

State Network Best Practices Criteria



About NACCRRRA

NACCRRRA, the National Association of Child Care Resource & Referral agencies, is our nation's leading voice for child care. We work with more than 800 state and local Child Care Resource & Referral Agencies to ensure that families in every local community have access to high-quality, affordable child care. To achieve our mission, we lead projects that increase the quality and availability of child care, offer comprehensive training to child care professionals, undertake groundbreaking research, and advocate child care policies that positively impact the lives of children and families. To learn more about NACCRRRA and how you can join us in ensuring access to high-quality child care for all families, visit us at www.naccrra.org.

State Network Best Practices Criteria

Developed by the National Association of Child Care Resource & Referral Agencies



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Preface

Introduction

The development and structure of Child Care Resource and Referral (CCR&R) State Networks vary widely. In some states, State Networks are funded by the state agency that administers the Child Care Development Block Grant (CCDBG). In other states, the State Network is not funded. Instead, the local CCR&Rs develop voluntary associations, through which they share information. Some State Networks are free-standing nonprofit organizations, while others are housed within a local CCR&R or larger umbrella organization.

Regardless of the structure, effective State Networks build quality, accountable, local CCR&R services and bolster child care and early education policy, funding, and service integration. State Networks coordinate advocacy efforts, and support, train, and in some cases, monitor, local CCR&Rs. They also develop partnerships to improve the state's child care and early education system with state-level organizations, policy-makers, and funders. When appropriate, State Networks deliver direct services to families, child care providers, and communities that facilitate universal access to quality child care.

Purpose and Intended Use

The purpose of the State Network Best Practices Criteria is two-fold. First, the criteria are designed to provide a blueprint for excellence for the delivery of State Network services. Second, the criteria serve as a guide for the development of training and technical assistance that best support State Networks.

The State Network Best Practices Criteria can be used as a self-assessment tool, a benchmarking tool, or a planning tool for State Network staff and boards, groups beginning to develop a network, or State Child Care Administrators.

In some sections of the Best Practices Criteria, notations appear. These notations signify the Criteria which may relate differently to the diversely structured State Networks. The different models of State Networks are defined in the Glossary of Terms.

Mission and Guiding Principles

The State Network Best Practices Criteria were developed to support NACCRRRA's mission.

To provide vision, leadership, and support to community child care resource and referral and to promote national policies and partnerships committed to the development and learning of all children.

Guiding Principles:

1. The Criteria are written with the intention of setting a standard for State Networks.
2. The Criteria will serve as a tool to help State Networks enhance and improve services, wherever they may be in their current development or structure.
3. The primary function of a State Network must be to support local CCR&Rs. The distribution of a State Network's resources, financial and human, should be primarily devoted to this function.

4. NACCRRRA will make technical assistance and professional development opportunities available to support State Networks working towards meeting the Criteria.
5. Each State Network will take responsibility to contribute to NACCRRRA's progress in developing and implementing State Network Best Practices.

Project History

In 2001, NACCRRRA finalized the Child Care Aware Consumer Education Quality Assurance Program's Criteria for Best Practices in the Delivery of Consumer Education and Referral. During the next year, the Quality Assurance voluntary certification system was launched. CCR&Rs across the country embraced Quality Assurance as a mechanism for improving services and demonstrating accountability to funders and consumers.

The new Quality Assurance system and the rapid but uneven development of State Networks over the past 5 years sparked many conversations among State Network leaders attending the 2002 NACCRRRA State Network Leadership Institute. By the end of the Institute, participants agreed to move forward with developing a set of best practices for State Networks.

The McCormick Tribune Foundation was approached, and generously agreed, to help support the development of State Network Best Practices. A working group of CCR&R State Network leaders was formed, and held its first full meeting at the March 2003 NACCRRRA Symposium in D.C. During the next five months, the working group and NACCRRRA staff created a draft *Criteria for Best Practices for Child Care Resource and Referral State Networks, hereinafter State Network Best Practices Criteria*.

In September 2003, NACCRRRA and the McCormick Tribune Foundation co-sponsored a conference for all State Network leaders to review and respond to the draft document. This second round of funding from the McCormick Tribune Foundation also supported the implementation of pilot site field-testing of the State Network Best Practices Criteria and Self-Assessment Guide in 2005. The pilot site work was completed in February 2006.

Glossary Of Terms

Asset Mapping

Formal assessment of a community's or group's available resources.

