



RIKI/NARA

Licensing Measurement and Monitoring Systems

Regulatory science
applied to human services
regulatory administration



Richard Fiene, PhD

**RESEARCH INSTITUTE FOR
KEY INDICATORS**

Licensing Measurement and Program Monitoring

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Suggested citation: Fiene, R. (2023). *Licensing Measurement and Monitoring Systems: Regulatory Science Applied to Regulatory Administration*. 6th Ed. Elizabethtown, PA: Research Institute for Key Indicators (RIKILLC)

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ISBN: 979 - 8 - 8370598 - 2 - 7

This eHandBook is the text to be used along with the NARA: National Association for Regulatory Administration's Licensing Measurement and Systems course which is part of the *NARA Licensing Curriculum*. This text will provide the learner with a basic introduction to licensing measurement and program monitoring state of the art key elements and principles.

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Preface

The reason for writing this eHandBook is to provide a short easy to read introduction to licensing measurement and monitoring systems for licensing researchers and administrators, and for regulatory scientists and policymakers. It is not intended to be a comprehensive, in-depth analysis of licensing measurement. This eHandBook provides only a basic introduction to licensing measurement. For those readers who are interested in doing a deeper dive into licensing measurement, I recommend NARA's - National Association for Regulatory Administration's *Licensing Curriculum* and their online courses offered through the University of Southern Maine.

This eHandBook will provide the basics to get the interested learner pointed in the direction of learning more about the topic. As one will see licensing measurement has its challenges and

idiosyncrasies which will need to be addressed by researchers and scientists. When I started this journey 50 years ago, I was somewhat taken aback by the different data distributions I encountered in regulatory science. Back then, regulatory science was not well formulated and program monitoring related to licensing was more qualitative (case notes) rather than quantitative. But I got really interested in public policy and macro-systems which seemed to have more and more impact on children and their families. This was the beginning of governmental rule promulgation, and it was an exciting time to be on the cusp of this new research area.

I learned very quickly that I had to make several adjustments to the statistical methods I learned in graduate school to be able to analyze licensing data and measure regulatory compliance. Several of the theories and methodologies were controversial when I proposed them because they went counter to the prevailing paradigms at that point in the 1960-70's. However, over time with many replications and validations, the new

conceptual framework was accepted in the licensing and the regulatory science research literatures.

There are many people to thank over the years and obviously this has been a group effort in applying regulatory science to early care and education and then expanding it to human services and hopefully beyond. What I have found in my most recent readings is that regulatory science is being applied in many different content silos from the FDA, to economics, to banking, and of course within the human services particularly adult and child residential services. What appears to be lacking is a unifying theory that goes across these disparate content areas. That is why I think the introduction of the Regulatory Compliance Theory of Diminishing Returns is such an important contribution when we think about licensing/regulatory measurement and monitoring systems. The theory has become the foundation for the development of the methodologies and metrics presented in this eHandBook such as key indicators, risk assessment, differential monitoring,

instrument-based program monitoring, integrative quality monitoring, skewed data distributions, nominal and ordinal measurement scaling, how best to deal with false negatives in decision making, and the balancing act between regulatory compliance & quality programming.

As I said earlier this eHandBook needs to be read along with the published materials on the Research Institute for Key Indicators: RIKI (<https://RIKInstitute.com>) and the National Association for Regulatory Administration: NARA (<https://www.naralicensing.org/key-indicators>) websites. It is not intended as a standalone text for licensing measurement.

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August 2023

Chapter 1

Introduction to Licensing Measurement and Systems

This first chapter provides the learner with an introduction and overview to licensing measurement and systems. The ehandbook is sponsored by NARA – National Association for Regulatory Administration. NARA is the prominent international organization dealing with human services licensing. This ehandbook is part of the *NARA Licensing Curriculum* which you can find out more about by visiting NARA's website (<https://www.naralicensing.org/nara-licensing-curriculum>). NARA also offers a course by the same name and this book is the eTextBook for that course; it is intended to be used in conjunction with the *NARA Licensing Measurement course*.

The NARA course will provide the learner with the major tenets of licensing measurement. The learner will discover as they go through this book that measurement in licensing is very different than other measurement systems found in many of the various social and human services. It has some very unique and idiosyncratic aspects which will provide us with increasing challenges in coming up with specific metrics in determining regulatory compliance.

The field of regulatory science is a very young field. Although regulations have been kicking around for well over 100 years, the science behind regulations is probably a quarter of this time. So, there is not a great deal of empirical evidence to draw upon which is discouraging but it is very encouraging and exciting at the same time because so much needs to be accomplished in establishing regulatory science's theory.

A great deal has been written in the past 20 years about regulatory science but there has not been a book written about measurement. It is hoped that this book will begin that discussion. It is also hoped that data driven via regulatory science will begin to inform regulatory administration and policy more clearly as we move forward.

This specific chapter will provide the conceptual framework and overview to licensing measurement and systems of regulatory compliance. It will provide the parameters of the book's organization and what will be covered throughout.

The other chapters to be covered in this book are the following:

- 1. Overview/Introduction***
- 2. Conceptual/Theoretical Framework***
- 3. Principles of Instrument Design***
- 4. Regulatory Compliance and Program Quality***

5. Coordinated Program Monitoring, Differential Monitoring & Integrated Monitoring

6. What Research Tells Us; What Research Doesn't Tell Us

7. Future Directions

The book is organized into the above 7 chapters. The book is short and provides the basics to licensing measurement and systems. It is a quick read for regulatory scientists and regulatory policy makers as well as licensing administrators. It can be read as a standalone text although it was intended as the textbook for the *NARA Licensing Measurement* course, and it is recommended to be used with that course.

The *NARA Licensing Measurement* course is approximately 45 hours in length and is organized into anywhere from 7 - 13 classes. It is equivalent to a three-credit course offered at most institutions of higher education. Each class is organized into the following: an overview to what will be covered in the specific class followed by annotated PowerPoint slides,

followed by a series of readings to support the specific lecture/PowerPoint slides (I will be referring to these various resources throughout this text). For the learner who wants to get a thorough grounding in licensing measurement and its accompanying program monitoring systems, I highly recommend them taking the course.

This book and the course are self-paced and are geared to the individual learner. It is totally self-contained meaning that all the necessary content is contained with the thirteen classes. If a learner just wants to get an overview of what licensing measurement is all about, then reading this short ebook will be a great start. You can always check out any of the publications that are available on the RIKI Institute website (<https://rikoinstitute.com/publications/>). However, if a learner does have a specific question related to this textbook or if they are interested in taking the course and would like to get in touch with Dr Fiene, here is his contact information to reach out (email address is the best way to contact Dr Fiene):

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Also, this ehandbook and the course will draw heavily from both the NARA and RIKI websites where many of the publications and research reside. Please feel free to go to <https://RIKInstitute.com/blog/> to download any additional blog posts that may be of interest to you. As I said, all the research is in the public domain and follows an open science sharing arrangement.

The links for additional publications (see the references listed at the end of this book) for the NARA course are listed throughout this book or within the course format in the handouts section on the NARA website which you can download in their entirety or do it chapter by chapter. All course materials will be provided in either the lectures section or the handouts section of the class.

I thought it would be helpful to provide a bit of my background which will help the reader to put in context the content of this text and the course. This textbook is written by a research psychologist who has spent his career in improving childcare quality through an early childhood program quality indicator model of training, technical assistance, quality rating and improvement systems, professional development, mentoring, licensing, risk assessment, differential program monitoring, key indicators, and accreditation. While content wise, I spent my career in early care and education, I evolved into a regulatory scientist because of the various positions I held within

governmental service and interest area that focused on public policy, macro systems, and licensing rules.

