

# Tribal Council Leadership Skills

National Indian Head  
Start Directors Association



# The Gravely Group

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The Gravely Group is an experienced national consulting firm that provides innovative training and technical assistance for boards, staff, and parents of agencies across the country

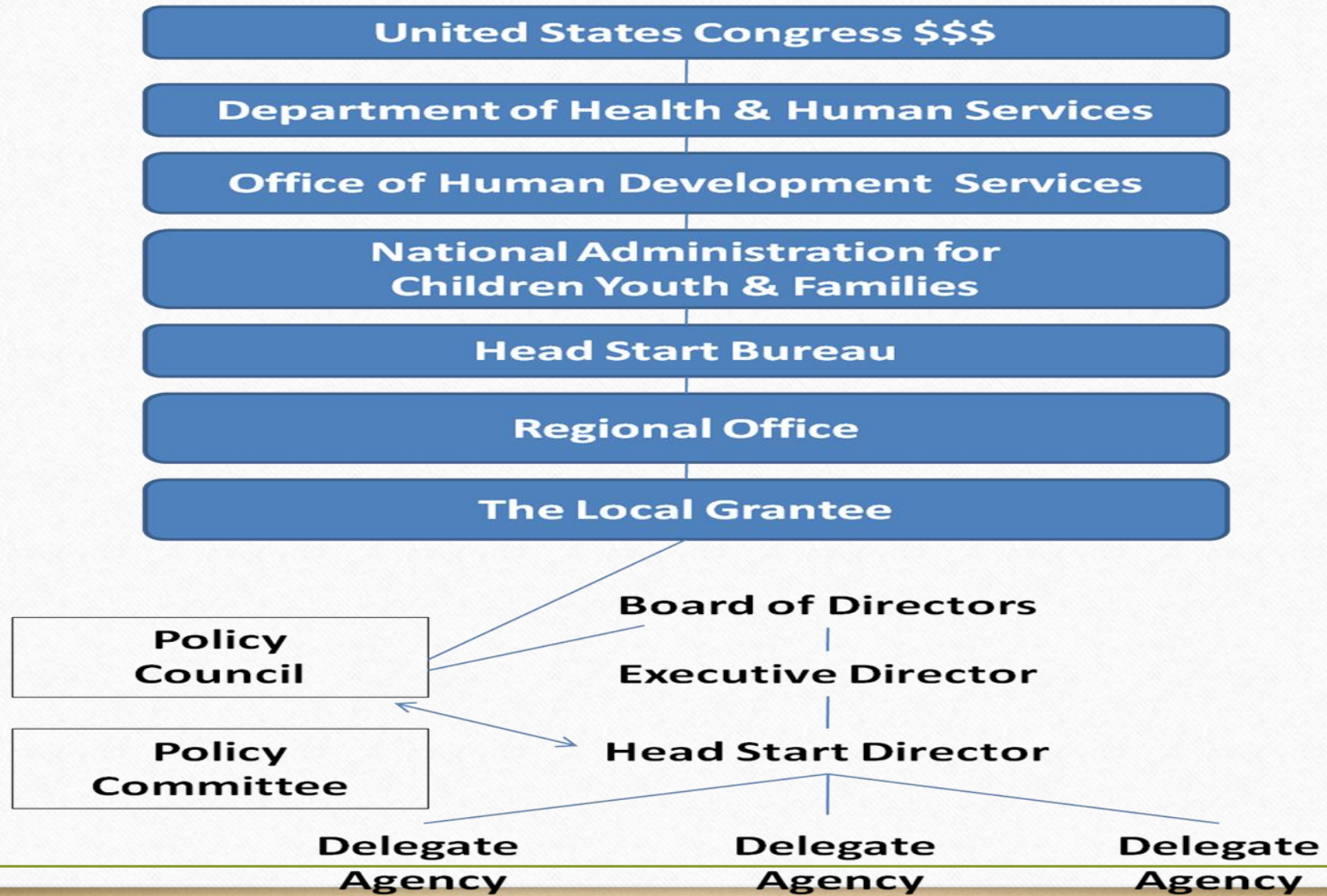
# Agenda

- ☐ Embracing Head Start
- ☐ 2007 Head Start Act
- ☐ Performance Standards
- ☐ Three entities
- ☐ Code of Conduct
- ☐ Reports



