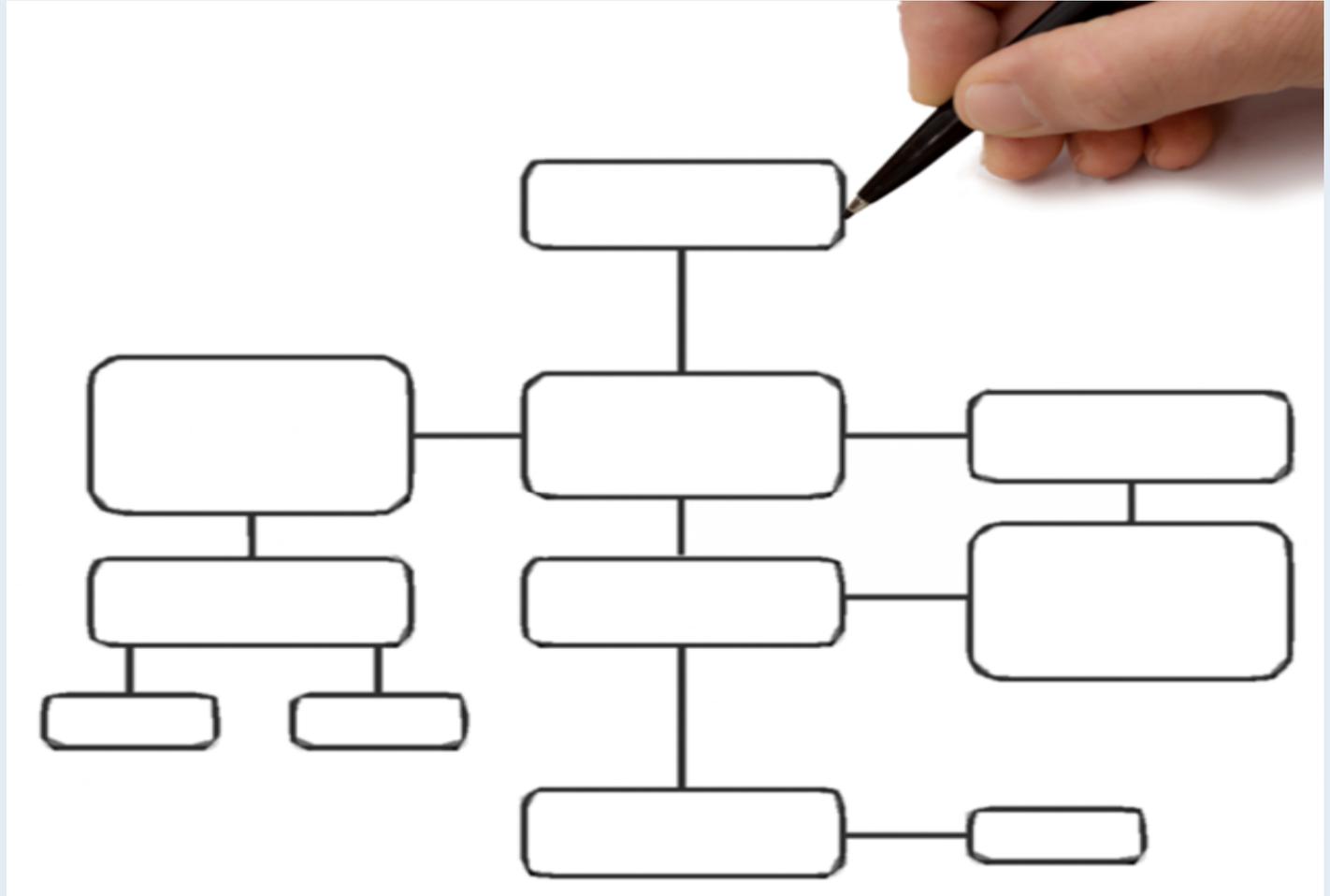
Element #3: Relationships

What strategies have I learned from colleagues for building strong and healthy relationships among governance entities that I want to bring back to my partnership?

