RECOMMENDED ACTION AND JUSTIFICATION:  (POLICY ITEM:  YES___ NO_X_) 

Resolution adopting the attached Personnel Administration Procedures regarding the Mariposa County Housing and Community Development Agency Head Start Program. (Required by Program regulations and grant award).

BACKGROUND AND HISTORY OF BOARD ACTIONS:

The Board approved the submittal of an application and acceptance of the Grant Award for the Head Start Program (Resolutions 92-364 and 92-534).

LIST ALTERNATIVES AND CONSEQUENCES OF NEGATIVE ACTION.

Revise any component of the proposed Policy.

COSTS:  (X) Not Applicable
A. Budgeted current FY $________
B. Total anticipated costs $________
C. Required Add’l funding $________
D. Internal Transfers $________

SOURCE:  ( ) 4/5ths vote required
A. Unanticipated revenues $________
B. Reserve for contingencies $________
C. Source description: ____________________
Balance in Reserve for Contingencies, if approved:  $________

SPECIAL INSTRUCTIONS:
List the attachments and number pages consecutively:

_2 page proposed policy__
_3 pages from the ___
__Program regulations___

CLERK’S USE ONLY:  93-82
Resolution No.:  Absent:  Abstain:  
Ordinance No.:  ____ ______
Vote - Ayes:  ____ Noes:  ____
Approved  ( ) Denied
( ) Minute Order Attached
( ) No Action Necessary

The foregoing instrument is a correct copy of the original on file in this office.

Date:  ____________________

ATTEST:  MARGIE WILLIAMS
Clerk of the Board
County of Mariposa,
State of California

By:  ____________________
Deputy

ADMINISTRATIVE OFFICER’S RECOMMENDATION:
This item on agenda as:

____Recommended
____Not Recommended
____Policy Determination
____Submitted w/ Comment
____Returned for further action

Comment:  ____________________

A.O. Initials:  ________________
PurPOSE AND AUTHORITY:

Head Start Program regulations (45 CFR Part 1304, Appendix B (I-30 Guidelines) require involvement of the Policy Council in personnel administration decisions regarding Head Start staff. Specifically, the Head Start Policy Council must "approve or disapprove" of the criteria and actions involving the employment and termination of Head Start staff, career development/training plans, grievance procedures, and other personnel administration matters.

ROLE OF THE DIRECTOR

In accordance with the Personnel Policies and Procedures, the Director of the Mariposa County Housing and Community Development Agency ("Agency Director") has the authority to hire, discipline, and terminate Agency staff; develop appropriate career development plans; and, implement established employee grievance procedures. The Board of Supervisors is not required to ratify these actions.

HEAD START STAFF RECRUITMENT AND HIRING PROCEDURES

The Policy Council shall approve and/or disapprove procedures regarding the recruitment and hiring of staff including, but not limited to position descriptions, recruitment efforts, content of supplemental applications, interview questions and/or exercises, and composition of the interview panel.

Recruitment for Head Start staff cannot be initiated until authorized by the Policy Council.

The oral interview panel shall generally consist of three members: the Agency Director and two members of the Policy Council. The entire Policy Council shall approve of the candidate for employment prior to actual appointment.

HEAD START STAFF DISCIPLINE AND TERMINATION

The Policy Council or designated committees shall be involved in and approve of the Head Start staff disciplinary process. All proposed disciplinary actions of Head Start staff by the Agency Director, including termination, must be approved in advance by the Policy Council.
MISCELLANEOUS

The Agency Director and Head Start Program Director are responsible for the development and implementation of other personnel administration policies and plans including, but not limited to career development plans and staff training. These policies and plans shall not be implemented by the Agency without approval of the Policy Council.

