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Appendix A - Governance and Management Responsibilities

Program governance is section 1304.50 of the Head Start Program Performance Standards. Head Start staff can use Appendix A as a quick reference for understanding the responsibilities of the governing body and management staff. This resource also explains the specific decision-making of each policy group and management staff.

Appendix A - Governance and Management Responsibilities

[I. Planning](#)

[II. General Procedures](#)

[III. Human Resources Management](#)

A=General responsibility B=Operating responsibility C=Must approve or disapprove D=Determined locally	Grantee agency		Delegate agency		Grantee or delegate management staff	
Function	Governing body	Policy Council	Governing body	Policy Cmte.	HS* program director	Agency director
I. Planning						
(a) 1304.50(d)(1)(iii) Procedures for program planning in accordance with this Part and the requirements of 45 CFR 1305.3.	A & C	C	C	C	B	D
(b) 1304.50(d)(1)(iv) The program's philosophy and long- and short-range program goals and objectives (see 45 CFR 1304.51(a) and 45 CFR 1305.3 for additional requirements regarding program planning).	A & C	C	C	C	B	D
(c) 1304.50(d)(1)(v) The selection of delegate agencies and their service areas (this regulation is binding on Policy Councils exclusively) (see 45 CFR 1301.22)	A & C	C	-	-	B (Grantee only)	D (Grantee only)

and 45 CFR 1305.3(a) for additional requirements about delegate agency and service area selection, respectively).						
(d) 1304.50(d)(1)(vii) Criteria for defining recruitment, selection, and enrollment priorities, in accordance with the requirements of 45 CFR Part 1305.	A	C	A	C	B	D
(e) 1304.50(d)(1)(i) All funding applications and amendments to funding applications for Early Head Start and Head Start, including administrative services, prior to the submission of such applications to the grantee (in the case of Policy Committees) or to HHS (in the case of Policy Councils).	A & C	C	A & C	C	B	D
(f) 1304.50(f) Policy Council, Policy Committee, and Parent Committee reimbursement. Grantee and delegate agencies must enable low-income members to participate fully in their group	A	C	A	C	B	D

responsibilities by providing, if necessary, reimbursements for reasonable expenses incurred by the members.						
(g) 1304.50(d)(1)(viii) The annual self-assessment of the grantee or delegate agency's progress in carrying out the programmatic and fiscal intent of its grant application, including planning or other actions that may result from the review of the annual audit and findings from the Federal monitoring review (see 45 CFR 1304.51(i)(1) for additional requirements about the annual self-assessment).	A	C	A	C	B	D

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* See the [key](#) and definitions at the end of the chart.

A=General responsibility B=Operating responsibility C=Must approve or disapprove D=Determined locally	Grantee agency		Delegate agency		Grantee or delegate management staff	
Function	Governing body	Policy Council	Governing body	Policy Cmte.	HS* program director	Agency director
II. General Procedures						

(a) 1304.50(d)(1)(vi) The composition of the Policy Council or the Policy Committee and the procedures by which policy group members are chosen.	A & C	C	A & C	C	B	D
(b) 1304.50(g)(1) Grantee and delegate agencies must have written policies that define the roles and responsibilities of the governing body members and that inform them of the management procedures and functions necessary to implement a high quality program.	A & C	-	A & C	-	-	D
(c) 1304.50(d)(1)(ii) Procedures describing how the governing body and the appropriate policy group will implement shared decision-making.	A & C	C	A & C	C	D	D
(d) 1304.50(h) Internal dispute resolution. Each grantee and delegate agency and Policy Council or Policy Committee jointly must establish written procedures for resolving internal disputes, including impasse procedures, between the governing body and policy group.	A & C	C	A & C	C	D	D
(e) 1304.50(d)(2)(v) Establish and maintain procedures for hearing and working with the grantee or delegate	B	B	B	B	D	D

agency to resolve community complaints about the program.						
(f) 1304.50(g)(2) Grantee and delegate agencies must ensure that appropriate internal controls are established and implemented to safeguard Federal funds in accordance with 45 CFR 1301.13.	A	-	A	-	D	D
(g) The annual independent audit that must be conducted in accordance with 45 CFR 1301.12.	A	-	A	-	D	D

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III. Human Resources Management						
(a) 1304.50(d)(1)(ix) Program personnel policies and subsequent changes to those policies, in accordance with 45 CFR 1301.31, including standards of conduct for program staff	A & C	C	A & C	C	D	D

consultants, and volunteers.						
(b) 1304.50(d)(1)(x) Decisions to hire or terminate the Early Head Start or Head Start director of the grantee agency.	A & C	C	-	-	-	D
(c) 1304.50(d)(1)(xi) Decisions to hire or terminate any person who works primarily for the Early Head Start or Head Start program of the grantee agency.	A	C	-	-	B (Grantee only)	D
(d) 1304.50(d)(1)(x) Decisions to hire or terminate the Early Head Start or Head Start director of the delegate agency.	-	-	A & C	C	-	D
(e) 1304.50(d)(1)(xi) Decisions to hire or terminate any person who works primarily for the Early Head Start or Head Start program of the delegate agency.	-	-	A	C	B (Delegate only)	D

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KEY AND DEFINITIONS AS USED IN CHART

* When a grantee or delegate agency operates an Early Head Start program only and not an Early Head Start and a Head Start program, these responsibilities apply to the Early Head Start Director.

- A. General Responsibility. The group with legal and fiscal responsibility that guides and oversees the carrying out of the functions described through the individual or group given operating responsibility.
- B. Operating Responsibility. The individual or group that is directly responsible for carrying out or performing the functions consistent with the general guidance and oversight from the group holding general responsibility.

- C. Must Approve or Disapprove. The group that must be involved in the decision-making process prior to the point of seeking approval. If it does not approve, a proposal cannot be adopted, or the proposed action taken, until agreement is reached between the disagreeing groups.
- D. Determined locally. Functions as determined by the local governing body and in accordance with all Head Start regulations.

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"Appendix A - Governance and Management Responsibilities". Program Performance Standards for the Operation of Head Start Programs by Grantee and Delegate Agencies. 2004. English.

Phyllis Hollinshead