Coordinating Network

Coordinating Networks receive public or private funding to provide training, technical assistance, and other support for the state's CCR&R system.

Core CCR&R Services

The basic services a local CCR&R agency provides to families, child care providers, and communities by facilitating access to child care and school-age care options for families; improving the quality of those options through a variety of services to child care providers, employers and communities; and providing objective information for planning and policy development to public and private sectors.

Criteria

Standards by which the elements of a State Network are measured.

Data-Driven

Use of relevant data to evaluate or determine appropriate and effective policy, programs, and methods.

Economic Impact Study

A study that describes how the child care industry affects local and state economies, both directly and indirectly.

Element

A component of service delivery for a successful State Network.

Funded Network

A State Network Office that receives funding to support its staff. Funded State Networks receive the greatest share of their funding from state and federal funds. A funded Network manages and distributes grant funds for special projects.

Indicator

A measurement or other evidence that quantify the level of achievement of outcomes.

Local CCR&R Agency

A community-based organization whose purpose is to deliver coordinated core services.

Long-Term Outcome

A desired final result that benefits people or communities.

Managing Network

Managing Networks serve as the CCR&R contracting agent for state child care administrators. Managing Networks set service delivery standards, distribute funding, and evaluate and monitor the performance of local CCR&Rs. In addition, they provide training, technical assistance, and other support services.

Market Rate Survey

Surveys on the cost of child care within a state or community, subcategorized by type and quality of care, age of child, and locality.

Network Advisory Committee

Committee appointed by a Board of Directors that may have informal oversight of an area or program for an organization—for example, if a State Network Office is part of a larger organization or a Voluntary Network, the organization's board may assign oversight of the Network functions to an advisory committee.

Network Consumers

Persons or organizations that use State Network products, direct services, and indirect services. Network consumers include, but are not limited to: local CCR&Rs; parents; child care providers; businesses; employers; and unions.

Network Governance Structure

The structure(s) or body(ies) that make and administer policies and affairs for the State Network Office. The Network governance structure may vary in each state according to the Network's membership's needs. Examples of a Network governance structure may be a Board of Directors, Network Advisory Committee, or Network Membership Council.

Rationale

The fundamental reason a specific service outcome exists.

Real-time data

Data collected and analyzed concurrent with a decision-making process, or data that is so up-to-date that any changes would be insignificant to the decision-making process.

Research-based

Explored and supported by the findings of formal professional research. Research should be cited.

School Readiness

School Success encompasses three areas: readiness in children; readiness in schools; and the readiness of families and communities to support their children. In broad terms, a child's readiness means the ability to meet the task demands of school (e.g. being cooperative, sitting quietly, listening to the child care provider, etc.), and the child's ability to benefit from the educational activities that are provided by school. (Janus; National Education Goals Panel, January 10, 2001)

Service Outcome

A desired output, or accomplishment, related to quality of services delivered, that contributes to the achievement of long-term outcomes.

Stakeholder

Persons or organizations who have, or will have an investment in the work or desired long-term outcomes of State Networks. Primary State Network stakeholders include: local CCR&Rs; policy-makers; media; State Child Care Administrators; funders; advocacy associations; businesses/employers; unions; economic development organizations; state departments of education; health and human services; health and mental health; statewide family and child care provider associations; higher education; Head Start; faith community; social service organizations and associations; and NACCRRRA.

Standards for Service Delivery

A set of acceptable activities for CCR&Rs. They may be developed by the local CCR&Rs, or the State Network, or by both.

State Network

An organization within a state that regularly convenes a network of participating local CCR&R agencies, providing coordination and leadership for the state's CCR&R system. There are several types of State Networks, including managing, coordinating, voluntary, single state-wide and dual office networks.

State Network Office

A fully funded organization with a governing Board of Directors, bylaws and staff that provide coordination and leadership for the State's CCR&R system.

Statewide Data

Data which is an accurate reflection of the entire state. This data is often aggregated from subdivisions within a state, for example from counties.

Voluntary/Unfunded Network

A Voluntary/Unfunded Network receives no funding, or very limited funding, to support its work. As a result, directors and staff of the state's local CCR&R agencies hold the responsibility for providing coordination and leadership to the State Network. Voluntary Networks typically elect a President to coordinate statewide efforts.