# Outcome

- Know what Head Start is all about, from its history to the valuable programs and services it provides to children and families
- Learn about the Head Start Act and its requirements for governance
- Learn about the three entities of Head Start program governance, their distinct roles and responsibilities
- Learn about the specific legal responsibilities associated with the roles of the governing body



# Head Start Mission

To promote school readiness by enhancing the social and cognitive development of children through education, health, nutrition, social and other services for children and families



## Governance

Means the body of persons empowered by the 2007 Head Start Act, articles of incorporation, constitution, regulations or statute to operate a Head Start agency.



# War on Poverty

As the 'war on poverty"...continues the head start program has shown us that the true weapon against a life of limited options is education.

Head Start program continues to make a difference in the lives of many youth, preparing them for elementary school and education beyond.

If we were to take a moment to look into the childhood of some of our countries' most successful business men and women, medical providers, policy changers and leaders. I'm sure we would find a few head start graduates among them.

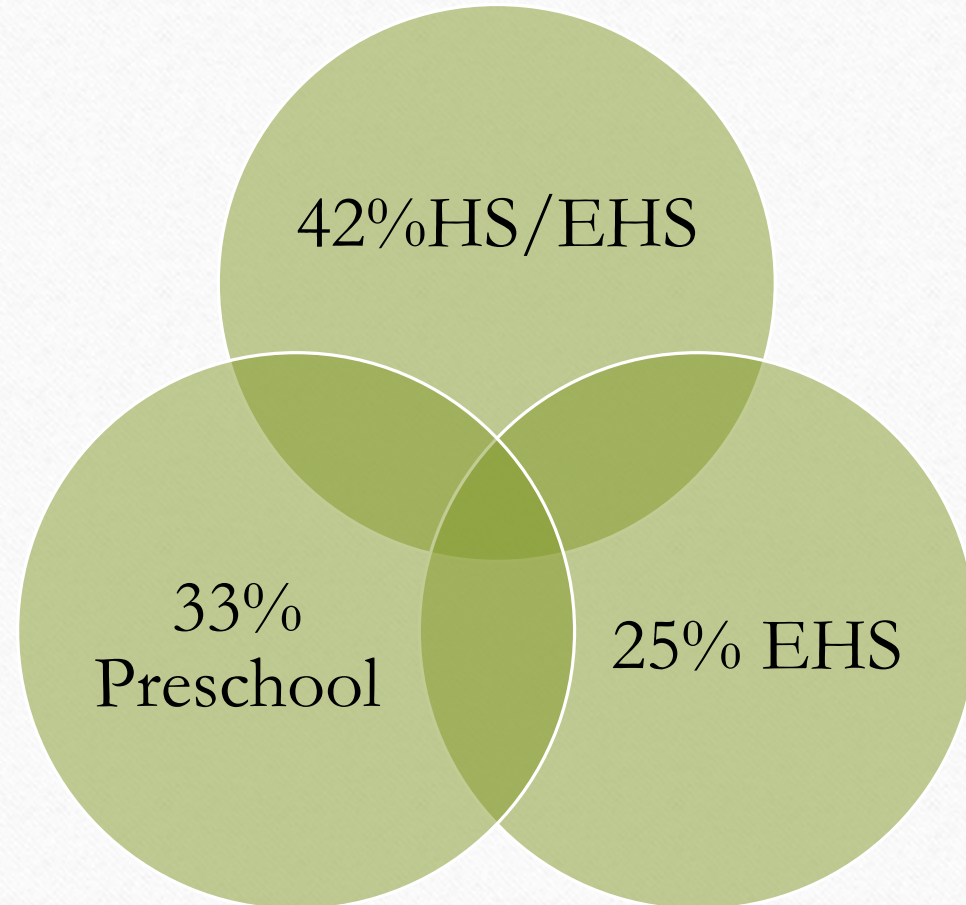


## Program Characteristics

Forty-two percent of grantees  
operated both HS/EHS

Thirty-three percent of grantees  
operated HS preschool services  
only

Twenty-five percent of grantees  
operated EHS





## 70.2

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- “Look we want parents to have some say in how the money is spent, how the program is developed, what is happening to the children get them involved in activities.’