Here are some additional commentaries taken from my NIH Bio Sketch that might help to fill in some details related to my background:

Dr Fiene is a retired professor of human development & psychology (Penn State University) where he was department head and founding director of the Capital Area Early Childhood Research and Training Institute. He is presently President & Senior Research Psychologist/Regulatory Scientist for the Research Institute for Key Indicators.

Dr Fiene is regarded as a leading international researcher/scholar on human services licensing measurement and differential monitoring systems. His regulatory compliance law of diminishing returns has altered human services regulatory science and licensing measurement dramatically in

thinking about how best to monitor and assess licensing rules and regulations through targeted and abbreviated inspections.

His research has led to the following developments: identification of herding behavior of two-year old's, national early care and education quality indicators, mathematical model for determining adult child ratio compliance, solution to the trilemma (quality, affordability, and accessibility) in child care delivery services, Stepping Stones to Caring for Our Children, online coaching as a targeted and individualized learning platform, validation framework for early childhood licensing systems and quality rating & improvement systems, an Early Childhood Program Quality Improvement & Indicator Model, Caring for Our Children Basics, and has led to the development of statistical techniques for dealing with highly skewed, non-parametric data distributions in human services licensing systems.

Organization of the eHandBook

In the following chapters, the reader will find how licensing measurement is very unique when it comes to regulatory science. By knowing these unique characteristics, it will be easier to administer and monitor programs governed by licensing rules. This can be of benefit to those who administer licensing agencies and to those who are asked to conduct research on regulatory policies and compliance.

In Chapter 1, this chapter, provides the basic introduction and overview to the ehandbook as well as a short history of licensing measurement and a timeline for early care and education standards focusing on *Caring for Our Children: Basics*.

In Chapter 2, the reader will be introduced to the theoretical and conceptual foundations to licensing measurement. The regulatory compliance theory of diminishing returns will be

introduced which has had a tremendous impact on human services regulatory science and administration. Paradigm alternatives will be suggested that have guided regulatory science over the past several decades.

In Chapter 3, the principles of instrument design will be addressed. Obviously without a reliable and valid system of measurement it will be simply garbage in and garbage out. This is an area when it comes to instrument design that gets the short end of the stick many times. The level of measurement will be addressed and its impact on the types of statistics selected. Also, how best to design data bases will be addressed.

In Chapter 4, regulatory compliance and program quality will be discussed presenting it on a dichotomous ten-point polemic for the regulatory science field to consider. This is a very important chapter building off the theory of regulatory compliance of diminishing returns introduced in chapter 2.

In Chapter 5, the essence of program monitoring systems is introduced along with differential monitoring and its two major methodologies of key indicators and risk assessment. This chapter gets us thinking about what a licensing measurement will look like administratively.

Chapter 6 deals with the research literature what we know and what still needs to be addressed, the gaps in our regulatory science knowledge base. Examples are provided of success stories across the USA and internationally.

The last chapter, Chapter 7, provides us with where do we go from here with licensing measurement and systems. What are the next steps.

There are a series of technical research notes that form an appendix which help to clarify the body of the text and add some details. This is followed by a comprehensive reference

listing and then several figures, charts, graphs, and displays which depict various concepts presented in the text.

A Brief History of Licensing Measurement

The history of licensing measurement and regulatory compliance has actually a rather long lineage but is still in its infancy in terms of development. In the early stages most licensing visits and inspection results were recorded via anecdotal records/case records with the licensing staff recording their results in more social work note taking. It was a qualitative type of measurement with very little quantitative measurement occurring with the exception of basic demographics, number of clients, number of caregiving staff, etc... This qualitative approach worked very well when there were not many programs to be monitored and there were sufficient licensing staff to do the monitoring and conduct the inspections.

This all started to change in the 1980's when Instrument Based Program Monitoring (IPM) was introduced and started to be adopted by state licensing agencies throughout the United States. Just as a footnote, this brief history is pertinent to the USA and does not include other countries although the Canadian Provinces have followed a similar route as the USA. The reason for the introduction of an IPM approach was the tremendous increase in early care and education programs in the 1960's and 1970's. It was difficult for licensing staff to keep up with the increased number of programs in their monitoring efforts. There needed to be a more effective and efficient methodology to be employed to deal with these increases.

A very influential paper was written in 1985 and published in *Child Care Quarterly* which introduced IPM along with Licensing Key Indicators, Risk Assessment (Weighting), and Differential Monitoring (Abbreviated Inspections). This paper outlined the various methodologies and their use by a consortium of states to test the viability of this new approach to

licensing measurement, regulatory compliance, and program monitoring. Also, the terminology has changed over the decades. Back in 1985 weighting was used rather than risk, abbreviated inspections were used rather than differential monitoring, targeted monitoring, or inferential monitoring. All these terms can be used interchangeably as they have been over the years, but the first introduction of them back in 1985 utilized weighting and abbreviated inspections.

In the early 1990's the risk assessment methodology was used to develop *Stepping Stones to Caring for Our Children*, the comprehensive national health and safety standards for early care and education (ECE) programs in the USA. This was a major development in attempting to develop national voluntary standards for child care in the USA.

It was during this time that two other very significant discoveries occurred related to licensing data distributions: 1) Licensing data are extremely skewed and do not follow a normal curve distribution. This fact has a significant impact on

the statistics that can be used with the data distributions and how data analyses are performed. For example, data dichotomization is warranted with licensing data; 2) Regulatory compliance data are not linear when compared to program quality measures but are more plateaued at the substantial and full regulatory compliance levels. The data appear to follow the Law of Diminishing Returns as compliance moves from substantial to full (100%) regulatory compliance. This finding has been replicated in several studies and has been controversial because it has led to the issuing of licenses to programs with less than full compliance with all rules/regulations/standards. These two discoveries have been very influential in tracking developments in licensing measurement since their discoveries.

In the new century as states began to adopt the various methodologies it became necessary to have a standardized approach to designing and implementing them. The National Association for Regulatory Administration (NARA) took up this role and in 2000 produced a chapter on Licensing

Measurement and Systems which helped to guide states/provinces in the valid and reliable means for designing and implementing these methodologies. In 2002 a very important study was conducted by the Assistant Secretary's Office for Planning and Evaluation (ASPE) in which they published the *Thirteen Indicators of Quality Health and Safety and a Parent's Guide* to go along with the research. This publication further helped states as they revised their licensing and program monitoring systems for doing inspections of early care and education facilities based upon the specific indicators identified in this publication. Both publications have been distributed widely throughout the licensing world.

During the first decade of the new century, *Stepping Stones for Caring for Our Children* went through a second edition. This publication and the ASPE publications were very useful to states as they prepared their Child Care Development Fund (CCDF) plans based upon Child Care Development Block Grant (CCDBG) funding.

From 2010 to the present, there have been many major events that have helped to shape licensing measurements for the future. *Caring for Our Children Basics (CFOCB)* was published and immediately became the default voluntary early care and education standards for the ECE field. The *CFOCB* is a combination of the risk assessment and key indicator methodologies. Three major publications by the following Federal agencies: HHS/ACF/USDA: Department of Health and Human Services/Administration for Children and Families/United States Department of Agriculture, OCC: Office of Child Care, and ASPE: Assistant Secretary's Office for Planning and Evaluation dealing with licensing and program monitoring strategies were published. These publications will guide the field of licensing measurement for years to come. The Office of Head Start developed and implemented their own Head Start Key Indicator (HSKI) methodology. And in 2016, CCDBG was reauthorized and differential monitoring was included in the legislation being recommended as an approach for states to consider.