Element 1: Services for Local CCR&Rs

Element 1: Services for Local CCR&Rs

Service Outcome 1.A

High-quality CCR&R services are available statewide.

Rationale 1.A

Effective CCR&Rs support families in their search for accessible, affordable, high-quality child care.

Criterion 1.A.1

State Network Office has standards for service delivery for local CCR&Rs, including goals and anticipated levels of service.

Indicators

1.A.1.a

State Network Office has process for collecting and prioritizing local CCR&R for input while developing standards for service delivery.

1.A.1.b

State Network Office develops written desired-results with local CCR&Rs. Desired results include short and long-term outcomes that are reviewed annually and then distributed to all local CCR&Rs.

1.A.1.c

State Network Office works with the State Child Care Administrator to help local CCR&Rs meet standards for service delivery.

1.A.1.d

State Network Office designates or provides input into establishing service delivery areas within state that take into account: number of children ages 0-13; number of licensed/regulating centers and family child care homes; geographic and political/cultural/linguistic variables; and other relevant demographics. Service delivery

areas can be used to determine funding and geographic coverage.

1.A.1.e

State Network Office writes and distributes CCR&R core service requirements, and annually revises these documents. Core services include, at minimum, the NACCRRRA-defined CCR&R core services.

1.A.1.f

State Network Office's CCR&R core services and best practices identify how services are delivered locally by outlining levels of service (outputs), results of service (outcomes), and a schedule for reporting progress.

1.A.1.g

State Network promotes and supports local CCR&Rs' participation in and achievement of NACCRRRA's Quality Assurance program.

Criterion 1.A.2

State Network Office provides local CCR&Rs with accessible, high-quality training and technical assistance to support standards for service delivery.

Indicators

1.A.2.a

State Network Office's ongoing training and technical assistance opportunities for local CCR&R staff are appropriate and based on needs identified by local CCR&Rs.

1.A.2.b

State Network Office surveys all levels of local CCR&R staff annually to determine training and technical assistance needs and priorities, and uses results to plan future opportunities.

1.A.2.c

State Network Office's training for local CCR&Rs is offered in a variety of formats and methodologies that incorporate individual learning styles and cultures.

1.A.2.d

State Network Office has written requirements and procedures for approving and sponsoring trainers.

1.A.2.e

State Network Office has procedures that allow CCR&R staff to evaluate training, which address quality of trainer, session format, and usefulness of information presented.

1.A.2.f

State Network Office provides training and technical assistance for local CCR&R staff to assist parents in using measurements of quality while selecting child care.

Criterion 1.A.3

State Network Office uses a monitoring and evaluation system to measure effectiveness of local CCR&Rs. (This Criterion may only apply to Managing and Coordinating Networks).

Indicators

1.A.3.a

State Network Office's "Request for Applications" and contracting documents clearly outline expectations for local CCR&Rs' organizational capacity, service provision, levels of service (outputs), results of service (outcomes), and reporting progress.

1.A.3.b

State Network Office has written policies and procedures to ensure that the quality of services from local CCR&Rs consistently meet expectations and that adequate progress is occurring throughout the contracting period.

1.A.3.c

State Network Office has mechanisms to provide local CCR&Rs with formal and informal feedback on contracting progress.

1.A.3.d

State Network Office has written corrective action and contract termination policies and procedures for low-performing CCR&Rs.

1.A.3.e

State Network Office gives local CCR&Rs formal and informal opportunities to evaluate the services it provides.

1.A.3.f

State Network Office conducts a formal assessment of local CCR&R services two times per year.

Criterion 1.A.4

State Network Office advocates on behalf of the CCR&R system to ensure its adequate funding.

Indicators

1.A.4.a

State Network Office builds positive relationships with potential and current funders.





Element 2: Stakeholder Relationships

Element 2: Stakeholder Relationships

Service Outcome 2.A

State Network Office influences multiple stakeholders to produce and support high-quality services for families, child care providers, and children, with a unified message and public policy agenda that includes strong support for CCR&R.

Rationale 2.A

Productive relationships with stakeholders are critical to influencing child care funding.

Criterion 2.A.1

State Network Office participates in or establishes statewide collaborative organizations or committees focused on child care and early education.

Indicators

2.A.1.a

State Network Office convenes stakeholders to participate in sub-groups or committees to discuss, review, and make recommendations on federal and state policies affecting children.