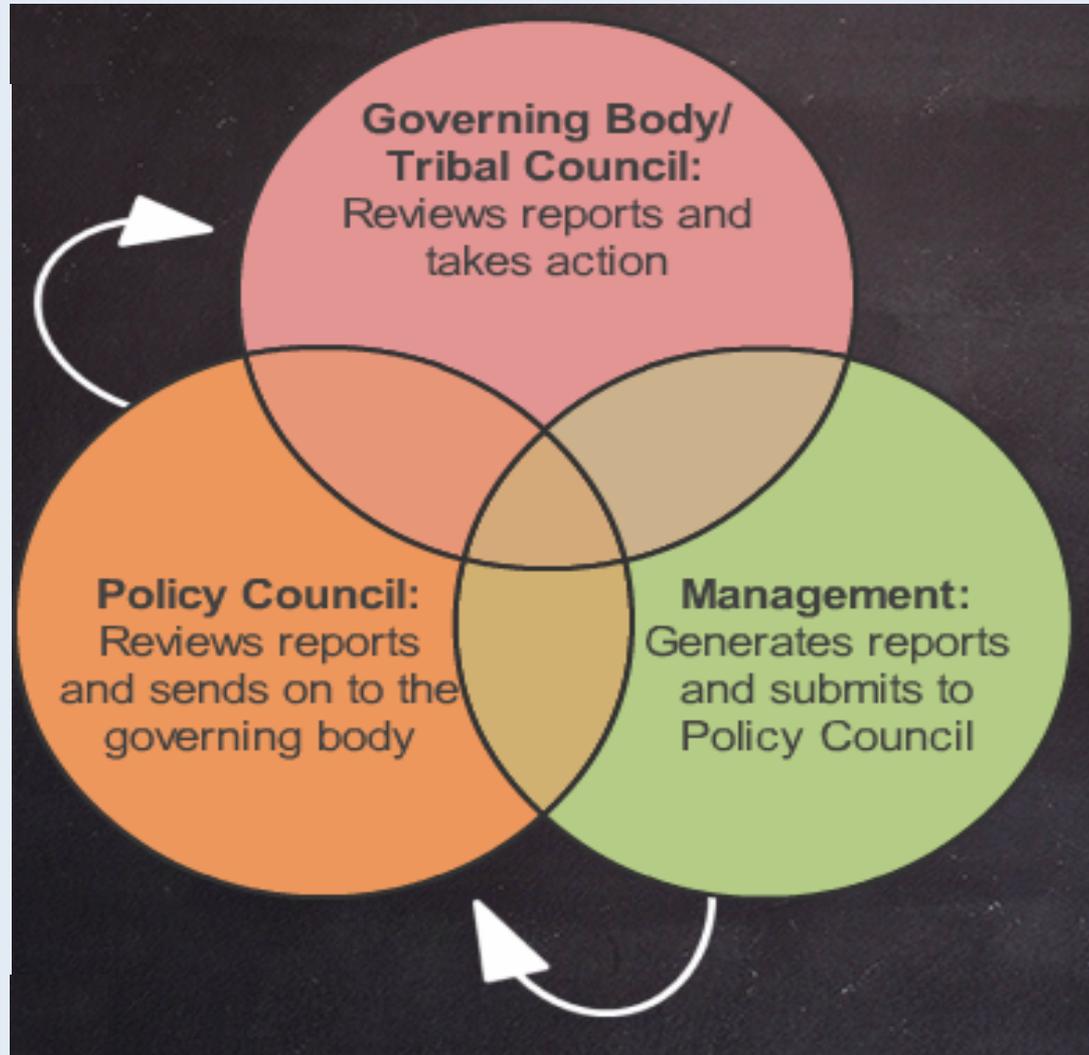
PMFO@eclkc.info • <https://eclkc.ohs.acf.hhs.gov/hslc/tta-system/operations> • Tel: 888 874-5469