Most recently, the Office of Head Start is revising their monitoring system that provides a balance between compliance and performance. This system revision will go a long way to enhancing the balance between regulatory compliance and program quality. Also, there has been experimentation with an *Early Childhood Program Quality Indicator* instrument combining licensing and quality indicators into a single tool. These two developments help with breaking down the silo approach to measurement where licensing and quality initiatives are administered through separate and distinct approaches such as licensing versus professional development systems versus quality rating and improvement systems. A paradigm shift in which an *Early Childhood Program Quality Improvement and Indicator Model* is proposed. The paradigm shift should help to make licensing measurement more integrated with other quality initiatives.

The licensing field continues to make refinements to its measurement strategies in building a national/international

regulatory compliance data base. More and more is being learned about the nuances and idiosyncrasies of licensing data, such as moving from a nominal to an ordinal driven data system. For example, NARA and the Research Institute of Key Indicators (RIKI) have entered into an exclusive agreement for the future development of licensing measurement strategies via differential monitoring, key indicators for licensing and program quality, and risk assessment approaches. Several validation studies have been completed in testing whether the various methodologies work as intended. A significant Office of Program Research and Evaluation (OPRE) *Research Brief* which developed a framework for conducting validation studies for quality rating and improvement systems has been adapted to be used in licensing measurement.

For additional updates to licensing measurement, please check out and follow these RIKINotes Blog posts. There are and will be many examples of licensing measurement enhancements. Also, although much of the research on licensing measurement

has been completed in the ECE field, the methodologies, models, systems, and approaches can be utilized in any human service arena, such as child residential or adult residential services. Also, NARA's chapter in their Licensing Curriculum has been developed into a full-blown course, please go to the following web page for additional information (<https://www.naralicensing.org/key-indicators>).

A Timeline of ECE Standards and Program Monitoring in the United States: *Caring for Our Children Basics—probably the best example of a health and safety standards tool*

It all started in and around 1965 when the Federal government got into early care and education (ECE) in earnest with Head Start and federally funded day care for low-income families. It started off slowly but began to pick up momentum with exciting studies and research applying principles from developmental psychology to policy making. Researchers and policy makers wanted to make sure that these new programs were not

detrimental to young children since our frame of reference were children being raised in orphanages and the ultimate outcome for children was not positive. Would ECE have the same impact?

Issues around quality, appropriateness of standards, and demonstration programs became the focal point of federal research funding. The focal point of this essay is on the appropriateness of the ECE standards and the resulting monitoring systems that were to become key to the federal involvement in early care and education. This essay will be organized by the following 50 years neatly broken out by each decade to get us from this beginning in 1965 until the publication of *Caring for Our Children Basics* in 2015 by the federal government, the Administration for Children and Families, U.S. Department of Health and Human Services. A look at the 2020 decade with a future note is also appended to this essay.

1970s

During the 1970's, the federal government became concerned about what were to be the standards for this new national program related to federally funded ECE for low-income families and their children. Head Start was a separate entity and we will revisit Head Start later but our focus for now is on the federally funded programs which became known back then generically as day care. This nomenclature changed to child care and to finally early care and education (ECE) during this 50-year history. The initial standards for day care were the *Federal Interagency Day Care Requirements (FIDCR)*. A very large appropriateness research study led by Abt Associates to determine what were the most salient standards and their intended impact on children while in day care was conducted during this decade. These standards were to be federally mandated requirements for any program receiving federal funding. This is where group size and adult-child ratios

standards became such important safeguards and surrogates for children's health and safety in day care programs.

It also became of interest for the federal government to design the monitoring system that would determine compliance with the FIDCRs. But it became clear to the original designers of this new system that the monitoring of the FIDCR was going to be difficult to do across the full USA. So, the question became, is there a way to monitor the standards in the most effective and efficient manner? This question and the future of the FIDCR were to be altered and put on hold once we moved into the next decade.

1980s

A change in federal administration and a resulting change in philosophy related to the federal role in America altered many things and one of them was the relationship of the federal government and the states. Rather than the federal government mandating day care requirements, the focus changed with the locus of control moving from the federal level to the state level

via block grant funding with very few federal requirements. This meant a moratorium to FIDCR and its ultimate demise. The federal government was not going to be in the business of providing day care, this was going to be the jurisdiction of the states. Head Start did become the exception to this rule with its own standards and monitoring system.

The focus of federal funding switched from the national to the state level in determining compliance with each state's respective child care licensing rules and not with an overarching FIDCR. There was still interest in making these state monitoring systems as effective and efficient but there was no interest in the federal government determining what these requirements would be. Two monitoring approaches grew out of this need for effectiveness and efficiency: risk assessment and key indicators. These two approaches were originally designed and implemented as part of a federally funded project called the Children's Services Monitoring Transfer Consortium in which a group of five states: New York, Michigan,

Pennsylvania, West Virginia, and California teamed up to explore their most effective and efficient monitoring systems and begin transferring these systems to one another and beyond.

These two monitoring approaches were tested in the above respective states and it was determined that their impact had a positive effect on the children who were in those day care centers. This was a major finding, similar to the FIDCR appropriateness study, in which these approaches provided safeguards related to the health and safety of children while in day care.

1990s

By the 1990s, it became clear that the federal government had pretty much drawn back from any leadership role in having mandated federal requirements when it came to health and safety in child care. It was left to national ECE advocates who were positioned within the federal government (Administration for Children and Families; Maternal and Child Health Bureau) as well as throughout the USA with national and state agencies

and organizations (American Academy of Pediatrics; American Public Health Association, National Resource Center for Health and Safety in Child Care) that saw a need for child care health and safety recommendations at least. If we could not have requirements, we could at least have recommendations and provide guidance to child care programs throughout the USA.

This led to the first edition of *Caring for Our Children* which was a comprehensive set of child care health and safety standards. It was a major game changer for the ECE field because now there was a universal set of standards based upon the latest research literature for states to use as they considered revising and updating their respective state licensing child care rules.

But there was a problem. *Caring for Our Children* was a comprehensive set of health and safety standards which was their strength but at the same time it was their weakness. They were so comprehensive (well over 500 well researched

standards) that they were intimidating and it was difficult to determine where to begin for the states.

Several researchers remembered the two approaches to monitoring designed in the previous decade and wondered if they could be helpful in focusing or targeting which of the standards were the most critical/salient standards. The risk assessment approach to monitoring appeared to have the most immediate applicability and *Stepping Stones to Caring for Our Children* was born. This document clearly articulated which of the 500+ *Caring for Our Children* standards placed children at greatest risk for mortality or morbidity by not being in compliance with the respective standard. Since the early 1990s, *Caring for Our Children* and *Stepping Stones to Caring for Our Children* have gone through three editions and have become very important resources to state licensing agencies as they revise, update and improve their ECE rules.

2000s

In this decade several federal and national organizations began to use *Caring for Our Children* standards in innovative ways to measure how well ECE looked at a national level. The Assistant Secretary's Office for Planning and Evaluation in the U.S. Department of Health and Human Services published the *Thirteen Indicators of Quality Child Care* based upon a core set of predictor standards from *Caring for Our Children*. These were standards that predicted overall compliance with all the standards and were seen as an efficient monitoring system. NACCRRRA (National Association for Child Care Resource and Referral Agencies) began publishing a national report card on how well states met specific standards and monitoring protocols based upon similar predictor standards from *Caring for Our Children*.

These efforts helped states to make significant changes in their ECE rules in their respective states and in a very voluntary way suggested a means for national standards for the ECE field

although we would need to wait until the next decade in order to see such a published document of national ECE health and safety standards for early care and education: *Caring for Our Children Basics*.