BINDING ARBITRATION PROCEDURE

In the event of an impasse between the Agency Director and the Policy Council regarding the hiring, discipline, and/or termination of any Head Start staff member, the matter shall be submitted to the Board of Supervisors for arbitration. The Policy Council and Agency Director shall be afforded the right to submit written information and make verbal presentations to the Board. The Board of Supervisors shall render its written decision within fifteen (15) days after reviewing all evidence. The final decision shall be binding on all parties and there shall be no appeal.
RULES AND REGULATIONS

S. Staff Selection

Proposals must describe the program’s system for assigning staff in accordance with the responsibilities assigned by the program to the staff member. For example, the staff visiting each family may be:

1. Fluent in the language used by the families they serve;
2. Responsive listeners;
3. Knowledgeable about human development, family dynamics, and needs of children;
4. Knowledgeable about all program components;
5. Knowledgeable about community resources.

h. Staff Development

Programs must submit a staff and volunteer recruitment plan and a training plan, including content of proposed pre- and in-service training programs, teaching method, descriptions of training staff or consultants, and provisions for continued in-service training. The career development plan must be designed to develop or increase staff member’s knowledge about:

1. Approaches to and techniques of working with parents;
2. Organized based or Home Start-like programs;
3. All Head Start component areas.

i. Volunteers

As in all other Head Start programs, the home-based model must encourage and provide opportunity for the use of volunteers.

5. Locally Designed Options

In addition to the above models, local programs may elect to design and propose other program options which fit the needs well suited to meet the needs of individual children and families in their communities. Proposals for local program options must adhere to the following guidelines:

a. They must be derived from an analysis of the present standard Head Start model and must represent a more effective approach to meeting the needs of children in the community.

b. They must be consistent with good developmental practices.

c. They must be consistent with Head Start performance standards and must ensure that all components of Head Start are effectively delivered, unless they represent a special program thrust or circumscribed effort such as:

(1) Health/Human development type program or other services such as sickle cell or lead paint screening.
(2) Summer follow-on services for handicapped high risk or other children with special needs.

APPENDIX B—HEAD START POLICY MANUAL: THE PARENTS

This appendix sets forth policy governing the involvement of parents of Head Start children in “. . . the development, conduct, and overall program direction at the local level.”

I-302 The Parents

A. INTRODUCTION

Head Start believes that the gains made by children of Head Start must be understood and built upon by the family and the community. To achieve this goal, Head Start provides the development of the child’s parents and other members of the family who have the experiences they receive in the child development center by giving them many opportunities for a richer appreciation of the young child’s needs and how to satisfy them.

Many benefits of Head Start are rooted in “change”. These changes must take place in the family itself, in the community, and in the attitudes of people and institutions that have both.

It is clear that the success of Head Start in bringing about substantial changes demands the involvement of the parents, parent substitutes, and families of children enrolled in its programs. This involvement begins and should gain vigor and vitality as planning and activities go forward.

Successful parental involvement enters into every part of Head Start, influences other anti-poverty programs, helps bring about changes in institutions in the community, and works toward altering the social conditions that have formed the systems that surround the economically disadvantaged child and his family.

Project Head Start must continue to discover new ways for parents to become deeply involved in decision making about the program and in the development of activities that they deem helpful and important in meeting the particular needs and conditions. For some parents participation may begin on a simple level and move to more complex levels. For other parents the movement will be more rapid, because of past experiences, into complex levels of sharing and giving. Every Head Start program is obligated to provide the channels through which such participation and involvement can be provided for and enriched.

Unless this happens, the goals of Head Start will not be achieved and the program itself will remain a creative experience for the preschool child in a setting that is not reinforced by needed contacts in social systems into which the child will move after his Head Start experience.

This sharing in decisions for the future is one of the primary aims of parent participation and involvement in Project Head Start.

B. THE ROLE OF THE PARENTS

Every Head Start Program Must Have Effective Parent Participation. There are at least four major areas of parent participation in local Head Start programs.

1. PARTICIPATION IN THE PROCESS OF MAKING DECISIONS ABOUT THE NATURE AND OPERATION OF THE PROGRAM.

2. PARTICIPATION IN THE CLASSROOM AS PAID EMPLOYEES, VOLUNTEERS OR OBSERVERS.

3. ACTIVITIES FOR THE PARENTS WHICH THEY HELP TO DEVELOP.

4. WORKING WITH THEIR CHILDREN IN COOPERATION WITH THE STAFF OF THE CENTER.

Each of these is essential to an effective Head Start program both at the center level and the community level. Every Head Start program must hire/designate a Coordinator of Parent Activities to help bring about appropriate parent participation. This staff member may be a volunteer in smaller communities.