# Program Governance

- The Head Start Act legislates how Head Start programs should be governed. The Act specifies the types of people who should serve on a governing body and their legal and fiscal responsibilities.
  - It describes the relationship of the governing body to the Head Start Policy Council and the management team.
- The Head Start Program Performance Standards. Describe in detail how Head Start programs should be managed and run. The Standards are part of the Code of Federal Regulations (CFR).
  - Parts 1301 through 1311, contains significant implications for the operation of Head Start programs



# **New Performance Standards**

**1301.1 Purpose**

**1301.2 Governing body**

**1301.3 Policy council & Policy committee**

**1301.4 Parent committees**

**1301.5 Training**

**1301.6 Impasse procedures**

# Head Start Act (2007)

- The governing body has legal and fiscal responsibility to administer and oversee the program, and the policy council is responsible for the direction of the program including program design and operations and long- and short-term planning goals and objectives
- This language is the statutory requirement that the policy council is responsible for the direction of the Head Start and Early Head Start programs

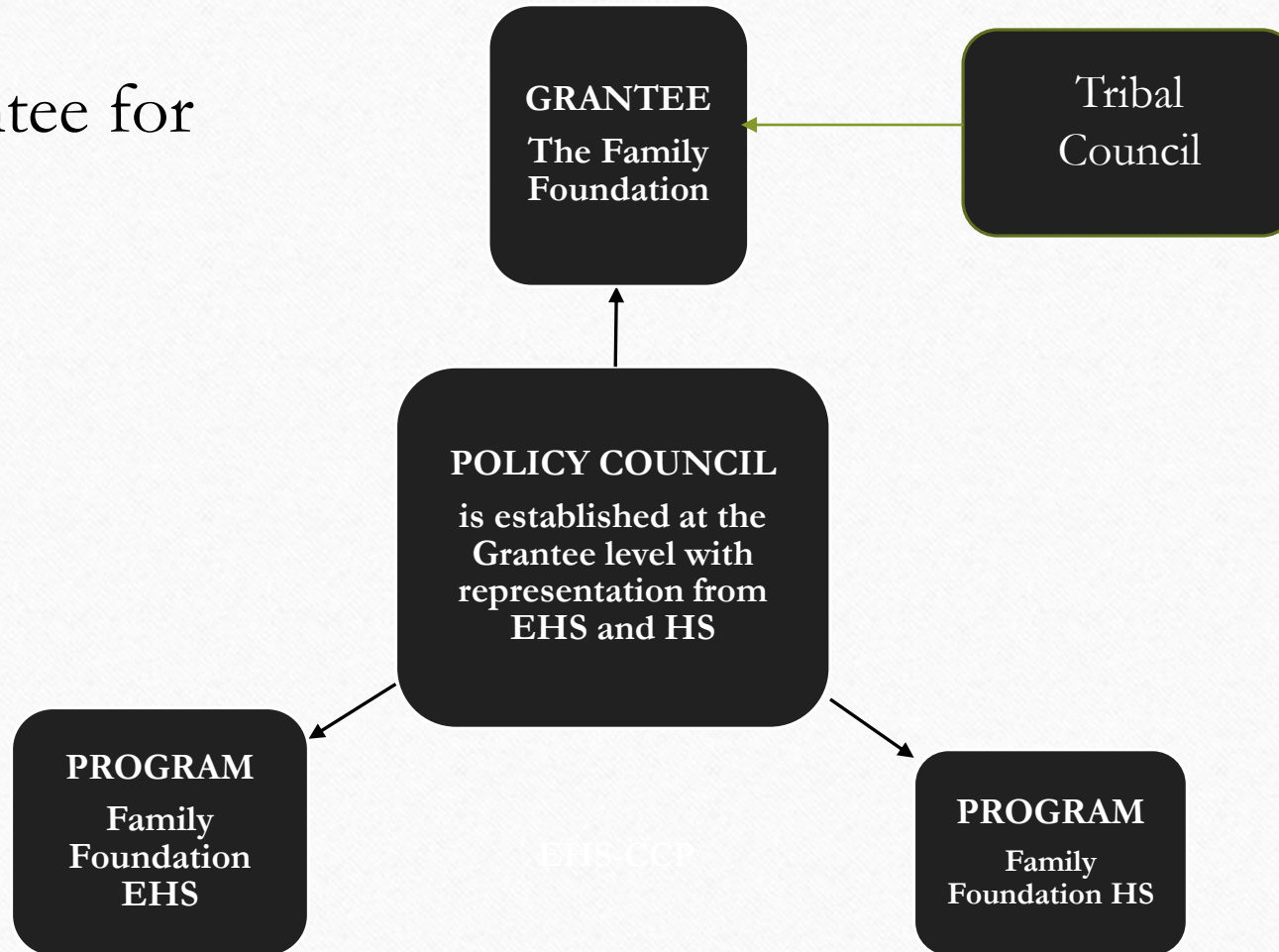
# Governance

Means the body of persons empowered by an organization articles of incorporation, constitution, regulations or statute to operate an agency and may or may not have interest in the agency





Agency is a Grantee for  
HS/EHS





# Three Entities

- Governing body primary role is to provide oversight and ensure that the program meets its legal and fiscal responsibilities and safeguards federal funds
- Policy Council primary role is to represent parents and the community and make sure the decision makers consider their views about the program's direction and future
- Management staff primary role is to manage the day-to-day operations of your Head Start program



# Tribal Council

- Adopt practices to ensure active, independent, and informed governance:
  - Governing body bylaws
  - Procedures for accessing and collecting information
  - Written standards of conduct, including conflicts of interest and complaints
  - Procedures for selecting Policy Council members
  - Advisory committees
- Establish:
  - Procedures and criteria for recruitment, selection, and enrollment
- Review:
  - All funding applications and amendments
  - Follow-up activities from federal monitoring

# Tribal Council

- Review and Approve:
  - Major policies and procedures, including Self-Assessment, financial audit, and personnel policies
  - Progress on implementing the Head Start grant, including corrective actions
  - Major expenditures
  - Operating budget
  - Selection of auditor
