

## POTENTIAL FEATURES NEEDED TO ENHANCE YOUR MONITORING SYSTEM TO INCLUDE RESULTS

<p><b>Building Capacity of State Staff~</b></p> <p>to conduct results monitoring utilizing a different skill set</p>	<ul style="list-style-type: none"> <li>• Lead Agency (LA) and program staff understands the IDEA requirements, state policies and procedures and evidence-based practices in place.</li> <li>• Staff has skills to facilitate and support identification of issues and identify resources and supports to address the issues.</li> <li>• State staff enhances their coaching skills to support the team at the program/district level.</li> <li>• Staff can contextualize what they have done in the past with compliance and now work differently to be more results oriented (flexibility).</li> <li>• Program has internal professional development plan to build capacity of staff to focus on results.</li> <li>• Staff at all levels focus on coaching at system, program and practice level.</li> <li>• Staff is able to access, understand and use data to make informed decisions for program improvement.</li> </ul>
<p><b>Active Engagement ~</b></p> <p>involves local programs and stakeholders in the work rather than just LA staff</p>	<ul style="list-style-type: none"> <li>• Stakeholders at all levels participate in program improvement</li> <li>• Staff communicates results at all levels and feedback is welcomed.</li> <li>• Local programs/ districts coordinate improvement/monitoring activities and state serves as coach.</li> <li>• Local programs/districts work with state to develop monitoring process.</li> <li>• State provides supports and resources as needed.</li> <li>• Local programs/districts develop solutions with support/direction from state as needed.</li> <li>• Monitoring and improvement efforts support program improvement and are cohesive.</li> </ul>
<p><b>Transparency~</b></p> <p>create and share monitoring system tools focused on results as well as compliance.</p>	<ul style="list-style-type: none"> <li>• Stakeholders from local programs/districts are included in decision-making about the monitoring system.</li> <li>• Monitoring tools focused on compliance and results are shared with local programs/districts in advance of monitoring.</li> <li>• Local programs/districts are provided with training/TA to understand the purpose and logistics of monitoring.</li> <li>• There is a culture in the LA and local programs/districts that monitoring is a collaborative and beneficial process, not a "gotcha".</li> <li>• There are trusting relationships between local programs/districts and LAs to work together to solve the issues identified through monitoring for improved results.</li> </ul>

	<ul style="list-style-type: none"> <li>• There is greater shared understanding among LA, local programs/ districts and other stakeholders of evaluation results and their use in monitoring for results.</li> </ul>
<b>Front Loading PD/TA~</b>  provides local programs/districts with upfront training and skills prior to monitoring to allow for impact on results	<ul style="list-style-type: none"> <li>• State staff helps build capacity within the local programs/districts to make real time corrections.</li> <li>• Content shared in ongoing meetings throughout the year build on expectations for all local programs/districts.</li> <li>• Frequency of PD/TA is varied depending on local program/district needs and performance.</li> <li>• State staff supports local programs/districts in problem solving to determine areas of need, benchmarks and expectations.</li> <li>• Have ongoing conversations with local programs/districts around program results and impact on results indicators.</li> </ul>
<b>Qualitative Data Collection~</b>	<ul style="list-style-type: none"> <li>• Qualitative analysis is used to determine the story behind the numbers, including: case studies, surveys, interviews, focus groups, observations, etc.</li> <li>• SSIP evaluation data provide context for results.</li> <li>• LA and local staff quantify the qualitative.</li> <li>• Data informed decisions support the differentiation of supports and intervention for local program/ district.</li> <li>• Data are used to support root cause analysis and provide an explanation to involve key partners.</li> <li>• State and local staff use the data to “Tell the story”.</li> <li>• Differentiated PD/TA is designed and offered based upon data.</li> <li>• Staff uses a problem-solving model with a high level of trust.</li> <li>• Staff is trained in both data collection and data use.</li> </ul>
<b>Root Cause Analysis~</b>  to fully understand the problem represented in the data	<ul style="list-style-type: none"> <li>• State staff provides TA around root cause analysis to local programs/districts.</li> <li>• Current data are used that are specifically tied to the “issue”.</li> <li>• Discussions include a variety of stakeholders and the appropriate personnel who are matched to the issue.</li> <li>• Analysis considers the impact of other programs, and current environment.</li> <li>• Looks beyond early intervention program to the broader early care and education system.</li> <li>• Training, coaching, modeling and guidance documents are available to support local programs/districts.</li> <li>• There is an ongoing measurement system to ensure that the process is working.</li> <li>• Feedback is used to make adjustments or refinements to the process and guidance materials.</li> </ul>
<b>Improvement Planning~</b>  to address the root	<ul style="list-style-type: none"> <li>• Evaluation of SSIP results as part of the improvement planning.</li> <li>• Monitoring activities include follow-up to delivered PD/TA so that it will help measure change in practice and outcomes.</li> <li>• Coaching of staff seen as a critical part of supporting</li> </ul>

cause and improve the results – not just about correction of noncompliance	<p>improvement planning.</p> <ul style="list-style-type: none"> <li>• Locals understand and are using the data for program planning and improvement; have buy-in about the process and see it as helpful for them.</li> <li>• Improvement planning is based on root cause analysis.</li> <li>• Identification of strategies and activities to address root cause and improve child and family outcomes.</li> </ul>
<p><b>Selection for Differentiated Intervention ~</b></p> <p>tiers and tiered cycles of monitoring and interventions based on data or findings</p>	<ul style="list-style-type: none"> <li>• Local program/district interventions are differentiated based on need, which are collaboratively identified and addressed.</li> <li>• The interventions that are implemented in the local program/district are based on the identified needs.</li> <li>• LA and local program/district staff have a common understanding of the differentiated process.</li> </ul>
<p><b>Qualitative Data Collection~</b></p> <p>to inform the why of the quantitative data and to tell the story of the results achieved. Focus on more than just compliance.</p>	<ul style="list-style-type: none"> <li>• Qualitative analysis is used to determine the story behind the numbers, including: case studies, surveys, interviews, focus groups, observations, etc.</li> <li>• SSIP evaluation data provide context for results.</li> <li>• LA and local staff quantify the qualitative.</li> <li>• Data informed decisions support the differentiation of supports and intervention for local program/ district.</li> <li>• Data are used to support root cause analysis and provide an explanation to involve key partners.</li> <li>• State and local staff uses the data to “Tell the story.”</li> <li>• Differentiated PD/TA is designed and offered based upon data.</li> <li>• Staff uses a problem-solving model with a high level of trust.</li> <li>• Staff is trained in both data collection and data use.</li> </ul>
<p><b>Incentives (Rewards, Sanctions toward Accountability) ~</b></p> <p>to support sustainability and accountability</p>	<ul style="list-style-type: none"> <li>• Incentives and necessary resources are in place to support local programs/districts sustainability of improvement strategies.</li> <li>• Local programs/districts with high levels of compliance and results are recognized/acknowledged.</li> </ul>