2010s

By the 2010s, ECE had grown into a very large but unwieldy assortment of programs with varying levels of quality. Again because of major federal funding, the Child Care Development Block Grant, along with changes and enhancements in professional development, accreditation systems, quality rating and improvement systems, the ECE landscape had become more complex and less easy to navigate. And rather than coming together it was clearly more fragmented than ever.

We had very minimal requirements for the federal funding and most of these requirements were geared to the state agency using the state's respective licensing rules as the threshold for standards. This approach worked well with states with excellent licensing rules, but it wasn't working as well with

states who did not have equally excellent licensing rules. We still did not have a core set of standards for ECE programs. Enter *Caring for Our Children Basics* which took the best aspects of the above two monitoring approaches, risk assessment and key indicators and molded it into this new document. This work was led by the federal government's Administration for Children and Families, U.S. Department of Health and Human Services and although the standards are still recommendations and guidance, it is our best attempt at having national standards for early care and education. It is an attempt to provide guidance to the full ECE field, child care, Head Start, preschool, and center based as well as home-based care. It would be nice to have *Caring for Our Children Basics* as the health and safety foundation for early care and education throughout the USA. I don't see this happening in my lifetime.

2020s: Looking to the Future

As a footnote to this essay, the new decade has been dealt with a major curve ball with COVID19 rearing its ugly head and ECE has been impacted greatly because of this pandemic. As of this writing we are nowhere closer to a solution to getting ECE programs back on line. If anything, the pandemic really demonstrated the fragility of the ECE system we have built over the past 50 years and it clearly has not done very well. My hope is that we can learn from the past 50 years and not continue another 50 years along the same route; although I am guessing that many ECE advocates would be glad to have what we had before the pandemic because what we have right now is non-sustainable. We know a lot more today than what we knew back in 1965 when we were worried about would day care hurt children's development. We know today that quality ECE benefits children but unfortunately, we are no closer to attaining this today than we were 50 years ago.

Two programs that have been very successful in avoiding these pitfalls are Head Start and the national Military Child Care program. Both programs are exemplary examples of quality early care and education being provided with separate funding streams and standards. Interesting enough when the Administration for Children and Families published *Caring for Our Children Basics*, both these programs were part of the reach of the published standards. As we re-invent and re-structure ECE we should be looking to both these very successful programs for guidance.

The above history and timeline have been drawn from the early care and education field but very honestly that is where the majority of the research and development has been over the past 50 years. There have been some excursions into other human services but they don't have the details as with early care and education.

Chapter 2

Conceptual and Theoretical Underpinnings, Program Monitoring Paradigms

This second chapter provides the learner with the key conceptual and theoretical foundations related to licensing measurement. As you have seen from the first chapter and will continue to see throughout this book, licensing measurement does have some idiosyncrasies which are not present in other data distributions.

Well, the same thing can be said when it comes to the conceptual and theoretical underpinnings. One of the first limitations that will be noted is the regulatory compliance theory of diminishing returns which has tremendous implications when implementing and enforcing rules. It had always been assumed that full 100% regulatory compliance

with rules was what made a high-quality program. However, in the late 1970's and into the early 1980's, it became clear that this was not the case. When this hypothesis was tested it became clear that moving from low regulatory compliance to substantial regulatory compliance did demonstrate that program quality differed significantly in the substantial regulatory compliant programs being of a higher quality than those of lower regulatory compliance. However, when one moved from the substantial regulatory compliance level to the full 100% regulatory compliance level, there was a definite plateauing effect in which the programs were not increasing in quality as previously and in some cases, actually decreased in quality.

This above result was surprising and very controversial when it was first published in the mid 1980's. Many, if not most, regulatory compliance specialists did not agree with the finding. However, this relationship has held up in many other studies conducted since then and in other human service areas. It became the new rule in clearly demonstrating if not a decline,

always a plateauing effect in moving from substantial to full compliance. Today because of all these supporting studies, the result is generally accepted and has influenced public regulatory compliance policy formulation throughout the world.

This regulatory compliance theory of diminishing returns has had tremendous impacts in how we have come to measure regulatory compliance in the licensing field. Rather than viewing it in a linear modality, it suggested that a more targeted, non-linear modality or metric might be more effective and efficient. Rather than focusing on full regulatory compliance it suggested that a key indicator, abbreviated, or targeted monitoring of rules was a better approach.

Without the regulatory compliance theory of diminishing returns, the focus on what has become differential monitoring or targeted monitoring would never have occurred. There would have been no need to move from always requiring full 100%

regulatory compliance with all rules. This is a very important distinction and you, the learner, will see many applications and implications as you move through the chapters in this text.

Moving from the Theory to the Conceptual

Conceptually, licensing measurement is built around obviously licensing but there are other systems which impact on licensing which are demonstrated in the first licensing measurement class when one compares the various regulatory and non-regulatory systems in the *Morgan Model - Methods for Achieving Quality Child Care*. There are contractual systems, such as QRIS (Quality Rating and Improvement System) or other types of quality initiatives. These other types of quality initiatives are non-contractual systems, such as professional development or training or technical assistance systems; or accreditation systems.

These above systems can be integrated into a unified model called the *Early Childhood Program Quality Improvement/Indicator Model or Differential Monitoring Logic Model and Algorithm (ECPQI2M/DMLMA)* which is depicted in the lecture slides from the NARA Licensing Measurement Course that accompanies this text if you desire to utilize those resources and is detailed in several of the handouts. Since this will become the unifying framework when discussing licensing measurement, I would suggest that you as the learner spend a good deal of time reviewing those slides and handouts. I would think that you will want to return to them as you move through the upcoming chapters and classes as part of the NARA course to make certain you continue to understand how all the disparate pieces fit together into a uniformed whole.

By using the *ECPQI2M/DMLMA* (also see chapter 5 which provides a more detailed step by step guide for the development within a state licensing agency) it offers all the key elements to building an effective and efficient program monitoring system

by integrating regulatory compliance and program quality and professional development systems along with differential monitoring's risk assessment and key indicator methodologies.

There are readings related to professional development that are important components to making sure that the ECPQI2M is working as it should. One of the consistent key indicators deals with professional development/training. There are examples of creative and innovative ways the training can be delivered over the internet. Pay particular attention to the iLookOut program, especially to its delivery system. Check out the <https://RIKInstitute.com/publications/> website for these publications and reports, there are several articles that describe the program as well as its innovative cognitive mapping and online delivery platform.

Program Monitoring Paradigms

This section provides some key elements to two potential regulatory compliance monitoring paradigms (Differential/Relative versus Absolute/Full) for regulatory science based upon the Regulatory Compliance Theory of Diminishing Returns.

As one will see, there is a need within regulatory science to get at the key measurement issues and essence of what is meant by regulatory compliance. There are some general principles that need to be dealt with such as the differences between individual rules and rules in the aggregate. Rules in the aggregate are not equal to the sum of all rules because all rules are not created nor administered equally. And all rules are to be adhered to, but there are certain rules that are more important than others and need to be adhered to all the time. Less important rules can be in substantial compliance most of the time but important rules must be in full compliance all of the time.

Rules are everywhere. They are part of the human services landscape, economics, banking, sports, religion, transportation, housing, etc... Wherever one looks we are governed by rules in one form or another. The key is determining an effective and efficient modality for negotiating the path of least resistance in complying with a given set of rules². It is never about more or less rules, it is about which rules are really productive and which are not. Too many rules stifle creativity, but too few rules lead to chaos. Determining the balance of rules is the goal and solution of any regulatory science paradigm.

