

Application Guide for Module 7: Monitoring: More Than a Requirement

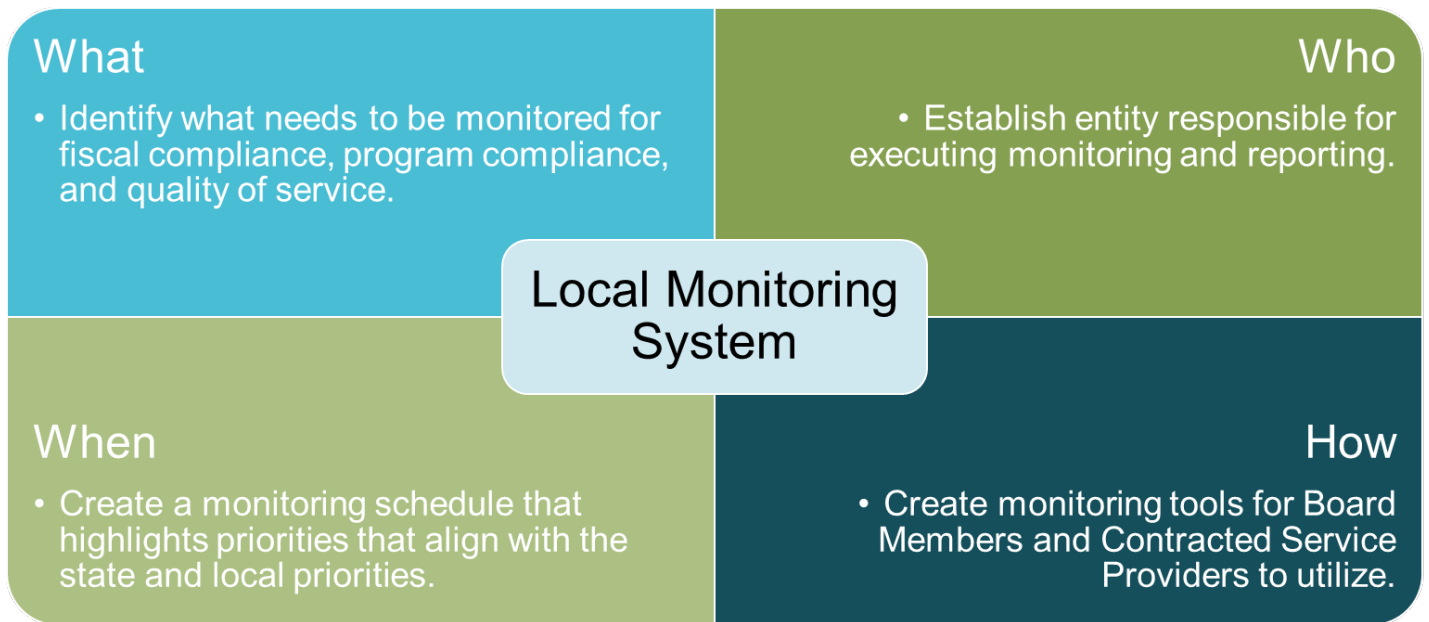
Using this Guide

As you go through this training, you will see these icons which indicate a prompt for reflection. You can:



1. Pause the training and do the prompt, OR
2. Complete the training and then go through the guide.

Core Components of Local Monitoring System




- What monitoring efforts do you currently have in place? What does your current local monitoring system look like? What are you currently monitoring? What federal, state, and local policies guide your monitoring efforts? What aspects of service delivery are included in your monitoring efforts?
- Who is responsible for conducting monitoring? What is the current capacity of the staff responsible for monitoring? Is more support needed to monitor all contracted service providers? What procedures has your LWDB developed for ensuring supportive and consistent training for staff performing monitoring or how is the LWDB ensuring supportive and consistent training for staff performing monitoring?
- When does your monitoring occur? Do you currently have a monitoring schedule? If so, what priorities does it highlight? Does that align with State priorities? If not, what is the first step in establishing a monitoring schedule?
- How is monitoring being conducted? What tools are currently being used for monitoring? Are they successful in measuring compliance and quality of service?
- How can you maximize the effectiveness of monitoring efforts? What changes can be made to streamline your oversight and monitoring responsibilities?

Identify Monitored Materials

- Do you have a list of what documents need to be evaluated for program responsibilities? If so, is the list comprehensive? If not, what would the first step be to create a list?
- Does your LWDB issue policies and guidance? If so, what do they pertain to? What is needed to enhance current policy issuances? What LWDB's policies and procedures currently outline how you will conduct oversight and monitoring? What policies and procedures govern your monitoring system?
- Do your current policy issuances set parameters for contracted service providers to follow? If so, are they clear and easy to understand? If not, what would the first step be to start incorporating more guidance for contracted service providers?

Schedule and Priorities

- Do you currently have a monitoring schedule? If so, does it include monitoring priorities? What are the priorities? Do these priorities align with the local plan? Is this schedule provided to the contracted service providers? If not, what would be the first step to creating a monitoring schedule?
- How can you ensure monitoring occurs on an on-going basis?



Tools & Resources


- What monitoring tools do you have and use? Do these tools need to be updated? How can these tools better reflect comprehensive monitoring? What process do you have for reviewing and updating your monitoring tools?
- How do your monitoring tools reflect the unique characteristics of your local monitoring system and public workforce system?
- Do your monitoring tools incorporate fiscal, administrative, and program elements? Do they incorporate open-ended questions for feedback from multiple levels of the service delivery system? (e.g., administrative entity, partner staff, line staff, customers, etc.) If not, what changes can be made to begin incorporating these items?
- How do you currently provide monitoring tools and resources to contracted service providers? How are they stored? Do you have a digital library that contains information and documents created and distributed by the Board to service providers? If not, how are you currently providing information and documents to service providers? Is it effective and efficient? What is the value of having a digital library, such as SharePoint or Drop Box, for monitoring efforts?

Contractor Responsibilities

- Take a look at the three competitively procured services contracts. Are the responsibilities of the contractor clear and comprehensive? If not, what improvements need to be made?
- How does your LWDB stay abreast of local program and AJC operations? What information does your LWDB require your contractors to submit monthly, quarterly, and annually in order to oversee and monitor programs?
- How does your LWDB solicit feedback from contracted service providers about how to improve program strategy and design as well as monitoring and oversight? How does your LWDB solicit feedback from the State?

Relationship Management

- What steps can be taken to build relationships with newly procured service providers?
- How is your LWDB clearly communicating the importance of oversight & monitoring to service providers? What messaging is provided to contracted service providers regarding the equal emphasis on program quality (e.g., service design & delivery) along with fiscal and administrative compliance?



Monitoring as a Continuous Improvement Tool

- Thinking of previous monitoring efforts, what are some improvements that have been made? How did previous monitoring efforts benefit the local service delivery system?
- How does your local monitoring system incorporate a continuous improvement cycle where innovative strategies, technical assistance and training needs are identified and resolved? What steps can you take to use monitoring activities to provide technical assistance & training?
- Does your LWDB look for ways to review the quality-of-service design and delivery components, not just compliance? If not, how can you? Does your LWDB seek opportunities to observe how services are delivered and to get feedback from customers?