1. Parent Participation in the Process of Making Decisions About the Nature and Operation of the Program

Head Start Policy Groups

a. Structure—The formal structure by which parents can participate in policy-making, or the organizational structure of the program.

b. Normally, however, the Head Start policy groups will consist of the following:

1. Head Start Center Committee. This committee must be set up at the center level. Where appropriate, this is the Parent Class Committee.

2. Head Start Policy Committee. This committee must be set up at the delegate agency level when the program is administered in whole or in part by such agencies.

3. Head Start Policy Council. This Council must be set up at the grantee level.

When a grantee has delegated the entire Head Start program to one Delegate Agency, it is not necessary to have a Policy Council in addition to a Delegate Agency Policy Committee. Each Head Start group, in cooperation with the Grantee Board and the Delegate Agency Board.

b. Composition—Chart A describes the composition of each of these groups.

Representatives of the Community (Delegate Agency level): A representative of the community (Delegate agency level) is necessary to have a Policy Council in addition to a Delegate Agency Policy Committee. Each Head Start group, in cooperation with the Grantee Board and the Delegate Agency Board.

[Chart A]

Organization:
1. Head Start Center Committee—Head Start Policy Committee (delegate agency).
2. Head Start Policy Council (grantee).

Composition:
1. Parents whose children are enrolled in the center.
2. At least 50% parents of Head Start children presently enrolled in that delegate agency program plus representatives of the community.
3. At least 50% parents of Head Start children presently enrolled in the Center.

Representatives of the Community (Delegate Agency level): A representative of the community (Delegate agency level) is necessary to have a Policy Council in addition to a Delegate Agency Policy Committee. Each Head Start group, in cooperation with the Grantee Board and the Delegate Agency Board.

b. Composition:
1. Parents whose children are enrolled in the center.
2. At least 50% parents of Head Start children presently enrolled in that delegate agency program plus representatives of the community.
3. At least 50% parents of Head Start children presently enrolled in that delegate agency program plus representatives of the community.

[End of Appendix B—HEAD START POLICY MANUAL: THE PARENTS]
RULES AND REGULATIONS

selected parent members of the committee. In no case, however, should representatives of the community exceed 50% of the total committee or council.

Special Notes

1. All parents serving on policy groups must be elected by parents of Head Start children in the classroom, and the Council as a whole to assure coordination of Head Start activities with other CAA programs. Conversely, committee members shall serve on the council or committee in a voting capacity. Staff members may attend the meetings of committees on an advisory basis. This combination of terms of membership is intended to secure a representative and non-voting capacity upon request of the council or committee.

5. Every year prior to operating a Head Start program must have a Policy Committee or Council as defined by HEW. The corporate body and the Policy Committee or Council must be elected by the community.

6. Policy groups for summer programs present a special problem because of the difficulty of selecting parent representatives who will advance. Therefore, the policy group for one summer program must remain in office until its successor has been elected and taken office. The group from the former program should meet frequently between the end of the program and the selection of the new group to assure some measure of program continuity. These meetings should be for the purpose of (a) assuring some appropriation for the group of the children (b) aiding the development of the upcoming summer Head Start program, (c) planning the application, (d) helping the director and establishment of criteria for hiring staff and, when necessary (e) orientation of new members. In short, the policy group from a former program must not be dissolved until a new group is elected. The expertise of those parents who served in the previous group must be used whenever possible.

c. Functions—The following paragraphs describe the minimum functions and degrees of responsibility for the various policy groups involved in administration of local Head Start programs. Local groups may negotiate for additional functions and a greater share of responsibility if all parties agree. All such agreements are subject to such limitations as may be called for by HEW policy. Questions about this should be referred to your HEW regional office.

1. The Head Start Center Committee shall carry out at least the following minimum responsibilities:
   a. Appoint the center director, and all other personnel responsible for the development and operation of every component including curriculum in the Head Start program.
   b. Work closely with classroom teachers and all other components of the staff to carry out the daily activities program.
   c. Plan, conduct, and participate in informal and formal evaluations of all activities and activities for center personnel and staff.
   d. Participate in recruiting and screening of all personnel as established by HEW, the Grantee Council or Board, and the Department of Personnel for those positions established by HEW, the Grantee Council or Board, and the Department of Personnel.