Differential/Relative versus Absolute/Full Regulatory Compliance Paradigms: this is an important key organizational element in how rules are viewed when it comes to compliance. For example, in an absolute/full approach to regulatory compliance either a rule is in full compliance or not in full compliance. There is no middle ground. It is black or white, no shades of gray as are the cases in a differential/relative

paradigm. It is 100% or zero. In defining and viewing these two paradigms, this dichotomy is the organizational key element for this paper. In a differential/relative regulatory compliance paradigm full compliance is not required and emphasis on substantial regulatory compliance becomes the norm.

Based upon this distinction between differential/relative and absolute/full regulatory compliance paradigms, what are some of the implications in utilizing these two respective approaches. Listed below are the basic implications that occur when selecting either of the two approaches on program monitoring systems: differential/relative versus absolute/full regulatory compliance paradigms.

There are ten basic implications that will be addressed: 1) Substantial versus Monolithic. 2) Differential Monitoring versus One size fits all monitoring. 3) “Not all standards are created equal” versus “All standards are created equal”. 4) “Do things well” versus “Do no harm”. 5) Strength based versus

Deficit based. 6) Formative versus Summative. 7) Program Quality versus Program Compliance. 8) 100-0 scoring versus 100 or 0 scoring. 9) QRIS versus Licensing. 10) Non-Linear versus Linear.

1) Substantial versus Monolithic: in monolithic regulatory compliance monitoring systems, it is one size fits all, everyone gets the same type of review (this is addressed in the next key element below) and is more typical of an absolute paradigm orientation. In a substantial regulatory compliance monitoring system, programs are monitored on the basis of their past compliance history and this is more typical of a relative paradigm orientation. Those with high compliance may have fewer and more abbreviated visits/reviews while those with low compliance have more comprehensive visits/reviews.

2) Differential Monitoring versus One Size Fits All Monitoring: how does this actually look in a program monitoring system. In differential monitoring (Differential/Relative Paradigm), more

targeted or focused visits are utilized spending more time and resources with those problem programs and less time and resources with those programs that are exceptional. In the One Size Fits All Monitoring (Absolute/Full Paradigm), all programs get the same type/level of review/visit regardless of past performance.

3) “Not all standards are created equal” versus “All standards are created equal”: when looking at standards/rules/regulations it is clear that certain ones have more of an impact on outcomes than others. For example, not having a form signed versus having proper supervision of clients demonstrates this difference. It could be argued that supervision is much more important to the health and safety of clients than if a form isn’t signed by a loved one. In a differential/relative paradigm, all standards are not created nor administered equally; while in an absolute/full paradigm of regulatory compliance, the standards are considered created equally and administered equally.

4) “Do things well” versus “Do no harm” (this element is dealt with in the 4th chapter below as well): “doing things well” (Differential/Relative Paradigm) focuses on quality of services rather than “doing no harm” (Absolute/Full Paradigm) which focuses on protecting health and safety. Both are important in any regulatory compliance monitoring system but a balance between the two needs to be found. Erring on one side of the equation or the other is not in the best interest of client outcomes. "Doing no harm" focus is on the "least common denominator" – the design and implementation of a monitoring system from the perspective of focusing on only 5% of the non-optimal programs ("doing no harm") rather than the 95% of the programs that are "doing things well".

5) Strength based versus Deficit based: in a strength-based monitoring system, one looks at the glass as “half full” rather than as “half empty” (deficit-based monitoring system). Emphasis is on what the programs are doing correctly rather than their non-compliance with standards. A strength-based

system is non-punitive and is not interested in catching programs not doing well. It is about exemplars, about excellent models where everyone is brought up to a new higher level of quality care.

6) Formative versus Summative: differential/relative regulatory compliance monitoring systems are formative in nature where there is an emphasis on constant quality improvement and getting better. In absolute/full regulatory compliance monitoring systems, the emphasis is on being the gate-keeper (more about the gate-keeper function in the next section on regulatory compliance/licensing and program quality) and making sure that decisions can be made to either grant or deny a license to operate. It is about keeping non-optimal programs from operating.

7) Program Quality versus Program Compliance: (this element is dealt with in greater detail in the fourth chapter) differential/relative regulatory compliance monitoring systems

focus is on program quality and quality improvement while in absolute/full regulatory compliance monitoring systems the focus is on program compliance with rules/regulations with the emphasis on full, 100% compliance.

8) “100 – 0 scoring” versus “100 or 0 scoring”: in a differential/relative regulatory compliance monitoring system, a 100 through zero (0) scoring can be used where there are gradients in the scoring, such as partial compliance scores. In an absolute/full regulatory compliance monitoring system, a 100% or zero (0) scoring is used demonstrating that either the standard/rule/regulation is fully complied with or not complied with at all (the differences between nominal and ordinal measurement is dealt with in the next section on regulatory compliance/licensing and program quality).

9) QRIS versus Licensing: examples of a differential/relative regulatory compliance monitoring system would be QRIS – Quality Rating and Improvement Systems. Absolute/full

regulatory compliance systems would be state licensing systems. Many programs talk about the punitive aspects of the present human services licensing and monitoring system and its lack of focus on the program quality aspects in local programs. One should not be surprised by this because in any regulatory compliance system the focus is on "doing no harm" rather than "doing things well". It has been and continues to be the focus of licensing and regulations in the USA. The reason QRIS - Quality Rating and Improvement Systems developed in early care and education was to focus more on "doing things well" rather than "doing no harm". This is not the case in many Canadian Provinces and European countries in which they have incorporated program quality along with specific regulatory requirements.

10) Non-Linear versus Linear: the assumption in both differential/relative and absolute/full regulatory compliance monitoring systems is that the data are linear in nature which means that as compliance with rules increases, positive

outcomes for clients increases as well. The problem is the empirical data does not support this conclusion. It appears from the data that the relationship is more non-linear where there is a plateau effect with regulatory compliance in which client outcomes increase until substantial compliance is reached but doesn't continue to increase beyond this level. There appears to be a "sweet spot" or balancing of key rules that predict client outcomes more effectively than 100% or full compliance with all rules – this is the essence of the Theory of Regulatory Compliance – substantial compliance with all standards or full compliance with a select group of standards that predict overall substantial compliance and/or positive client outcomes.

As the regulatory science and administrative fields in general continue to think about the appropriate monitoring systems to be designed and implemented, the above structure should help in thinking through what these measurement systems' key elements should be. Both paradigms are important, in particular contexts, but a proper balance between the two is probably the

best approach in designing regulatory compliance monitoring systems.

Chapter 3

Instrument Design, Reliability and Validity, Statistical Methods and Databases

This third chapter provides the learner with the key principles of instrument design as it relates to licensing measurement. As you have seen there are idiosyncrasies' conceptually and theoretically and there are limitations as well, when it comes to instrument design. A major limitation with licensing data is that it is basically, nominal in nature. It fits the format of Yes or No responses. It is not ordinal in any fashion, or at least it hasn't been for the past 50 years. In fact, it is only in the past 30 or so years that licensing data moved from being predominantly qualitative to quantitative. This change started in the 1980's with the publication of Instrument based program monitoring. Prior to that most licensing studies were written as social work

case studies with a great deal of narrative detail but short on data utilization that could be used at the macro level.

Instrument based program monitoring has its critics who are not overly excited about its checklist type approach. However, if a state is going to track where there are specific issues related to regulatory compliance it will be difficult unless an instrument/tool/checklist is not used in data collection. If there is continued reliance on narrative reports solely it will be difficult if not impossible to find any real patterns in the data. It is possible with the latest developments in qualitative analyses but it is not recommended as the sole means for tracking regulatory compliance. I prefer a mixed methods approach which focuses on the strengths from both the quantitative and qualitative and combines both together.