  - Actions to correct audit findings
- Receive and Use:
  - Annual, monthly, and periodic reports

# Three Classes of Funds

- Permanently Restricted –
  - Net assets resulting from contributions and other inflows of assets used by the agency is limited by donor-imposed stipulations that neither expire by passage of time nor can be fulfilled or otherwise removed by actions of the agency.
- Temporarily Restricted –
  - Net assets resulting from contributions of assets whose use by the agency is limited by donor-imposed stipulations that either expire by passage of time or can be fulfilled and removed by actions of the agency pursuant to those stipulations. When such stipulations end or are fulfilled, such temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities and changes in net assets.
- Unrestricted –
  - The part of net assets that is neither permanently nor temporarily restricted by donor-



# Fiscal Responsibilities

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The governing body has legal and fiscal responsibility to administer and oversee the program

# Strong Fiscal Management



Financial policies  
and procedures



Annual budgeting  
process



Ongoing financial  
reporting



Auditor



OHS

# Safeguarding Federal Funds

- First, you must understand where your program's money comes from and how it can be spent.
- Second, you must understand your grant's fiscal compliance requirements.
- Third, you should be familiar with the general, external financial requirements of running your organization
- Finally, you should understand the systems your organization has in place to ensure fiscal compliance.
  - Such systems include the external audit,
  - Internal financial controls
  - Strong fiscal reporting practices



# Safeguarding Federal Funds

- In addition to the federal funds you receive your program also may receive:
  - State Funds
  - Local Municipality
  - Private Donations
  - Head Start Funds

# Safeguarding Federal Funds

- Fiscal activities and reports for your review?
  - Annual operating budget
  - Major expenditures
  - Financial audit
  - Management's plan to correct audit findings

# Policy Council

- Approve and submit to the governing body decisions regarding:
  - Activities for parent involvement and engagement
  - Program recruitment, selection, and enrollment priorities
  - Funding applications and amendments
  - Budget planning, including reimbursement and participation in Policy Council activities
  - Policy Council bylaws
  - Head Start program personnel policies and decisions, including criteria for employment and dismissal of program staff
  - Policy Council election procedures
  - Recommendations on delegates and service areas
- Receive and Use:
  - Annual, monthly, and periodic reports