2.A.1.b

State Network Office convenes or participates in sub-groups, committees, task forces, working groups, and ad hoc committees that are charged with working on issues affecting child care and early education in the state.

2.A.1.c

State Network Office leads or participates in national and state advocacy efforts.

Criterion 2.A.2

State Network Office conducts or participates in activities that promote and ensure the development of productive relationships with other state-level organizations to identify and develop strategies to address service gaps, service integration weaknesses, and public policy and funding concerns.

Indicators

2.A.2.a

State Network Office participates in inter-agency conferences, institutes, and/or local training events for cross-training purposes. It collaborates with local CCR&Rs when participating in a local training event.

2.A.2.b

State Network Office partners with other state or regional organizations, to prepare grant proposals and to share in-kind resources, financial management services, and other types of administrative support.

2.A.2.c

State Network Office meets with state-level stakeholders routinely in group and individual formats.

2.A.2.d

State Network Office provides state-level stakeholders with formal and informal opportunities to evaluate its services.

Criterion 2.A.3

State Network Office participates in and supports the development of a national CCR&R system.

Indicators**2.A.3.a**

State Network Office and State Network Office staff are members of NACCRRRA.

2.A.3.b

State Network Office communicates with NACCRRRA routinely.



Element 3: Data Analysis and Reporting

Element 3: Data Analysis and Reporting

Service Outcome 3.A

Data is used to influence public policy and planning at all levels.

Rationale 3.A

Reliable data that is carefully analyzed and effectively communicated can influence public policy.

Criterion 3.A.1

Statewide data collection, analysis, and reporting are core activities of the State Network Office. (See Glossary of Terms for definition of Statewide Data).

Indicators

3.A.1.a

State Network Office provides training and technical assistance for local CCR&R staff on data collection, analysis, and reporting methodology, and on how to use data to make informed decisions about service delivery, public policy, and funding implications.

3.A.1.b

State Network Office is responsible for the collection, review, analysis, and generation of statewide data reports on child care. (Examples of child care data are: supply and demand; quality of care; and child care provider professional development.)

3.A.1.c

Appropriate State Network Office staff participate in statewide groups that collect, analyze, and review data on child care and early education.

3.A.1.d

The professional development plans for State Network Office staff address quality data collection, production, and analysis methodology.

Criterion 3.B.1

State Network Office develops and uses standardized data fields and terminology.

Indicators

3.B.1.a

State Network Office develops and uses standardized statewide data fields in data collection and reporting.

3.B.1.b

State Network Office uses NACCRRRA standardized fields by embedding them into any data collection software. These standardized fields may be in addition to any state-standardized fields and are not intended to be limiting.

3.B.1.c

State Network Office provides NACCRRRA with statewide standardized data for non-commercial use.

Criterion 3.B.2

State Network Office ensures market rate surveys are reliable and reflect the full scope of variables (ex., geographic area, type of child care provider, and ages of child) that affect the cost of available child care statewide.

Indicators

3.B.2.a

State Network Office works with State Child Care Administrator's office to develop, or influence, state market rate surveys.

3.B.2.b

State Network Office works with State Child Care Administrator's Office to ensure that market rates are adjusted every two years, as reflected in the outcomes of the market rate survey.

3.B.2.c

State Network Office provides local CCR&Rs with training and technical assistance to increase child care provider response rates and market rate accuracy.

Criterion 3.B.3

State Network Office ensures economic impact study is conducted accurately.

Indicators

3.B.3.a

State Network Office works with stakeholders to develop, or influence, economic impact study implementation.

3.B.3.b

State Network Office facilitates economic impact study's accuracy and response rates by providing training and technical assistance for local CCR&Rs.

3.B.3.c

State Network Office facilitates timely stakeholder access to economic impact study.



Element 4: Public Policy

Element 4: Public Policy

Service Outcome 4.A

State Network Office promotes public policy that supports quality initiatives and funding for child care at the national, state, and local levels.

Rationale 4.A

State Network Offices play a critical role in improving policies and funding for child care and early education, and CCR&R.

Criterion 4.A.1

State Network Office uses state and national child care and early education public policy agendas and participates in state and national child care and early education advocacy efforts.

Indicators

4.A.1.a

State Network Office develops and annually updates a state-specific public policy agenda with input from local CCR&Rs and its Board of Directors or Network Advisory Committee. Public policy agendas may also be a collaborative effort with state child care and early education advocacy organizations.

