

**GOVERNANCE AND MANAGEMENT -- SHARED DECISION-MAKING
BETWEEN THE BOARD OF DIRECTORS AND THE POLICY COUNCIL**

PURPOSE/SCOPE: To summarize procedures ACHR uses to share decision-making between the Board of Directors (the governing body) and the ACHR Policy Council, to communicate decisions within the organization and to inform the decision-making groups of regulatory changes which affect the Head Start Programs.

Policy in General: The Board of Directors and the ACHR Policy Council share the following duties:

- seeing that there are policies to ensure the agency is responsive to community and parent needs;
- reviewing applications for Head Start Funding and Amendments to such applications prior to submission of applications;
- budget planning for program expenditures, including policies for reimbursement and participation in Policy Council Activities;
- setting program recruitment, selection and enrollment priorities;
- revising bylaws for operation of the Policy Council and procedures for how members of the Policy Council will be elected
- reviewing program personnel policies and decisions regarding employment of program staff consistent with the Board's responsibilities, including standards of conduct for program staff, contractors, and volunteers and criteria for the employment and dismissal of program staff;

Training the Policy Council in the Requirements of the Performance Standards, and Keeping the Policy Council and the Board of Directors Informed of Regulatory Changes: The Parent Involvement Coordinator provides training to members of the Policy Council at the beginning of every program year. The training includes information about the duties required of a Policy Council member, and the requirements as stated in the Performance Standards, relevant Information Memorandums and other materials. Agency staff also prepares materials to help Policy Council Members understand their decision-making and other duties as members of the Policy Council.

The CEO informs the members of the Board of Directors and the Parent Involvement Coordinator for the Policy Council when regulatory changes occur which affect the Head Start Programs.

I. SHARED DECISION-MAKING BETWEEN THE BOARD OF DIRECTORS AND THE POLICY COUNCIL

Under the new Head Start Act of December 2007, each Head Start agency must share “accurate and regular information” with both the Board and the Policy Council. Information to be shared includes:

- Monthly financial statements, including credit card expenditures;
- Monthly program information summaries;
- Program enrollment reports, including attendance reports for children whose care is partially subsidized by another public agency;
- Monthly reports of meals and snacks provided through programs of the Department of Agriculture;
- Financial audits
- Annual self-assessment, including any findings related to such assessment;
- Communitywide strategic planning and needs assessment of the Head Start agency;
- Communication and guidance from the Secretary; and
- Program Information (PIR) reports.

Person or Group Responsible

Activity

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| CEO/Administrative
Coordinator or Designee | 1. Before the beginning of the program year, review procedures other documentation for any needed adjustments in shared decision-making between the Board and the Policy Council, including this procedure; compare to revisions of Performance Standards, update if needed. Draft revisions and submit to Board and Policy Council. |
| Policy Council | 2. Review revisions to procedures, make and send suggestions through Parent Involvement Coordinator to CEO for Board. |
| Board of Directors | 3. Review procedures; approve or disapprove. Notify CEO of decision. |
| CEO/Administrative
Coordinator or Designee | 4. Put approved procedures in final form; give minutes and procedures to Secretarial Services to type and file. |

Person or Group Responsible

Activity

Secretarial Services
Manager

5. Set up an annual notebook for the Policy Council (PC) and keep it current. Contents include but not limited to the following:
 - a. Copy of the current PC bylaws
 - b. Copy of key documentation from the prior center year including:
 - 1) most recent Community Assessment
 - 2) most recent Strategic Plan
 - 3) most recent Program Information Report (PIR) for EHS and for HS
 - 4) the most recent Annual Report
 - c. Copy of the most recent strategic plan
 - d. Copy of all documentation as listed below in item 10.
6. Make notebook available to the Parent Involvement Coordinator for every Policy Council Meeting and to any PC member who comes to the central office to review it.
7. Sign notebook in and out on appropriate form to assure that it does not get lost.
8. Each time it is returned look through it to be sure all contents are in place.

Parent Involvement
Coordinator

9. Remember to plan ahead so can take PC notebook to wherever the PC meeting is being held and then to return it to the Secretarial Services Manager in a timely manner.