Without an instrument-based program monitoring approach it would be impossible to utilize the risk assessment and especially the licensing key indicator predictor methodologies.

In fact, it is really a pre-requisite for designing and implementing a targeted monitoring or differential monitoring approach.

In instrument design it is important to utilize the triangulation measurement strategy that looks for observation first, followed by record/document review, and then lastly by doing interviews of staff or parents. The majority of data collection should be through observations made in the classroom or facility. When observations cannot be made look for policies, files, documents that contain the necessary data and then lastly do interviews.

Reliability and Validity

This section provides the learner with the key principles of reliability and validity which are the mainstay of any measurement system. Without these two key principles we do not have a measurement system we can rely on. Reliability deals with consistency across inspectors to make certain that

what is to be measured is measured accurately. Validity demonstrates that the system is working as it is supposed to. The results are what should be expected from a licensing or regulatory compliance system.

The readings and handouts provide many examples of validation studies conducted in the past decade demonstrating the validity and reliability of the licensing key indicator predictor and risk assessment methodologies (State of Washington and the Province of Saskatchewan are the best examples of these validation studies).

Since the large influx in the use of these methodologies over the past couple of decades it was incumbent upon us to determine if these methodologies were both reliable and valid. Based upon these validation studies, it can now be said with a great deal of certainty that the methodologies do what they were intended to do. They statistically predict overall regulatory compliance and they focus on those rules that place children in greatest risk of

morbidity or mortality keeping them safe. So, the tenet, which will be emphasized throughout this course "Do No Harm" is upheld!

The NARA Licensing Measurement course provide the lecture slides where an overview and the key elements to doing validation studies, while the readings and handouts provide more of the details and the results from these studies. (<https://www.naralicensing.org/key-indicators>)

Statistical Methods and Data Bases

This section deals with the statistical methods used and the construction of the databases in licensing. As I have said repeatedly in my writings over the years there are many limitations related to licensing measurement. The statistical methods that can be used with licensing data are limited also, because we are dealing with nominal data that are severely skewed. Non-parametric statistics is warranted and to deal with

the severely skewed data, dichotomization of the data base is warranted.

Dealing with data that are not normally distributed poses some real challenges in analyzing licensing data sets. It is paramount that one runs basic descriptive statistics in assessing the mean, standard deviation, variance, skewness, and kurtosis. It will help in identifying how badly the data has outliers in a very quantitative manner. It will also help in determining where the cut scores or thresholds should be for defining the high regulatory compliance and the low regulatory compliance groups. The Fiene Licensing Predictor Rules and their respective Fiene Coefficients are determined by using the phi coefficient in determining correlations between each rule and the high/low groups for regulatory compliance. This is a statistic used with nominal data and is used a great deal in the tests and measurement research literature invalidating testing procedures.

The databases should be saved in .csv formatting from an Excel file. It is easier to import a .csv file into SPSS or PSPP which is the preferred statistical package for conducting these analyses. But definitely any statistical package can be used as well, such as SAS for example. Outside of generating Fiene Coefficients, there are no other statistical techniques that are needed in analyzing the database.

The readings list (<https://RIKInstitute.com/publications/>) provides most, if not all, of the technical research notes generated by the Research Institute for Key Indicators. These tech research notes provide the latest and most up to date information about any changes in the methodologies for generating licensing key indicator predictor rules and risk assessment rules. These technical research notes are really intended for the serious licensing research and regulatory scientist to delve into. They provide the specifics to the various statistical methodologies with specific algorithms and logic modeling.

But it still important to address some of the specific statistical formulae pertinent to licensing and regulatory science data. For example, not all statistics will be relevant to licensing data because of its measurement limitations. Licensing data are nominal in nature with some instances of ordinal measurement. And there are other significant considerations, such as the skewness of the data distributions in most licensing data, non-linear nature of the regulatory compliance data when compared to quality data. So let's start with the most pertinent statistical formulae to be addressed when analyzing licensing and regulatory compliance data.

The first statistic we need to address is that of the skewness of the data. The below formula provides the basic formula for determining the skewness of the data distribution.

$$G_1 = \frac{n}{(n-1)(n-2)} \sum_{i=1}^n \left(\frac{x_i - \bar{x}}{s} \right)^3$$

This formula is called the adjusted Fisher-Pearson standardized moment coefficient and is generally used behind the scenes in most software.

Another formula you will encounter with licensing data will be for determining the kurtosis. The following formula provides the basic formula for determining the kurtosis of the licensing data distributions.

$$\text{Kurtosis} = n * \sum (Y_i - \bar{Y})^4 / (\sum (Y_i - \bar{Y})^2)^2$$

Another statistic that will be of importance is the variance of the data distribution. I have included both the population and sample variance formulae because in some cases we need to

draw a sample and in other cases we have the population data. Variance is important with licensing data because it is very lacking when you really examine the data distributions which is not a good thing from a statistical point of view.

Population Variance	Sample Variance
$\sigma^2 = \frac{\sum_{i=1}^N (x_i - \mu)^2}{N}$ <p> σ^2 = population variance x_i = value of i^{th} element μ = population mean N = population size </p>	$s^2 = \frac{\sum_{i=1}^n (x_i - \bar{x})^2}{n-1}$ <p> s^2 = sample variance x_i = value of i^{th} element \bar{x} = sample mean n = sample size </p>

One of the most encountered statistic is the “mean” which is the average of the data distribution. Unfortunately with most licensing data the mean is not as meaningful as the “median” which is the mid point of the data distribution. I have included both because the mean is so predominant and the median and

quartiles are more prevalent in licensing research. The reason for using the median over the mean is that the licensing data distributions are so severely skewed.

But the mean formula is provided below:

Mean of Grouped Data:

$$\bar{x} = \frac{\sum fx}{n}$$

where: \bar{x} = mean

f = frequency of each class

x = mid-interval value of each class

n = total frequency

$\sum fx$ = sum of the product of
mid - interval values and
their corresponding frequency

In the majority of cases, the following formula for the median will be used as a better measure of central tendency and the average score for licensing data. Also, the data are nominal in measurement which means we will be collecting frequency data, the data are not continuous, they are very discrete. Either

a rule or regulation is in compliance or out of compliance. There are no metrics in between these two extremes. Data will be organized and displayed in frequency tables or cross-tabs.

Formula for calculating the median for licensing data:

Statistics Formulas





The Median for a grouped data

The formula for finding a median of a given data is

$$M_m = l + \left(\frac{\frac{n}{2} - cf}{f} \right) h$$

Where

- l = lower limit of median class,
- n = number of observations,
- cf = cumulative frequency of class preceding the median class,
- f = frequency of median class,
- h = class size (assuming class size to be equal)

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Also, keep in mind that the types of analyses you will be able to accomplish will be limited because of the nature of the data measurement. When it comes to looking at relationships between data sets you will be limited to cross-tabulations and the use of the chi-square statistic. I have provided the chi-

square statistic below to be used with licensing data. Other statistics which require a normal distribution or a continuous distribution cannot and should not be used.

A methodology that has been successful with licensing data has been the dichotomization of the data distribution because of the nominal measurement of compliance vs non-compliance. Generally dichotomization of data is not recommended nor warranted but I have found that this approach is very successful with licensing data distributions.

The formula for Chi-Square:

The Formula for Chi Square Is

$$\chi_c^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

where:

c = degrees of freedom

O = observed value(s)

E = expected value(s)

As one can see these statistics provide a basic grounding from an analytical point of view but it is limited because of the real limitations in the licensing data measurement characteristics.

The formula for Key Indicators is in the last section of this book within the Graphs, Charts, Figures, and Display Section.