4.A.1.b

State Network distributes NACCRRRA's public policy agenda and national child care and early education public policy agendas.

4.A.1.c

State Network informs local CCR&Rs on state and national public policy agendas and on trends in policy development.

4.A.1.d

State Network leads and coordinates local CCR&Rs' participation in state and national child care and early education public policy activities.

Criterion 4.A.2

State Network Office shares regularly produced data-driven public policy reports and CCR&R information with its stakeholders and relevant decision-makers.

Indicators

4.A.2.a

State Network Office works to ensure that funding is available for the development of statewide child care and early education public policy reports. State Network Office works with local CCR&Rs and other organizations to identify grant opportunities.

Criterion 4.A.3

State Network Office maintains a database with information about legislators and other key stakeholders in order to facilitate public policy activities.

Indicators

4.A.3.a

State Network Office updates contact lists for local CCR&Rs with key local, state, and federal legislators, and public and private policy-makers.

4.A.3.b

State Network Office works with local CCR&Rs to develop communication tools (electronic and other) so that local, state, and national public policy issues are shared with local and state stakeholders quickly and accurately.

Criterion 4.A.4

State Network Office provides local CCR&R staff with professional development opportunities on effective public policy.

Indicators

4.A.4.a

State Network Office provides CCR&Rs with training and technical assistance on effective messaging and communication strategies.

4.A.4.b

State Network supports CCR&R attendance at public policy training sessions, at NACCRRRA's Symposium and Professional Development Institutes.

4.A.4.c

State Network Office trains local CCR&Rs on legal issues related to advocacy and education for local, state, and federal officials.

Service Outcome 4.B

State Network Office supports local CCR&Rs in developing and implementing activities to inform and engage families in supporting child care public policy and funding.

Rationale 4.B

Informing consumers is the first step to engaging them as advocates for high-quality child care and early education.

Criterion 4.B.1

State Network Office supports local CCR&R activities to inform and engage families.

Indicators

4.B.1.a

State Network Office partners with local CCR&Rs to distribute child care consumer education, policy recommendations, and other information to families in a format that is accessible and appropriate to their needs.

4.B.1.b

State Network Office has a website with information in more than one language.

4.B.1.c

State Network Office has a toll-free line or publicize the Child Care Aware toll-free number for families.

4.B.1.d

State Network Office partners with local CCR&Rs to facilitate state-level outreach activities to organizations and groups that represent families.

Criterion 4.B.2

State Network Office provides materials and leadership for CCR&Rs to support family engagement in child care public policy advocacy.

4.B.2.a

State Network Office provides training and technical assistance to local CCR&Rs on methods for convening parent advocacy groups, and campaigns for families to become community leaders for quality child care.

4.B.2.b

State Network Office distributes materials that enable local CCR&Rs to involve families in state and national CCR&R public policy advocacy activities.



**Element 5: Child Care and Early Education
Systems Building**

Element 5: Child Care and Early Education Systems Building

Service Outcome 5.A

State Network Office develops systems that offer quality, affordable, and accessible child care and early education for all children, which prepares them to succeed in school.

Rationale 5.A

CCR&Rs are the primary recipients of federal funds designated for improving the quality of child care. This level of investment demands a high level of accountability of CCR&R service delivery.

Criterion 5.A.1

State Network Office works with all relevant stakeholders to develop statewide goals for the improvement of child care and early education.

Indicators

5.A.1.a

State Network Office administers or supports programs designed to increase the training and retention of child care providers through wage incentive programs, scholarship programs, and systems of financing that support higher quality child care for all children.

5.A.1.b

State Network Office supports statewide initiatives that assist families in identifying higher quality child care programs. Examples of these statewide initiatives could be quality rating systems or other quality measurement systems.

Criterion 5.A.2

State Network Office works with both two-year and four-year state colleges and universities and other relevant stakeholders to develop high-quality training and education opportunities for child care providers.

Indicators

5.A.2.a

State Network Office participates in efforts to develop articulation agreements for child care provider training between two-year and four-year institutions.

5.A.2.b

State Network Office assists local CCR&Rs in obtaining credit (CEUs and college credits) for community-based child care provider training programs.

Criterion 5.A.3

State Network Office works with CCR&Rs and relevant stakeholders to ensure the establishment and implementation of community-based training to support the continuum of education from non-credit to credit.