2. The Head Start Policy Committee

Chart B outlines the major management functions connected with local Head Start program administered by the. Regency's and the degree of responsibility assigned to each participating group. In addition to those listed functions, the committee shall:

   a. Serve as a link between public and private organizations, the grantee Policy Council, the Federal Office and the public sector to assure coordination of Head Start activities with other CAA programs. Conversely, community action agencies and local groups are to be provided with a community action agency and local groups, the degree of responsibility assigned to each participating group.

   b. Plan, coordinate and organize agency-wide activities for parents with the assistance of staff.

   c. Assist in communicating with parents and encouraging their participation in the program.

   d. Aid in recruiting volunteer services from parents, community residents and community organizations, and assist in the mobilization of community resources to meet identified needs.

   e. Administer the Parent Activity Funds. Chart C outlines the major management functions connected with the Head Start program at the local level and at the state level. The degree of responsibility assigned to each participating group.

   f. Budget the services of the Head Start program to plan home visits, group visits, and other activities which are related to the home visits.

   g. Plan, coordinate and organize agency-wide activities for parents with the assistance of staff.

   h. Approve the selection of Delegates.

   i. Review and select parent representatives from the community, granting information, and mobilization activities resources to meet identified needs.

   j. Distribute Parent Activity Funds to other groups.

   k. May not be easy for Head Start directors and professional staff to assume responsibility for the program. Even when they are committed to involving parents, the Head Start staff must take care to avoid duplicating meetings by force of their greater training and experience in the process of decision-making. At this time, professional groups may be tempted to do most of the talking. They must learn to ask parents for their ideas, and listen with attention, patience and understanding. Self-confidence and self-respect are powerful motivating forces. Activities which bring out these qualities in parents can prove invaluable in improving the lives of young children from low-income homes.

   l. Members of the Head Start Policy Group whose families' income falls below the poverty line index may receive meeting allowances or be reimbursed for travel, per diem, meal and incidental expenses incurred because of Policy Group meetings. The procedures necessary to secure reimbursement funds are detailed in OEO Instruction #9503-1.

2. Participation in the Classroom as Paid Employees, Volunteers or Observers

Head Start classes must be open to parents and staff at times reasonably convenient to them. There are very few occasions when the presence of a limited number of parents would present any problem in operation of the program.

Having parents in the classroom has three advantages: It:

a. Gives the parents a better understanding of what the children and the kind of home assistance they may require.

b. Shows the child the depth of his parents' concern.

c. Gives the staff an opportunity to know the parents better and to learn from them.

There are, of course, many center activities outside the classroom which the presence of parents is equally desirable.

Parents are one of the categories of persons who must receive preference for employment as non-professionals. Participation as volunteers may also be possible for many parents. Experience obtained as a volunteer may be helpful in qualifying for non-professional employment. At a minimum parents should be encouraged to observe classes several times. In order to permit fathers to observe it might be a good idea to have some parts of the program in the evening or on weekends.

Head Start Centers are encouraged to set aside space within the Center which can be used by parents for meetings and staff conferences.

3. Activities for Parents Which They Have Helped To Develop

Head Start programs must develop a plan for professional education which is responsive to needs expressed by the parents. Other community groups should be encouraged to assist in the planning and implementation of these programs.

Parents may also wish to work together on community problems of common concern such as health, housing, and problems which are welfare and to sponsor activities and programs around interests expressed by the group. Policy Committees must anticipate such needs when developing program proposals and include parent activity funds to cover the cost of parent sponsored activities.

4. Working With Their Children In Their Own Home In Connection With the Staff of the Center

HEW requires that each grantee make home visits a part of its program when parents permit such visits. Teachers should make reasonable efforts of summer children a minimum of one; in full year programs there should be at least three visits, if the parents have consulted the such home visits. (Education staff are now required to make no less than two home visits during a given program year in accordance with 1904.2-2(e) (f) ) In those rare cases where a double shift has been approved for teachers it may be necessary to use other types of personnel to make home visits. Personnel, such as teacher aides, health aides and social workers may also make home visits with, or independently of, the teaching staff but coordinated through the parent program staff in order to eliminate uncoordinated visits.