# Management Staff

- Management Staff

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  - Assumes operating responsibility for Head Start day-to-day functions.
- Take Action:
  - Implement policies
  - Develop procedures
  - Provide T/TA to governing body and Policy Council
  - Supervise staff
  - Monitor compliance
  - Generate and use annual, monthly, and periodic reports
  - Share reports with Policy Council and governing body

# Governing Body & Policy Council

- Take Action:
  - Hire and terminate Head Start director and other lead staff
  - Establish impasse procedures

- Impasse Procedures

Each agency's governing body and policy council jointly must establish written procedures for resolving internal disputes between the governing board and policy council in a timely manner that include impasse procedures

# All Three Entities

## Provide

### Provide Legal Oversight:

- Ensure compliance with federal laws and state, tribal, and local laws

## Provide

### Provide Leadership and Strategic Direction:

- Focus on Self-Assessment
- Develop, plan, and evaluate the Head Start program



# Universal Duties of Boards and Policy Council Members

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Duty of Care

Duty of Loyalty

Duty of Obedience

# Duty of Care

- Exercise good business judgment and the care and prudence an ordinary person would exercise under similar circumstances.
- What this means for you:
  - Attend meetings
  - Come prepared to meetings
  - Ask good questions in order to make informed and sound decisions.

# Duty of Loyalty

- Carry out duties in good faith and in the best interest of the organization.
- What this means for you:
  - Put the organization's interests ahead of personal and professional interests
  - Manage conflicts of interest
  - Maintain confidentiality of information



# Duty of Obedience

- Ensure that the organization stays true to its mission and adheres to the law.
- What this means for you:
  - Ensure that programs, services, and activities are in keeping with the mission
  - Monitor compliance with laws and regulations

# Training



An agency must provide appropriate training and technical assistance to the tribal council and the policy council, including training in §1302.12(m)