Secretarial Services
Manager

10. Gather monthly documents and distribute documents to the CEO, ACHR Board and PC as follows:
 - a. Monthly financial statement - summary from board rep. through Fiscal Coordinator
 - b. Monthly report of meals & snacks provided through USDA - summary from board through Fiscal Coordinator
 - c. Program enrollment Reports (from Administrative Coord.)
11. Gather other documents as they are available and distribute documents to the CEO, ACHR Board and PC as follows:
 - a. Quarterly Board Reports - from Coordinators through Administrative Coordinator (*Nov-Jan due Feb 7; Feb-April due May 7; May-July due Aug 7; Aug-October due Nov 7*)

Person or Group Responsible

Activity

Documents to Gather,
continued

Secretarial Services
Manager

- b. Summary of CLASS Assessment data (3x/yr) from Trainer
- c. Report from the Trainer based on the COR assessment data (annual; initially presented to Steering committee in Nov.)
- d. Financial audits - annual after the end of the fiscal year - from Fiscal Coordinator
- e. PIR (one each for EHS and HS) - annual in August - hard copies from Fiscal Coordinator
- f. Self-Assessment (E/HS) - annual in early November - from Planner
- g. Annual Report - annual; written after the outside audit is complete (late in the calendar year)
- h. Community Needs Assessment - every 3 years (or more often) in early November - from Planner
- i. Strategic Planning document - varies, but at least every 3 years - from Administrative Coordinator (there will be a draft document to PC & Board for approval; then a final document
- j. "Communication and Guidance from the Secretary" - this means all IM's (Information Memorandum), PIs (Program Instruction), and occasionally correspondence or audit reports

WHEN GIVEN DOCUMENTATION LISTED ABOVE

Policy Council

- 12. Review materials given.
- 13. Ask questions, to clarify; voice concerns.
- 14. If there is any discrepancy, concern, or suggestion report same to Parent Involvement Coordinator for consideration by the staff.
- 15. If not, recommend to the ACHR Board as per chart.

Board of Directors

- 13. Read/review materials given.
- 14. If there is any discrepancy, concern, or suggestions report concern or suggestion to CEO for resolution.
- 15. May choose to move/vote to accept items as they are, to table for further review, request revision or take other appropriate action.

II. SETTING GOALS FOR THE PROGRAM AND LONG AND SHORT TERM PROGRAM PHILOSOPHY

(Part of the yearly Improvement Plan process: look at in the Spring, make recommendations for changes in Community Assessment)

Person Responsible

Activity

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| Policy Council | 1. Policy Council Members participate in setting program goals by working with component staff on the self assessment and in putting together recommendations for the Improvement Plan. |
| | 2. Policy Council recommends to the ACHR Board. |
| Administrative Coordinator | 3. Prepare documentation for the Board after the Policy Council meeting. |
| CEO | 4. As part of the Improvement Plan and Head Start Grant Writing Process share recommendations from the Policy Council with the Board and involve Board in goal and philosophy setting. |
| | 5. Review Plan as written; approve or disapprove, and notify CEO who will notify Parent Involvement Coordinator to notify Policy Council. |

III. ANNUAL HEAD START AND EARLY HEAD START FUNDING APPLICATIONS

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| CEO | 1. Direct Staff to draft the annual application for Head Start and Early Head Start Funds according to the current requirements. |
| Policy Council | 2. Review Early/Head Start Funding applications and recommend to the Board final approval. |
| Board of Directors | 3. Review Early/Head Start Funding Applications; approve/disapprove, notify CEO and Policy Council of decision, and any recommendations for change. (Board has general responsibility, approves or disapproves, oversees CEO who has Operational Responsibility). |

IV. POLICY COUNCIL - PARENT ACTIVITY BUDGET

<u>Person or Group Responsible</u>	<u>Activity</u>
Policy Council	1. In the Fall in time for the Head Start Proposal, write Budget Plan for parent activity funds to be spent and send to ACHR Board for approval. (Normally done at Fall Steering Committee Meeting).
ACHR Board	2. Approve or recommend revisions to Parent Activity Budget and inform CEO.
CEO	3. Inform Parent Involvement Coordinator of status of parent activity budget with any changes. 4. See that parent activity budget is included with the HS/EHS funding proposal when it is sent to HHS.
Parent Involvement Coordinator	5. After budget is approved, request funds as needed from the Fiscal Coordinator on behalf of the Policy Council.
Fiscal Coordinator	6. Provide funds according to budget and as requested by the Parent Involvement Coordinator.
Parent Involvement Coordinator	7. Monitor expenditures and present information to Fiscal Coordinator once a month.
Fiscal Coordinator	8. Present information to the Special Head Start Committee Member of ACHR and also to the CEO.
CEO	9. Send information to the full Board.