Indicators

5.A.3.a

State Network Office assists local CCR&R with developing training programs that meet state goals.

5.A.3.b

State Network Office has established relationships with the state institutions of higher education to develop and deliver high-quality early education programs through their systems.

Criterion 5.A.4

State Network Office supports the development and implementation of state voluntary guidelines for school readiness.

Indicators

5.A.4.a

State Network Office works with the state entity responsible for the development of the voluntary state guidelines for school readiness on goals and strategies for implementation.

5.A.4.b

State Network Office provides training and technical assistance for local CCR&Rs on state voluntary guidelines for school readiness.

5.A.4.c

State Network Office guides local CCR&Rs on helping child care providers select and implement developmentally appropriate curriculums that meet the established state school readiness guidelines.

5.A.4.d

State Network Office guides local CCR&Rs on helping legally licensed exempt child care providers select and implement developmentally appropriate activities that meet the established state school readiness guidelines.



Element 6: Public Awareness

Element 6: Public Awareness

Service Outcome 6.A

The public is informed about CCR&R functions and services.

Rationale 6.A

State Network Offices that make an effort to inform families, child care providers and other potential consumers about CCR&R services can influence a community's support for CCR&R.

Criterion 6.A.1

State Network Office uses multiple strategies to inform the public and stakeholders about CCR&R functions and services.

Indicators

6.A.1.a

State Network Office establishes clear and consistent branding guidelines and produces branded resources.

6.A.1.b

State Network Office conducts regular marketing and outreach activities such as: responding to media requests; preparing and distributing press releases and op-ed articles; and producing and placing PSAs and print ads.

Criterion 6.A.2

State Network Office provides resources to build the marketing and public awareness capacity of local CCR&Rs.

Indicators

6.A.2.a

State Network Office provides training and technical assistance for local CCR&Rs on working with the media and marketing.

Service Outcome 6.B

The public is aware that quality, affordable, and accessible child care contributes to children's future success in school.

Rationale 6.B

State Network Offices that make an effort to inform the public about the broad scope of child care and early education issues can influence support for CCR&Rs.

Criterion 6.B.1

State Network Office uses multiple strategies to inform the public and its stakeholders about a broad range of child care and early education issues.

Indicators

6.B.1.a

State Network Office conducts regular marketing and outreach activities.

6.B.1.b

State Network Office provides training and technical assistance to local CCR&Rs on developing and disseminating the message that quality child care contributes to children's future success in school.



**Element 7: Strengthening and Supporting
CCR&R Through Direct Services**

Element 7: Strengthening and Supporting CCR&R Through Direct Services

Service Outcome 7.A

State Network Office provides direct services to families, child care providers, employers and others to complement, support and strengthen local CCR&Rs.

Rationale 7.A

The primary role of an effective State Network Office is to strengthen local CCR&R services. To the extent it is possible, State Network Offices should not compete with the services that local CCR&Rs deliver. However, appropriate delivery of statewide direct services can achieve efficiencies and economies of scale, serve consumers with needs beyond a particular locality, and leverage greater visibility for CCR&R.

Criterion 7.A.1

The highest level of State Network Office governance and its stakeholders participate in the design and final decision-making for all proposed direct services.

Indicators

7.A.1.a

State Network Office has a defined process for including CCR&Rs in decision-making about its direct services.

7.A.1.b

State Network Office has mechanisms in place to ensure consumer and stakeholder involvement.

7.A.1.c

State Network Office has written documentation to record decision-making process and rationale.

Service Outcome 7.B

State Network Office services delivered directly to families, child care providers, businesses/employers and others are of high-quality.

Rationale 7.B

The provision of high-quality direct services fosters community and funder support for CCR&R, and serves as a model for local CCR&R service delivery.

Criterion 7.B.1

State Network Office complies with standards for service delivery that include goals, process, and anticipated levels of service when delivering direct services.

Indicators

7.B.1.a

A State Network Office follows the same standards for service delivery as required of local CCR&Rs.



Element 8: Administration

Element 8: Administration

Service Outcome 8.A

State Network Office employs qualified staff who meet customer needs and contribute to its mission and goals. (All criteria and indicators under 8.A may only apply to a funded network.)

Rationale 8.A

The quality of staff is the most important part of an effective organization.

Criterion 8.A.1

State Network Office employs an adequate number of qualified staff.