Chapter 4

Regulatory Compliance and Program Quality

This fourth chapter provides the learner with the similarities and differences between regulatory compliance and program quality. In the second chapter the regulatory compliance theory of diminishing returns was presented which demonstrated a non-linear relationship between regulatory compliance and program quality. In this chapter, additional concepts will be presented to deal with this dynamic tension between regulatory compliance and program quality and how we can build one upon the other.

In fact, the future of licensing and regulatory compliance will be heavily influenced by this relationship between regulatory compliance and program quality. Many jurisdictions are attempting to build in quality to their rules/regulations. They are

being very creative in either building separate systems (Quality Rating and Improvement Systems: QRIS) or attempting to build them right into the rules themselves in more of an ordinal format.

QRIS: Quality Rating and Improvement Systems and other Quality Initiatives

This section provides the learner with key examples from the program quality arena, such as QRIS and professional development. The ECPQI2M model presented here has these two systems prominently displayed along with the regulatory compliance or licensing system. Together they form the solid foundation for providing a very effective delivery system of services. When these are combined with risk assessment and the key indicator methodologies one can add efficiency to the effectiveness side of the equation. The next chapter, Chapter 5, will get into more details about how to design an ECPQI2M

model along with its associated logic model (DMLMA: Differential Monitoring Logic Model and Algorithm).

As was mentioned in the previous section, there is a delicate balance between regulatory compliance and program quality. At all times, the ECPQI2M is to keep both regulatory compliance and program quality in balance, to keep health & safety and quality on an even keel; but as we have seen and will see later in this course, this balancing act can get out of kilter at times.

One of the publications produced for OPRE about QRIS Validation is directly applicable to licensing measurement and has been used within this context in the validation studies that will be described in this course. This is an important application of this new framework when it comes to validation. It is not just for QRIS but can be applied to licensing as well. The state of Washington has probably some of the best examples. Please check out these resources and readings later on the RIKI

website for additional examples. Look specifically for the Validation Framework Research Brief (Zellman & Fiene, 2012) published by OPRE and the state of Washington Research Agenda Report (Stevens & Fiene, 2015).

Regulatory Compliance/Licensing and Quality

This section of the chapter will delineate the differences between regulatory compliance and quality. It will provide the essential principles and elements that clearly demonstrate the differences and their potential impact on program monitoring. Obviously, there is some overlap between this section and the above section dealing with regulatory compliance monitoring paradigms. When we think about regulatory compliance measurement, we are discussing licensing systems. When we think about quality, we are discussing Quality Rating and Improvement Systems (QRIS), accreditation, professional development, or one of the myriad quality assessment tools, such as the Classroom Assessment Scoring System (CLASS) or

Environment Rating Scales (ERS's). All these systems have been designed to help improve the health and safety of programs (licensing) to building more environmental quality (ERS), positive interactions amongst teachers and children (CLASS), enhancing quality standards (QRIS, accreditation), or enhancing teacher skills (professional development).

There are ten basic principles or elements to be presented (they are presented in a binary fashion demonstrating differences): 1) "Do no harm" versus "Do good". 2) Closed system versus Open system. 3) Rules versus Indicators. 4) Nominal versus Ordinal measurement. 5) Full versus Partial compliance. 6) Ceiling effect versus No Ceiling effect. 7) Gatekeeper versus Enabler. 8) Risk versus Performance. 9) Structural versus Process Quality. 10) Hard versus Soft Data.

1) Let's start with the first principal element building off what was discussed in Chapter 2, "Do No Harm" versus "Do Good". In licensing, the philosophy is to do no harm, its emphasis is on

prevention, to reduce risk to children in a particular setting. There is a good deal of emphasis on health and safety and not so much on developmentally appropriate programming. In the quality systems, such as QRIS, accreditation, professional development, Environmental Rating Scales, CLASS, the philosophy is to do good, its emphasis is looking at all the positive aspects of a setting. There is a good deal of emphasis on improving the programming that the children are exposed to or increasing the skill set of teachers, or improving the overall environment or interaction that children are exposed to.

2) Closed system versus Open system. Licensing is basically a closed system. It has an upper limit with full compliance (100%) with all rules. The goal is to have all programs fully comply with all rules. However, the value of this assumption has been challenged over the years with the introduction of the Regulatory Compliance Theory of Diminishing Returns. With quality systems, they have a tendency to be more open and far reaching where attaining a perfect score is very difficult to come

by. The majority of programs are more normally distributed where with licensing rules the majority of programs are skewed positively in either substantial or full compliance. It is far more difficult to distinguish between the really best programs and the mediocre programs within licensing but more successful in quality systems.

3) Rules versus Indicators/Best Practices. Licensing systems are based around specific standards/rules/regulations that either are in compliance or out of compliance. It is either a program is in compliance or out of compliance with the specific rule. With quality systems, there is more emphasis on indicators or best practices that are measured a bit more broadly and deal more with process than structure which is the case with licensing. It is the difference between hard and soft data as many legal counsels term it. There is greater flexibility in quality systems. With this said, if we can look at other service types, such as adult-residential services, there has been some

limited success with blending structural and process elements but it still remains a measurement issue on the process side.

4) Nominal versus Ordinal measurement. Licensing systems are nominally based measurement systems. Either you are in compliance or out of compliance. Nothing in-between. It is either a yes or no response for each rule. No maybe or partial compliance. With quality systems, they are generally measured on an ordinal level or a Likert scale. They may run from 1 to 3, or 1 to 5, or 1 to 7. There is more chances for variability in the data than in licensing which has 1 or 0 response. This increases the robustness of the data distribution with ordinal measurement.

5) Full or None versus Gradients or Gray Area. Building off of the fourth element, licensing scoring is either full or not. As suggested in the above elements, there is no in-between category, no gradient or gray area. This is definitely not the case with quality systems in which there are gradients and

substantial gray areas. Each best practice can be measured on a Likert scale with subtle gradients in improving the overall practice.

6) Ceiling effect versus No Ceiling. With licensing there is definitely a ceiling effect because of the emphasis on full 100% compliance with all rules. That is the goal of a licensing program, to have full compliance. With quality systems, it is more open-ended in which a ceiling effect is not present. Programs have many ways to attain excellence.

7) Gatekeeper versus Enabler: Licensing has always been called a gatekeeper system. It is the entry way to providing care, to providing services. It is a mandatory system in which all programs need to be licensed to operate. In Quality systems, these are voluntary systems. A program chooses to participate, there is no mandate to participate. It is more enabling for programs building upon successes. There are enhancements in many cases.

8) Risk versus Performance: Licensing systems are based upon mitigating or reducing risks to children when in out of home care. Quality systems are based upon performance and excellence where this is rewarded in their particular scoring by the addition of a new Star level or a Digital Badge or an Accreditation Certificate.

9) Structural Quality versus Process Quality: when we think of structural quality, we generally think of things we can count easily, such as the number of children or teachers present in a classroom or the number of smoke alarms, etc. These are items that form the basis of rules within a licensing system. However, when we think of process quality, we generally think of things that are not as ease to measure, such as interactions between teachers and children that are warm and engaging. This is much more difficult to measure and generally not part of licensing systems but rather program quality tools, such as the ERS and CLASS tools.

10) Hard Data versus Soft Data: this dichotomy is similar to number 9 structure quality versus process quality but adds a small dimension not present in number 9. It deals with the ease with which legal counsel can defend a specific rule or standard in a court of law. Hard rules or standards are easy to measure while soft rules or standards are more difficult to measure or evaluate. Again, they fall along the continue of being structural versus process oriented as mentioned in 9 above.