V. ANNUAL SELF-ASSESSMENT PROCESS

<u>Person or Group Responsible</u>	<u>Activity</u>
Parent Involvement Coordinator along with other staff as needed including Administrative Coordinator & Secretarial Services Manager	1. See that self assessment notebooks with needed assessment and informational documents for each section are put together for use by Component Staff and Policy Council Subcommittee Members during self-assessment process, (September-October). 2. Assign members to the team as per procedure.

Person or Group Responsible

Activity

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| Self-Assessment Team | 3. Use self assessment documents to measure performance in component areas. Make recommendations for improvements. |
| Leaders of Assessment Teams | 4. Follow self assessment procedure, compile recommendations and provide input to person compiling report. |
| Person compiling report and Assessment Team Representatives | 5. Report to Steering Committee |
| Steering Committee | 6. Vote to approve or disapprove self assessment as presented. |
| CEO | 7. Report results of assessment to Board of Directors for approval. |

VI. SETTING RECRUITMENT AND SELECTION CRITERIA AND PRIORITIES

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| Parent Involvement Coordinator | 1. Review procedure on recruitment process with any revisions in Performance Standards or Information Memorandums. |
| | 2. Review community assessment results; assess enrollment priority criteria: what children in the service areas have greatest need for Head Start Services? For Early Head Start? |
| | 3. Review points values in various areas as suggested by staff and suggest adjustments to assure that children with greatest need are given greatest priority; children with next greatest needs would come in second on points etc. |
| | 4. When points system adjustments are agreed on, present suggestions to Planning Subcommittee of Policy Council. |
| Policy Council through Parent Involvement Coordinator | 5. Review and discuss proposed points system as above in items 1-4; make suggestions for any needed adjustments |
| | 6. Recommend proposed recruitment and selection priorities by sending minutes to CEO to send to Board for approval. (Policy Council recommends; Board has general responsibility; approves or disapproves, oversees CEO who has Operating Responsibility). Send copy to Secretarial Services Manager for central file. |

Person Responsible

Activity

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| CEO | 6. After Board has considered, accept their decision and send information to Parent Involvement Coordinator for the Policy Council noting approval or approval with changes. |
| Parent Involvement Coordinator | 7. File PC minutes and documentation from the Board for permanent records. |
| Screening Committee/Staff at weekly meetings | 8. Use enrollment priorities first to fill spaces; then later to place other eligible children as spaces become available. |

VII. POLICY COUNCIL BYLAWS

Person Responsible

Activity

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| Parent Involvement Coordinator | 1. Before the beginning of program year, or as regulations change, make notes of recommended updates to Policy Council Bylaws. |
| | 2. Notify Policy Council of change in regulations, present suggested bylaw changes for consideration (if any). |
| Policy Council | 3. Recommend new bylaws or amendments to bylaws and send to ACHR Board for approval. |
| ACHR Board | 4. Approve or recommend revisions to PC Bylaws and inform CEO. |
| CEO | 5. Inform Parent Involvement Coordinator of status of bylaws with any changes. |
| Parent Involvement Coordinator | 6. Inform Policy Council about new/revised bylaws. |

VIII. PROCEDURES FOR SELECTING THE POLICY COUNCIL

Person or Group Responsible

Activity

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| Parent Involvement Coordinator | 1. Before the end of the school year review new Information Memoranda and other materials (including the online Early Childhood and Knowledge Center Site) to see if requirements for |
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Person or Group Responsible

Activity

Parent Involvement Coordinator	selection of Policy Council Representatives have changed. Current requirements are: <ul style="list-style-type: none">a) the Policy Council is made up of parents of currently enrolled children and community representativesb) at least 51% of Policy Council must be parents of currently enrolled childrenc) community representatives must be from the local communityd) all parent and community members of the Policy Council must stand for re-election annuallye) Policy Councils must limit the number of one-year terms an individual may serve to a total of three termsf) no agency staff may serve on the Policy Councilg) parents of children currently enrolled must be proportionately represented on the Policy Council.
Parent Involvement Coordinator	2. Check numbers of children enrolled in each center and program option, (as of November, 1998, ACHR has two program options: center based and home based). 3. Allocate representatives to each center and program option based on numbers of enrolled children and the Performance Standards.
Policy Council	4. If regulations have changed or for any other reason selection procedures for the Policy Council need to change, make recommendation of change by sending copies of meeting minutes to the ACHR Board prior to the end of the school year.
Board of Directors	5. At next regular meeting if there is a recommendation that the Policy Council selection procedure change vote on Policy Council recommendation and notify the CEO of the decision.
CEO	6. Notify Parent Involvement Coordinator of status of proposed change.