Indicators

8.A.1.a

Staffing is sufficient to ensure that the State Network Office has the capacity to meet all State Network Best Practices Criteria.

8.A.1.b

State Network Office staff has knowledge, skills, and abilities that match written job descriptions and requirements.

8.A.1.c

State Network Office staff have appropriate experience for their positions, which may include direct experience in CCR&R.

8.A.1.d

To the extent possible, State Network Office staff is representative of the state's cultural, linguistic, and ethnic populations.

Criterion 8.A.2

State Network Office has a professional development policy and plan.

Indicators

8.A.2.a

All State Network Office staff have annual professional development plans.

8.A.2.b

State Network Office staff have the opportunity to participate in regional, state or national trainings as appropriate.

8.A.2.c

State Network Office staff participate in NACCRRRA-sponsored training, planning and advocacy initiatives.

Criterion 8.A.3

State Network Office has adequate resources to recruit and retain qualified staff.

Indicators

8.A.3.a

State Network Office's written job descriptions and salary range are available for all positions.

8.A.3.b

State Network Office's written procedures and materials are used for new staff orientation.

8.A.3.c

State Network Office's incentives and benefits are available to all staff.

8.A.3.d

State Network Office has strategies to identify market competition and address compensation issues as needed.

8.A.3.e

State Network Office conducts informal and formal evaluation of staff regularly, at least annually.

8.A.3.f

State Network Office holds regular staff meetings.

8.A.3.g

State Network Office has other methods for increasing or maintaining morale to meet needs of all staff.

Criterion 8.A.4

State Network Office has policies that support staff and ensure sound personnel management.

Indicators

8.A.4.a

State Network Office Board of Directors has adopted personnel policies.

8.A.4.b

State Network Office Board of Directors has adopted a confidentiality policy. The policy is signed by all staff during the orientation process.

Service Outcome 8.B

Sound financial management practices ensure the continued stability and viability of the State Network Office.

Rationale 8.B

The achievement of organizational mission and goals depends on continued funding.

Criterion 8.B.1

State Network Office has budget and accounting policies and procedures that support the delivery of programs and services and ensure sound financial management.

Indicators

8.B.1.a

State Network Office has written accounting manual.

8.B.1.b

State Network Office has written chart of accounts.

8.B.1.c

State Network Office has monthly financial statements for the total agency budget and by individual programs/projects.

8.B.1.d

State Network Office defines staff responsibilities for development and oversight of project budgets.

Criterion 8.B.2

State Network Office has policies and procedures that comply with Generally Accepted Accounting Practices.

Indicators

8.B.2.a

State Network Office's Board of Directors approves organization's annual budget.

8.B.2.b

State Network Office's Board of Directors reviews organization's financial statements at least two times a year.

8.B.2.c

Standing committee of the State Network Office's Board of Directors is charged with the development and oversight of financial policies and procedures.

8.B.2.d

State Network Office ensures that an independent audit is conducted annually and is free of material weaknesses.



Element 9: Governance

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Service Outcome 9.A

A sound governance structure positions State Network Offices as a leader in the child care and early education system.

Rationale 9.A

The governance of the State Network Office ensures stakeholder participation in, and commitment to, its policies, directions, and functions.

Criterion 9.A.1

State Network Office Board of Directors or Network Advisory Committee represents the diversity of the state, and includes a broad range of stakeholder groups.

Indicators

9.A.1.a

State Network Office Board of Directors or Network Advisory Committee includes Network consumers and stakeholders.

9.A.1.b

State Network Office or Network Advisory Committee includes individuals from different cultural, racial, and ethnic groups.

9.A.1.c

State Network Office Board of Directors or Network Advisory Committee has an adequate proportion of local CCR&R members.

9.A.1.d

State Network Office Board of Directors or Network Advisory Committee obtains local CCR&R input on State Network Office policies and procedures.

Criterion 9.A.2

State Network Office has policies and procedures for the governing body that identify its structure, functions, and responsibilities.

Indicators

9.A.2.a

State Network Office Board of Directors or Network Advisory Committee have written job descriptions.

9.A.2.b

Bylaws or operating policies and procedures for the State Network Office Board of Directors or Network Advisory Committee are distributed to all of its members.

9.A.2.c

State Network Office Conflict of Interest Policy has been signed by all Board of Directors or Advisory Committee members.

9.A.2.d

State Network Office Board of Directors or Network Advisory Committee has an orientation process for new members.

