



Head Start Leadership and Governance Key Activities

Activity	Management Team	Policy Council/Committee	Governing Body/Tribal Council
Policies and Procedures			
Developing Bylaws	<ul style="list-style-type: none"> • Draft governing body/Tribal Council and Policy Council bylaws and amendments 	<ul style="list-style-type: none"> • Submit decisions regarding Policy Council bylaws to governing body/Tribal Council 	<ul style="list-style-type: none"> • Adopt bylaws and amendments for governing body/Tribal Council and Policy Council
Developing Governance Structure	<ul style="list-style-type: none"> • Draft policies and procedures for consideration by Policy Council and governing body/Tribal Council • Oversee the implementation of approved policies and procedures • Provide training to governing body/Tribal Council and Policy Council • Focus on continuous quality improvement • Oversee management and protection of program data • Maintain automated accounting and recordkeeping system • Monitor goals, objectives, and regulatory compliance • Establish and manage parent committees to: <ul style="list-style-type: none"> ○ Advise staff on parent engagement activities ○ Communicate with Policy Council/Committee ○ Participate in the recruitment and screening of Head Start employees 	<ul style="list-style-type: none"> • Approve and submit to the governing body/Tribal Council decisions regarding: <ul style="list-style-type: none"> ○ Activities to actively involve parents and ensure responsive services ○ Recruitment, selection, and enrollment priorities ○ Funding applications and amendments ○ Budget planning, including policies supporting Policy Council activities ○ Policy Council bylaws and election procedures ○ Head Start program personnel policies and decisions, including criteria for employment and dismissal of program staff ○ Recommendations on delegates and service areas 	<ul style="list-style-type: none"> • Select delegate agencies and service areas • Establish procedures and criteria for recruitment, selection, and enrollment • Review results and follow-up from federal monitoring • Review and approve: <ul style="list-style-type: none"> ○ Funding applications and amendments ○ Major policies and procedures, including self-assessment and financial audit ○ Progress on implementing the Head Start grant, including corrective actions ○ Personnel policies regarding the hiring, evaluation, termination, and compensation of agency employees, including the Head Start director and management team ○ Financial management, accounting, and reporting policies

<p>Developing Governance Structure</p>			<ul style="list-style-type: none"> ○ Major expenditures and operating budget ○ Selection of an auditor and actions to correct audit findings • Adopt: <ul style="list-style-type: none"> ○ Procedures for accessing and collecting information ○ Standards of conduct, including conflicts of interest and complaints ○ Procedures for selecting Policy Council members ○ Procedures for utilizing advisory committees
<p>Providing Leadership and Strategic Direction</p>	<ul style="list-style-type: none"> • Outline planning process and protocols for planning committee, including staffing considerations • Review key reports and recommend program and school readiness plans • Prepare goals and objectives • Use program plans to support reporting, ongoing monitoring, and self-assessment • Outline required adjustments to goals and objectives 	<ul style="list-style-type: none"> • Work with staff to select planning committee with focus on parent engagement • Review recommendations for planning committee • Approve goals and objectives • Respond to progress reports • Use data for ongoing oversight and correction • Approve adjusted goals and objectives 	<ul style="list-style-type: none"> • Work with management staff to select planning committee, including governing body/Tribal Council representation • Review recommendations for planning committee • Ratify goals and objectives • Respond to progress reports • Use data for ongoing oversight and correction • Ratify adjusted goals and objectives

<p>Monitoring Program Performance</p>	<ul style="list-style-type: none"> • Generate reports to monitor compliance and goal attainment that include: <ul style="list-style-type: none"> ○ U.S. Department of Health and Human Services (HHS) secretary communication ○ Financial statements ○ Program information summaries ○ Ongoing monitoring results ○ Data on school readiness ○ Enrollment ○ U.S. Department of Agriculture (USDA) nutrition reports ○ Financial audit ○ Self-assessment ○ Community assessment ○ Program Information Report (PIR) 	<ul style="list-style-type: none"> • Review related reports • Use data for ongoing oversight, correction, and self-assessment 	<ul style="list-style-type: none"> • Review related reports • Use data for ongoing oversight, correction, and self-assessment
<p>Ensuring Consensus</p>	<ul style="list-style-type: none"> • Develop procedures with governing body/Tribal Council and Policy Council and facilitate selection of mediator and arbitrator 	<ul style="list-style-type: none"> • Jointly establish written procedures for resolving internal disputes between governing body/Tribal Council and Policy Council in a timely manner that include impasse procedures. These procedures: <ul style="list-style-type: none"> ○ Demonstrate the governing body/Tribal Council considers proposed decisions from the Policy Council and vice versa ○ Require the governing body/Tribal Council and the Policy Council to notify the other in writing why it does not accept a decision ○ Describe a decision-making process and a timeline to resolve disputes and reach decisions that are not arbitrary, capricious, or illegal • If the agency's decision-making process does not result in a resolution and an impasse continues, governing body/Tribal Council and Policy Council must select a mutually agreeable third-party mediator and participate in a formal process of mediation that leads to a resolution of the dispute • If no resolution is reached with a mediator, governing body and Policy Council must select a mutually agreeable arbitrator whose decision is final. This does not apply to American Indian and Alaska Native (AIAN) programs 	