IX. WRITTEN PROCEDURES FOR FUNCTIONS OF THE BOARD OF DIRECTORS

<u>Person or Group Responsible</u>	<u>Activity</u>
Administrative Coordinator	1. Before the beginning of the program year, compare existing procedures with changes the in the Performance Standards or other documentation; check relevant Information Memoranda if any.
	2. Update procedures if needed, and submit to CEO for review.
CEO	3. <i>If revised</i> , send copies of Governance and Management Procedures to Board of Directors with copies of the documentation showing the needed changes before the first Board Meeting of the program year.
Board of Directors	4. Review procedures in light of the requirements and any changes, make suggestions for changes or additions, vote to approve or disapprove and document decision in minutes.

X. ACHR STAFF GIVES THE BOARD INFORMATION NECESSARY TO RUN A HIGH QUALITY PROGRAM

<u>Person or Group Responsible</u>	<u>Activity</u>
CEO	1. Provide copies of <i>Head Start Performance Standards</i> if changed, new laws, relevant Information Memorandums and any other information from the Secretary to the Board of Directors. The Standards outline minimum responsibilities of the Board of Directors, including: <ol style="list-style-type: none">ensuring compliance with regulations, including the Performance Standards as well as applicable state and local laws, including laws defining the operations of the Board.understanding the Head Start Philosophy and the role of parents and the Policy Council in the shared governance structure, including the need to secure approval of policies and procedures by the Policy Council.

<u>Person or Group Responsible</u>	<u>Activity</u>
CEO	2. See that notification of regulatory changes affecting the Head Start Programs is sent to Board of Directors in a timely way.
	3. See that copies of Component Coordinators' Quarterly Reports are sent to Board.
Administrative Coordinator	4. Draft new management procedures as needed to meet changes in the agency and/or revised requirements according to requirements of the <i>Head Start Performance Standards</i> new Information Memoranda and other information from Health and Human Services as well as information from other entities such as the Alabama Department of Human Resources and local codes,.
CEO	5. Review revisions and approve or disapprove.
	6. Present revised management procedures to the Board of Directors for approval or disapproval.
Board of Directors	7. Review regulatory requirements; review <i>revised</i> management procedures. Make suggestions for changes, additions; vote to approve or disapprove procedures as submitted or amended.
	8. Notify CEO and Policy Council of decision; give marked revisions to CEO, for example.
CEO	9. Give procedures as revised/approved to Secretarial Services.
Secretarial Services	10. Type procedures as approved or amended; copy and distribute.

XI. INTERNAL DISPUTE RESOLUTION or IMPASSE PROCEDURES BETWEEN BOARD OF DIRECTORS AND POLICY COUNCIL - REVISIONS FROM POLICY COUNCIL

<u>Person or Group Responsible</u>	<u>Activity</u>
Parent Involvement Coordinator/ Administrative Coordinator or Designee	1. Before the beginning of the program year, or when regulations change, propose revisions to the Policy Council documents, including possibly revisions to bylaws concerning dispute resolution and impasse procedures as needed; give to Administrative Coordinator for review, then to CEO for review.

Person or Group Responsible

Activity

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| Policy Council | 2. Meet, review proposed revisions and vote on same. |
| Parent Involvement
Coordinator
CEO | 3. Transmit proposed revisions to CEO to share with ACHR Board.
4. Share proposed revisions with Board of Directors. |
| Board of Directors | 5. Review proposed revision to dispute resolution procedures for consistency with regulations, make suggestions for revision or changes, approve or disapprove.
6. Notify CEO of decision about proposed change in dispute resolution procedure. |
| CEO | 7. Notify Parent Involvement Coordinator to give information to the Policy Council. |
| Policy Council | 8. If Board made changes, review revised revision as drafted; notify Parent Involvement Coordinator for CEO of any further concerns in writing. |
| CEO/Administrative
Coordinator | 9. Put dispute resolution procedures in final form, give to Coordinator to type and file in procedures notebooks. |

XII. INTERNAL DISPUTE RESOLUTION OR IMPASSE PROCEDURES BETWEEN BOARD OF DIRECTORS AND POLICY COUNCIL REVISIONS FROM ACHR BOARD