Important Elements of Effective Leadership

Processes



Essential Governance Processes: Reporting



Essential Governance Processes: Reporting

- Communications from the Health and Human Services Secretary
- Monthly financial statements, including credit card expenditures
- Monthly program information summaries
- Enrollment reports
- Monthly reports of meals and snacks provided through programs from the US Department of Agriculture
- Financial audit
- Self-assessment
- Community assessment
- Program Information Report (PIR)

Essential Governance Processes: Communication



- Committed leadership
- Strong relationships and trust among program administrators and partners
- Common vision and goal
- Joint training sessions for staff
- A plan for ongoing communication

Make Meaningful Decisions

Make Meaningful Decisions



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Back

Next

Process – Your Turn

- Take the next 10 minutes to think about and discuss any process adjustments that should be considered to improve your partnership's leadership and governance responsibilities
- Use your Structure, Processes, and Relationships: Important Elements of Effective Leadership handout to take notes

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Important Elements of Effective Leadership

Relationships



Keep in Mind

Strong governance comes from:

- Strong leadership
- Strong relationships
- Management staff working in concert with the governing body and Policy Council



Relationships



Consider the following

- How does your program build relationships between the governing body, Policy Council, and management staff?

Words of Wisdom

“Not every program with weak governance fails, but every program that fails has weaknesses in governance.”

In Review

We have discussed the following:

The relationship between governance, leadership, and high quality programs

The leadership roles and responsibilities as a Policy Council, governing body member or management staff

How structure, processes and relationships support effective leadership

Strategies that will strengthen program leadership within the larger organizational structure

Designing a Comprehensive T//TA Plan

- Governing bodies and Policy Councils need ongoing training and technical assistance to be effective
- Resources are available on the ECLKC to support governing bodies and Policy Councils in meeting their responsibilities
- Management staff should regularly provide training and technical assistance to governing bodies and Policy Councils

Resources to Support Effective Leadership

Resource Walk-Through

Supports new governing body and Tribal Council members, as well as Head Start directors and executive directors in:

- Learning about the history and mission of Head Start
- Understanding Head Start governance regulations, systems, and procedures
- Embracing their legal and fiscal responsibilities



Resource Walk-Through

Leadership, Governance, and Oversight Capacity Screener

Reflects the Head Start requirements for program governance to help organizations identify where they need to make changes for quality improvement

U.S. Department of Health & Human Services Administration for Children & Families
OFFICE OF HEAD START

Governance, Leadership, and Oversight Capacity Screener

Introduction
Organizations that accept federal funds to operate a Head Start and/or Early Head Start program must have strong governance systems in place to safeguard federal dollars and provide oversight and direction to the Head Start program.
This screener organizes the Head Start requirements to help organizations to identify where they need to make changes and build capacity to fulfill their Head Start governance responsibilities.

Suggestions for Use

1. Print a copy of this screener.
2. Have your organization's governing body or Tribal Council chair, Policy Council chair, executive director, and Head Start program director work together to review the table beginning on page 3 and to identify (with a check mark or "X") the following items:
 - Required Head Start governance practices that your organization currently has in place
 - Required Head Start governance practices that your organization will implement within the first three months of funding
3. At the top of page 10, list the governance practices and regulations that your organization needs assistance in understanding and implementing.
4. Enter any questions or concerns you have in the Comments Section on page 10.
5. Share this screener and your findings with your full governing body or Tribal Council, Policy Council, and Head Start program leadership. Assign people to begin implementation of the governance practices you have identified as not currently in place.

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5. The governing body (or Tribal Council) exercises the following responsibilities: Head Start Act Sec. 642(c)(1)(E)(iv)(I-III) Sec. 642(c)(1)(E)(iv)(VI)				
• Establishes procedures and criteria for recruiting, selecting, and enrolling children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Selects delegate agencies, as appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Develops procedures for selecting Policy Council members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
• Reviews applications for funding and amendments to applications for funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Resource Walk-Through

