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

Who is with us today?

- Policy Council
- Program Directors
- Management Staff
- Governing Body/Tribal Council
- Others
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
Please, help us help you.

A new confidential online evaluation will help us learn from you what worked well and how we can improve.

1. To access the survey, enter the following link into your cell phone or laptop browser: tinyurl.com/nihsda-06-16

2. When prompted, enter the following session title: “Leadership and Governance”

Thank you for supporting our ongoing monitoring.
Growing Expectations of Governing Bodies/Tribal Councils
Key Message

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

1. Governing Body/ Tribal Council
2. Policy Council
3. Management Staff
Leadership and Governance: A Team Approach

It takes a leadership “TEAM” working and supporting each other to build a strong program.
Video – Current Realities
Important Elements of Effective Leadership

Structure

Processes

Relationships
Important Elements of Effective Leadership

Structure
Head Start Governance and Management Core Responsibilities

**Governing Body/ Tribal Council**
- Legal and fiscal responsibilities

**Policy Council**
- Sets the program direction

**Manage Staff**
- Oversees day-to-day operations

**Provide Leadership and Strategic Direction**
Head Start Program Governance and Management Composition

Governing Body/Tribal Council
- 1+ member fiscal expert
- 1+ member education expert
- 1+ member attorney
- More members from community

Policy Council (elected by parents)
- Parents of children in Early Head Start
- Members of community
- Representatives of all program options

Joint Membership on Planning Activities

Management Staff
- Executive director
- Chief financial officer
- Head Start director
- Key Head Start management staff
For large grantees including Tribal Councils serving multiple communities:

– Consider an advisory committee or sub-board to support ongoing leadership/governance functions

– These entities must have the necessary policies and procedures
Structural Considerations: Governing Body/Tribal Council

These policies and procedures include:

- 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/Tribal Council with sufficient and timely information (OHS PC–E–024, 2008)
The Policy Council has important responsibilities outlined in the Head Start Act, including approving and recommending specific decisions to the board.

It is important to remember that...
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.
Important Elements of Effective Leadership

Processes
Essential Governance Processes: Reporting

- **Governing Body/Tribal Council:** Reviews reports and takes action
- **Policy Council:** Reviews reports and sends on to the governing body
- **Management:** Generates reports and submits to Policy Council
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

- Clear and timely sharing of information
- Understand how the message may affect group cohesion and morale
- Build upon the common vision and goals
- Honor responsibilities related to confidentiality and ethics

Adapted from Communication A to Z
Process – Your Turn

- Take the next 10 minutes to think about and discuss any process adjustments that should be considered to improve your leadership and governance responsibilities.

- Use your Structure, Processes, and Relationships: Important Elements of Effective Leadership handout to take notes.
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/Tribal Council and Policy Council
Consider the following:
How does your program build relationships between the governing body/Tribal Council, Policy Council, and management staff?
“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
- How structure, processes and relationships support effective leadership
- The leadership roles and responsibilities as a Policy Council, governing body/Tribal Council member or management staff

Strategies that will strengthen program leadership within the larger organizational structure
Designing a Comprehensive T//TA Plan

- Governing bodies/Tribal Councils and Policy Councils need ongoing training and technical assistance to be effective.
- Resources are available on the ECLKC to support governing bodies/Tribal Councils and Policy Councils in meeting their responsibilities.
- Management staff should regularly provide training and technical assistance to governing bodies/Tribal Councils and Policy Councils.
Resources to Support Effective Leadership
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
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.
Head Start Program Governance Training

Self-study or in-service aid for governing body/Tribal Council and Policy Council members that supports skill-building in important leadership and governance concepts.
Governance Readiness Tool

Helps organizational leaders and governing bodies assess their capacity to effectively oversee a Head Start/Early Head Start program.
## Other Resources

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<tr>
<th>ECLKC Web Link</th>
<th>Reference</th>
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Any Questions?
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Thank you for supporting our ongoing monitoring.
Contact PMFO

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https://eclkc.ohs.acf.hhs.gov/hslc/tta-system/operations

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