Head Start staff should develop activities to be used at home by other family members that will reinforce and support the child's total Head Start experience.

Staff, parents, and children will all benefit from home visits and activities. Grantees shall not require that parents permit home visits as a condition of the child's participation in Head Start. However, every effort must be made to explain the advantages of visits to parents.

FEDERAL REGISTER, VOL. 40, NO. 126—MONDAY, JUNE 30, 1975
### Definitions as used on charts B and C

**A. General Responsibility.** The individual or group with legal and fiscal responsibility guides and directs the carrying out of the function described through the persons or group given operating responsibility.

**B. Operating Responsibility.** The individual or group that is directly responsible for carrying out or performing the function, consistent with the general guidance and direction of the individual or group holding general responsibility.

**C. Must Approve or Disapprove.** The individual or group other than persons or groups holding general and operating responsibility. A and B above must approve before the decision is finalized or action taken. The individual or group must also have been consulted in the decision making process prior to the point of seeking approval. If they do not approve, the proposal cannot be adopted, or the proposed action taken, until agreement is reached between the disagreeing groups or individuals.

**D. Must be Consulted.** The individual or group must be called upon before any decision is made or approval is granted to give advice or information but not to make the decision or grant approval.

**E. May be Consulted.** The individual or group may be called upon for information, advice or recommendations by those individuals or groups having general responsibility.

### Function of Board, Executive Director, and Head Start Staff

<table>
<thead>
<tr>
<th>Function</th>
<th>A = General responsibility</th>
<th>B = Operating responsibility</th>
<th>C = Must approve or disapprove</th>
<th>D = Must be consulted</th>
<th>E = May be consulted</th>
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<tbody>
<tr>
<td>I. Planning:</td>
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<tr>
<td>(a) Identify child development needs in the area to be served (by CAA* if not delegated).</td>
<td>A</td>
<td>B</td>
<td>D</td>
<td>D</td>
<td>D</td>
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<tr>
<td>(b) Establish goals of Head Start program and develop ways to meet them within H.E.W. guidelines.</td>
<td>A</td>
<td>C</td>
<td>B</td>
<td>A</td>
<td>C</td>
</tr>
<tr>
<td>(c) Determine delegate agencies and areas in the community in which Head Start programs will operate.</td>
<td>A</td>
<td>D</td>
<td>C</td>
<td>B</td>
<td>A</td>
</tr>
<tr>
<td>(d) Develop an inventory of all available community resources in Head Start.</td>
<td>A</td>
<td>D</td>
<td>C</td>
<td>B</td>
<td>A</td>
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<tr>
<td>(f) Develop criteria for recruitment of children.</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td>A</td>
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<td>II. General Administration:</td>
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<tr>
<td>(a) Determines the composition of the appropriate policy group and the method for setting it up (within H.E.W. guidelines).</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td>A</td>
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<tr>
<td>(b) Determines what services should be provided to Head Start from the CAA* central office and the neighborhood center.</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td>A</td>
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<tr>
<td>(c) Establishes a method of hearing and resolving community complaints about the Head Start program.</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td>A</td>
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<td>(d) Direct the CAA* Head Start staff in day-to-day operations.</td>
<td>E</td>
<td>A</td>
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<td>E</td>
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<tr>
<td>(e) Direct the CAA* Head Start staff in day-to-day operations.</td>
<td>A</td>
<td>D</td>
<td>B</td>
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<tr>
<td>(f) Direct the CAA* Head Start staff in day-to-day operations.</td>
<td>A</td>
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<td>III. Personnel Administration:</td>
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<tr>
<td>(a) Determines Head Start personnel policies (including establishment of hiring and firing criteria for Head Start staff, career development plans, and employee grievance procedures).</td>
<td>A</td>
<td>C</td>
<td>B</td>
<td>A</td>
<td>C</td>
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<tr>
<td>(b) Directs and reports to the Director of grantees agency.</td>
<td>A</td>
<td>B</td>
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<td>A</td>
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*CAAs or general term "grantees".*

[PR Doc. 72-18665 Filed 6-27-73 8:45 am]

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