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| Board of Directors | 1. If changes are needed in internal dispute resolution or impasse procedures, discuss needed changes to resolve disputes between Board and Policy Council.
2. Consider Performance Standards and other information such as current Information Memoranda. ALSO
a) use community resources to assist in developing resolution procedures and in resolving disputes
b) set procedures for seeking outside assistance from community-based organizations for negotiation or arbitration of disputes that threaten to disrupt services to children and families. |
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Person or Group Responsible

Activity

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| Board of Directors | 3. Bring a motion to approve or disapprove revised procedures for dispute resolution. |
| | 4. Notify CEO of decision. |
| CEO | 5. Notify Parent Involvement Coordinator of proposed revision. |
| Parent Involvement
Coordinator | 6. Take proposed revision to the Policy Council. |
| Policy Council | 7. Consider proposed changes to dispute resolution procedures approved by Board of Directors. |
| Parent Involvement
Coordinator | 8. Notify CEO of Policy Council's decision. |
| CEO | 9. If Policy Council accepted revisions, give to Administrative Coordinator to complete. |
| Administrative
Coordinator | 10. Take information on revised dispute resolution procedure approved by both decision-making groups, put into final form. |
| | 11. Give procedures to Secretarial Services. |
| Secretarial Services
Manager | 12. Type revised procedure, give to CEO. |
| CEO | 13. See that members of Policy Council and Board get copies. |
| Policy Council/
Board of Directors | 14. Use dispute resolution and impasse procedures when one decision-making group votes to disapprove and the other group votes to approve where both are given authority to approve or disapprove. |

XIII. ENSURING THAT APPROPRIATE INTERNAL CONTROLS ARE IMPLEMENTED TO SAFEGUARD FEDERAL FUNDS

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| CEO | 1. Provide copies of financial statements to Board of Directors. |
| Board of Directors | 2. Review reports. (Has general responsibility, may give role to CEO). |
| | See additional information under Fiscal Section |

XV. ENSURING ANNUAL INDEPENDENT AUDIT IS CONDUCTED IN ACCORDANCE WITH REQUIREMENTS

<u>Person or Group Responsible</u>	<u>Activity</u>
CEO	1. Provide Board of Directors with information about Federal Requirements for the Annual Independent Audit.
Fiscal Coordinator	2. When it is time to select a new auditor, involve two members of the Head Start committee of the Board in the selection process.
Members of the HS committee of the Board	3. Review bids to conduct audit in accordance with Federal Regulations and participate with the Fiscal Coordinator in the selection process. Report to the Board.
Fiscal Coordinator	4. Have audit conducted at the end of each fiscal year, providing auditor with all documentation requested in timely manner.
	5. On receipt of audit report, send copies to the Board and CEO.
Board of Directors	6. Review Federal Requirements; review audit. (Has general responsibility; may assign a role to CEO).

XV. PROGRAM PERSONNEL POLICIES AND STANDARDS OF CONDUCT - REVISION

<u>Person or Group Responsible</u>	<u>Activity</u>
CEO or Designee	1. As changes are needed, research Head Start and other personnel regulations, including Standards of Conduct for Program Staff. If needed, direct staff to draft updates of personnel policies.
	2. Send copies of draft personnel policies to Parent Involvement Coordinator for Policy Council with explanations of regulatory changes.
Policy Council with Parent Involvement Coordinator	3. Review draft personnel policies; make suggestions for additions or changes; note same in minutes and recommend to the board.
	4. Notify CEO and Board of Directors of recommendations by sending copies of meeting minutes through Parent Involvement Coordinator.

Person or Group Responsible

Activity

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| CEO | 5. Give recommended changes to the Board for review. |
| Board of Directors | 6. Review draft personnel policies; make suggestions for additions or changes; approve or disapprove.
7. Notify CEO of decision and suggestions |
| CEO | 8. See that recommend changes are made and distributed to staff. |

XVI. CRITERIA TO HIRE OR TERMINATE ANY PERSON WHO WORKS PRIMARILY FOR THE HEAD START PROGRAM

Person or Group Responsible

Activity

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| Policy Council | 1. Working within the guidelines of the Head Start Law, Performance Standards and Information Memoranda, review criteria developed by staff for hiring and termination for Staff in Head Start Positions and submit the Parent Involvement Coordinator for the CEO to the ACHR Board for approval. |
| Parent Involvement Coordinator | 2. Submit Policy Council Recommendations to CEO to take to the ACHR Board. |
| CEO | 3. Take recommendations for criteria for hiring and termination for Staff in Head Start Positions to the ACHR Board for approval. |
| ACHR Board | 4. Approve or approve with any changes criteria for hiring and termination for Staff in Head Start Positions and give information to the CEO. |
| CEO | 5. Give information to the Parent Involvement Coordinator to share with the Policy Council.
6. Give coordinators the criteria for hiring and termination. |