Head Start Program Governance Training

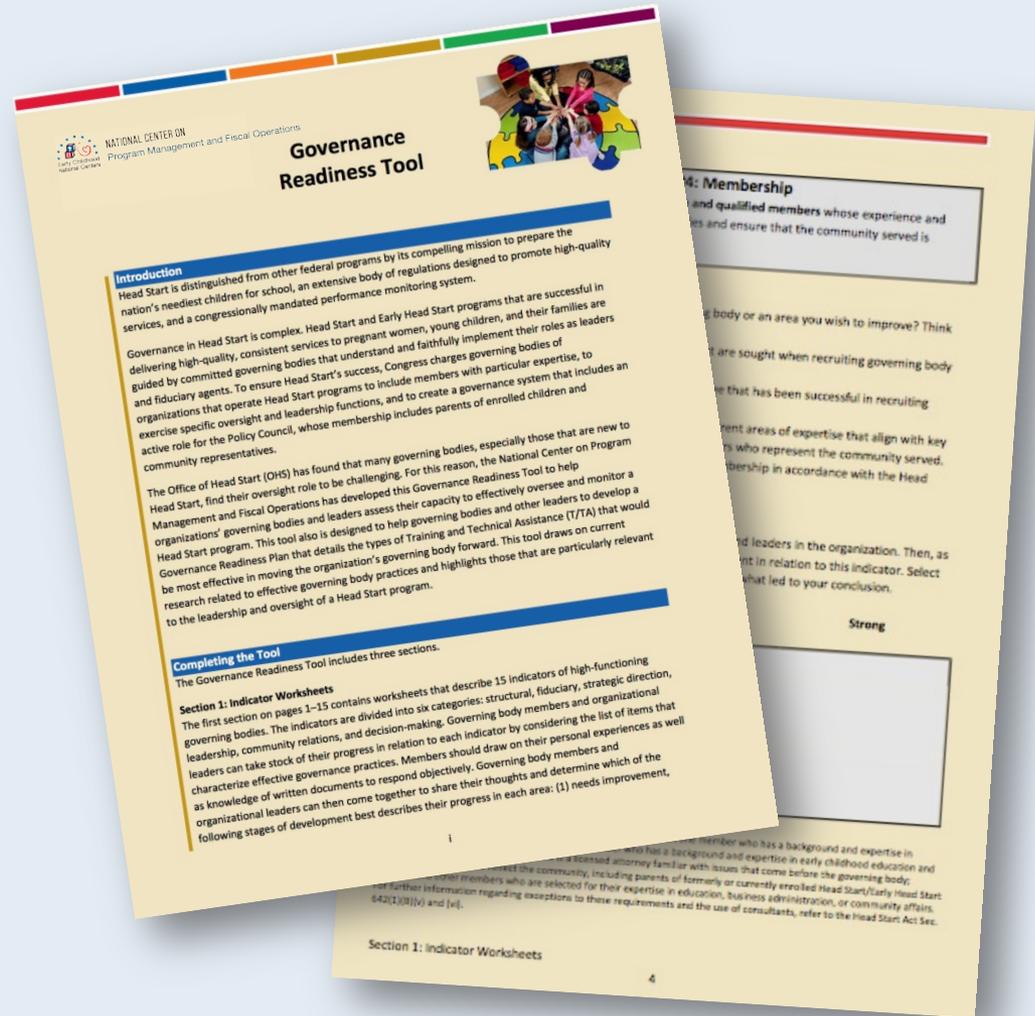
Self-study or in-service aid for Policy Council members that supports skill-building in important leadership and governance concepts



Resource Walk-Through

Governance Readiness Tool

Helps organizations' leaders and governing bodies assess their capacity to effectively oversee a Head Start/Early Head Start program



Other Resources

ECLKC Web Link	Reference
http://eclkc.ohs.acf.hhs.gov/hslc/standards/hspss	Head Start Program Performance Standards (HSPPS)
http://eclkc.ohs.acf.hhs.gov/hslc/standards/law	“Improving Head Start for School Readiness Act of 2007” (Head Start Act)
http://eclkc.ohs.acf.hhs.gov/hslc/tta-system/operations/mang-sys/program-gov	Program Governance

ANY
QUESTIONS
?



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