Performance Standards



ERSEA



Reports

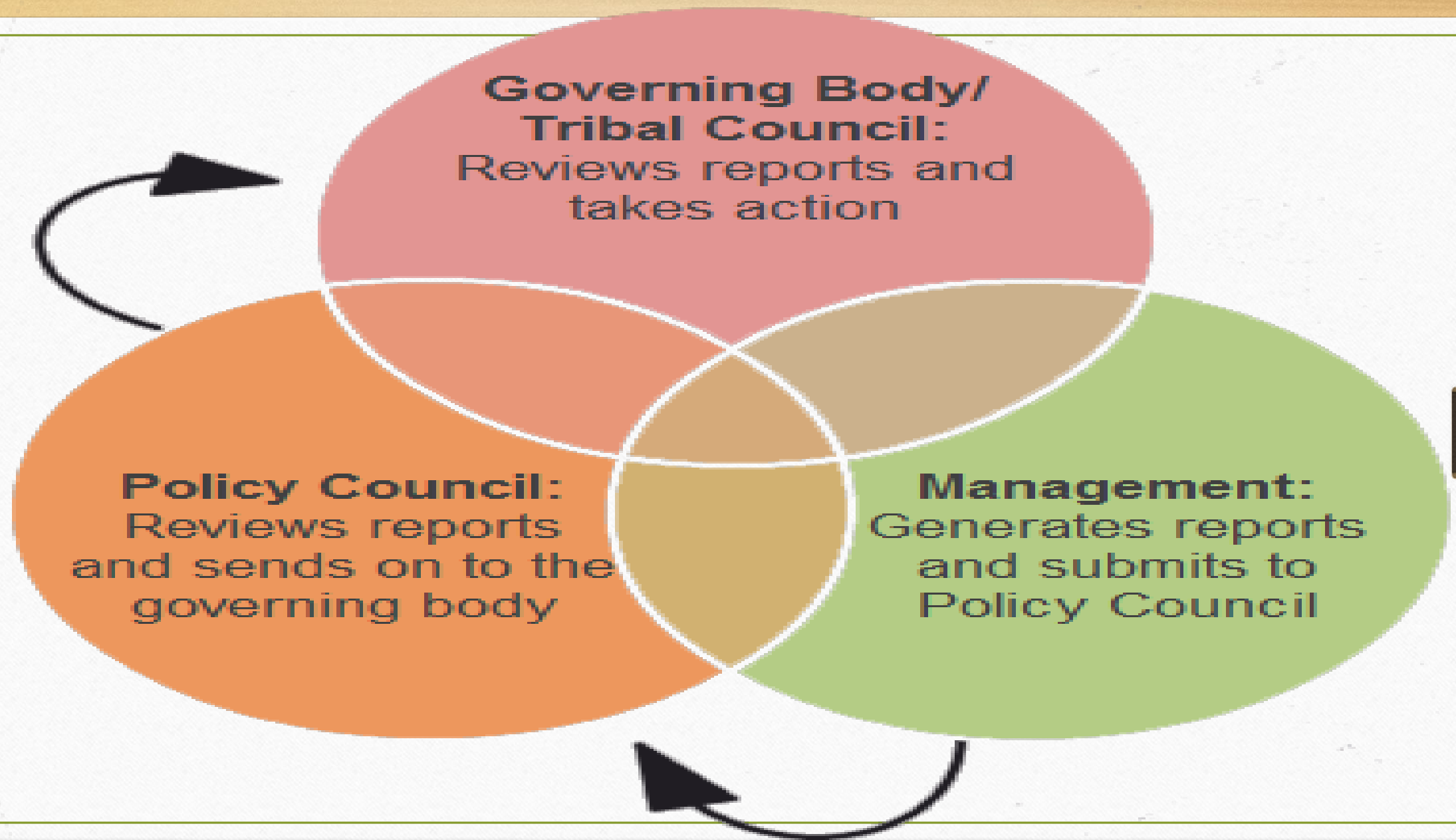


Impasse procedures

# Fulfill Your Role

- The success of Head Start governance comes from synergy. The combined energy from each of the entities in the governance system leads to effective decision-making. As individuals fulfill their roles, each entity thrives. In turn, as each entity thrives, the entire team succeeds
- Collaborative governance team members:
  - Know what is required and carry out your actions with passion and integrity
  - Know what is required of others and do what you can to offer support and promote accountability
- By working together, you can accomplish your mission and improve the lives and opportunities for low- income children and families in your community





# Required Reports

- Required Reports
  - Communications from the secretary of the U.S. Department of Health and Human Services (HHS)
  - Financial statements, including credit card expenditures
  - Program information summaries
  - Enrollment reports
  - U.S. Department of Agriculture (USDA) meal reports
  - Financial audit
  - Self-Assessment
  - Community assessment
  - Annual Program Information Report (PIR)

# Good Report

- Appealing:
  - Good reports are simple, clear, and visually attractive; they tell a story in a compelling way
- Accessible:
  - Effective reports use an appropriate reading level and avoid jargon or acronyms that the audience may not understand. They utilize bulleted lists rather than long narratives
- Accurate:
  - Good reports include accurate data. They convey what the data actually say, not what someone wishes the data said. Effective reports also are error free, without typos or misleading content or data.
- Audience-specific
  - Effective reports highlight the issues that the audience cares about. They take into account the level of detail needed and the audience's prior knowledge of the topic.



## Management and staff

- **Within 90 days** of hiring new staff

Agencies need to develop policies on how often training will be provided after the initial training

## Tribal Council & Policy Council

- **Within 180 days** of a new term



# Bucket of Questions

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***What question  
would you like to  
ask?***

## Boards & Policy Council Handbook for Effective Head Start Meetings

A guide for board members, staff and parents



**Gravelly**  
Gravelly Means Progress!

Melvin J. Gravelly, Sr., MPA

In this book, you will learn:

- Head Start history
- Head Start program structure
- Parliamentary law
- Head Start officers and their duties
- How to conduct a meeting
- How to write minutes
- How to make motions

*"I have been using [this book] for all trainings and meetings we conduct with parent committee and policy council members. Excellent tool!" - Long Island Head Start*

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\* Expires June 31st

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Thank You!

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