**XVII. CRITERIA TO HIRE OR TERMINATE CEO, DIRECTOR, FISCAL
COORDINATOR OR OTHER KEY STAFF**

Person or Group Responsible

Activity

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| CEO or Board Chair | 1. Working within the guidelines of the Head Start Law, Performance Standards and Information Memoranda, review criteria developed by Staff for hiring and termination for staff in key Head Start positions and make recommendations to the Board. |
| ACHR Board | 2. Review criteria; approve or disapprove and give information to the CEO. |
| CEO or Board Chair | 3. Give appropriate Coordinators the criteria for hiring and termination. |

**DISPUTE RESOLUTION BETWEEN THE ACHR BOARD AND
THE HEAD START POLICY COUNCIL**

PURPOSE/SCOPE: To assure that if the ACHR Board decides one way on an issue and the Head Start Policy Council decides the opposite, that the situation can be resolved.

NOTE: The process that follows is based on the following –

- In most cases, the ACHR Board has the “general responsibility,” which means the ACHR Board has the legal and fiscal responsibility for the program and therefore the Board input carries the weight in those areas.
- The only areas of possible conflict are
 - the composition of the Policy Council and the selection process
 - the process of implementation of shared decision making between the ACHR Board and the Policy Council
 - The process of internal dispute resolution
 - Resolving community complaints
 - PC Bylaws
- The ACHR Board and Policy Council have more than a 48-year history of not having conflicts in these areas. However, both groups recognize that this could change, and the Performance Standards require an internal dispute resolution process.

Person or Group Responsible

Activity

Chair of Group which acted last, whether Board or Policy Council	1. Recognize that there is a decision that is in conflict. 2. Discuss with own group whether that group’s decision is the most appropriate or if it should be reconsidered. 3. If decisions remain in conflict, contact head of other group and discuss situation.
Chairs of the Two Groups	4. Discuss situation to determine if there is a misunderstanding or a simple solution. If so, resolve situation. If not 5. Write down position of each group to clarify. 6. Start a folder with information relevant to the disagreement. This may include letters, minutes of meetings documenting votes and opinions,

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AREA: Management – Shared Governance**

Person or Group Responsible

Activity

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| Chairs of the Two
Groups | and any relevant procedures. Continue to keep documentation throughout the process in case mediation is needed at which time documentation of the dispute as seen from each side would be needed. |
| | 7. Set up phone conference calls (with Staff help) to discuss situation among Executive Committee Members of each group. |
| Executive Committees | 8. Try to resolve the problem. If it cannot be resolved, call a meeting of both full groups at a mutually agreed on time. |
| Full Groups | 9. Talk together to try to resolve the disagreement. |
| Chair Persons | 10. If disagreement still cannot be resolved, then an outside mediator acceptable to both chairpersons and who is not from the community shall be chosen to resolve the disagreement. |
| | 11. The decision reached during the mediation process will be final and both groups would need to then work amiably with that decision. |

TIMELINE FOR SHARED ITEMS

Item Policy Council Refers to the Board	When?
Applications for Head Start Funding and Amendments to such applications, prior to submission of applications;	November each year for routine grant Otherwise as needed
Program recruitment, selection, and enrollment priorities	November each year (for Recruitment to start in February)
Review the Self-Assessment and any corrective action plan	November each year
Review the Community Assessment	November, at least every third year
Budget planning for program expenditures, including policies for reimbursement and participation in Policy Council Activities	November each year
Developing procedures for how members of the Policy Council will be elected.	When revised (along with by-laws)
Program Personnel Policies and decisions regarding the employment of Program Staff consistent with the Governing Body's Responsibilities in this area, including Standards of Conduct for Program Staff, Contractors, and Volunteers and criteria for the employment and dismissal of Program Staff	When revised
Bylaws for operation of the Policy Council	When revised
Activities to support the active involvement of parents in supporting program operations, including policies to ensure that the Head Start agency is responsive to community and parent needs	Any time