There has been a great deal of discussion in the early care and education field about the relationship between licensing, accreditation, QRIS, professional development, and technical assistance. It is important as we continue this discussion to pay attention to the key elements and principles in how licensing and these quality systems are the same and different in their emphases and goals, and about the implications of particular program monitoring paradigms and measurement strategies. For other regulatory systems outside the human services field,

the same type of model can be applied positioning compliance and quality as a continuum one building from the other because I feel that with the introduction of more quality into a regulatory context will help to ameliorate the ceiling and plateau effect of diminishing returns on performance and outcomes.

Chapter 5

Coordinated Program Monitoring, Differential Monitoring, Key Indicator, Risk Assessment, and Integrative Monitoring

This chapter demonstrates the national/federal initiatives addressing coordinated program monitoring. There are several excellent reports produced by the Administration for Children and Families (ACF), Office of Child Care (OCC), Office of Planning, Research and Evaluation (OPRE), Assistant Secretary's Office of Planning and Evaluation, and the Federal Department of Health and Human Services (HHS) which goes a long way in addressing this key issue. In any system where there are limited resources, we need to be as cost effective and efficient as possible. The handouts which accompany this text through the NARA Licensing Measurement course will provide

you with many examples of how best to do this. These handouts/reports are all available of the RIKI and NARA websites as well as within the *NARA Licensing Curriculum (2000)*.

With a closed system and limited resources, a coordinated program monitoring system is critical to make certain that we have the necessary resources to effectively and efficiently protect the clients in the facilities we are mandated to license. The key term is "Do No Harm". The federal agency reports in this class will provide you with the parameters for building a program monitoring system that accomplishes this goal.

The lecture from the NARA licensing measurement course for this section of the chapter consists of a slide that builds upon *Caring for Our Children Basics (CFOCB)*(go to <https://RIKInstitute.com>) and how that publication came into existence. Personally, I think it is one of the most significant

publications (*CFOCB*) related to early care and education (ECE) standards development that has ever been produced.

CFOCB provides voluntary standards for all ECE to follow. It is the very essence of what coordinated program monitoring is all about in providing basic safeguards for all children while in out of home care.

Differential Monitoring, Risk Assessment, and Key Indicators

This ehandbook text has gotten into the details of differential monitoring, risk assessment, and the key indicator methodologies. We have tangentially addressed these methodologies throughout the text, but this chapter provides the step-by-step process of their development and implementation (see the following paragraphs). Also, there are several other publications that deal with this detail on the RIKI and NARA Websites.

The first step in utilizing the DMLMA (Differential Monitoring Logic Model and Algorithm) for a state is to take a close look at its Comprehensive Licensing Tool (CI) that it uses to collect violation data on all rules with all facilities in its respective state. If the state does not utilize a tool or checklist or does not review all violation data than it needs to consider these changes because the DMLMA is based upon an Instrument Based Program Monitoring System (IPM) which utilizes tools/checklists to collect data on all rules.

The second step for the state is to compare their state's rules with the National Health and Safety Performance Standards (*Caring for Our Children*)(available through <https://RIKinstitute.com>) to determine the overlap and coverage between the two. This is the first approach to validation which involves Standards review.

The third step for the state if it utilizes a Risk Assessment (RA) tool is to assess the relationship between this tool and Stepping Stones to determine the overlap and coverage between the two. This is a continuation of the first approach to validation which involves Standards review.

The fourth step for the state is to compare the results from the CI with the RA tools. This step is the second approach to validation which involves Measures. The correlation between CI and RA should be at the .50 level or higher (.50+).

In the fifth step, if a state is fortunate enough to have a QRIS – Quality Rating and Improvement System in place and has sufficient program quality (PQ) data available then they will have the ability to compare results from their CI tool with their PQ tool and validate outputs by determining the relationship between compliance with health and safety rules (CI) and program quality (PQ) measures, such as the ERS's, CLASS, CDPEs, etc... This is a very important step because very few

empirical demonstrations appear in the research literature regarding this relationship. This step is the third approach to validation which involves Outputs. It would be expected that lower correlations (.30+) would be found between CI and PQ because these tools are measuring different aspects of quality such as health & safety versus caregiver-child interactions or overall classroom quality.

The sixth step is for the state to generate a Key Indicator (KI) tool from the CI data base. Please see Fiene & Nixon (1985) and Fiene & Kroh (2000) publications available through the National Association for Regulatory Administration & Research Institute for Key Indicators Websites (<https://RIKInstitute/com>) for a detailed explanation of the methodology for generating a KI tool. This step is also part of the second approach to validation which involves Measures. The correlation between the CI and KI should be very high (.70+) because the KI is a subset of predictor rules taken from the CI data base. If a state did not want to use the KI

methodology, a direct comparison could be drawn from *The Thirteen Indicators of Quality Child Care* – this publication is available on the RIKI website.

The seventh step for the state is to use the RA and KI tools together to determine overall compliance of facilities and how often and which rules will be monitored for future visits. This is the basic component of a Differential Monitoring (DM) approach and continues the second approach to validation (Measures). Also, this step should drive decisions within the technical assistance/training/professional development (PD) system in what resources are allocated to a particular facility. It would be expected that moderate correlations (.50+) would be found amongst RA, KI, DM, and PD.

The eighth and final step for the state is to compare the results from the various monitoring tools (CI, PQ, RA, KI) with any child development outcome (CO) data they collect. This is a relatively new area and few, if any, states at this point have this

capability on a large scale. However, as Early Learning Networks and Standards are developed, this will become more common place. This step is the fourth approach to validation which involves Outcomes. The correlations between CI, PQ, RA, KI and CO will be on the lower end (.30+) because there are so many other variables that impact children's development other than child care facilities.

Key Element Definitions: CI = state or federal standards, usually rules or regulations that measure health and safety - Caring for Our Children or Head Start Performance Standards will be applicable here. PQ = Quality Rating and Improvement Systems (QRIS) standards at the state level; ERS (ECERS, ITERS, FDCRS), CLASS, or CDPEs. RA = risk assessment tools/systems in which only the most critical rules/standards are measured. Stepping Stones is an example of this approach. KI = key indicators in which only predictor rules/standards are measured. The Thirteen Indicators of Quality Child Care is an example of this approach. DM = differential monitoring

decision making in which it is determined if a program is in compliance or not and the number of visits/the number of rules/standards are ascertained from a scoring protocol. PD = technical assistance/training and/or professional development system which provides targeted assistance to the program based upon the DM results. CO = child outcomes which assesses how well the children are developing which is the ultimate goal of the system.

Validation is a continuous approach and is not a once and done process. States should look at their monitoring systems on an on-going basis and make the necessary adjustments as data are collected and compared in order to keep program monitoring as cost effective and efficient.

In the readings/handouts, the learner will find several report examples which provide the details of the various methodologies. There are more than enough examples, so pick the ones you are most interested in seeing. For those of you who

would like to see more, please go to the RIKI website and look under the report's webpage for additional examples.

Just as differential monitoring helped to change the landscape of program monitoring in making it more sensitive to targeted reviewing, integrative monitoring introduces a new conceptual lense in how program monitoring should be done. Just as coordinated monitoring focuses more on the type of care provided, integrative monitoring focuses on the actual standards and how they should be formatted. It is more of a delicate balancing act between regulatory compliance and quality programming when it comes to integrative monitoring which is very different from coordinated monitoring which emphasizes the facility type.

An interesting future research area is combining differential and integrative monitoring into a new approach to program monitoring which would emphasize risk assessment, key indicators, and quality programming into this new paradigm.

Once this is done, it would be relatively easy to take those results and apply them within a coordinated monitoring approach. To a certain extent, *Caring for Our Children Basics* accomplishes this but without the increased emphasis on the quality programming side.

Integrative Monitoring

In the previous chapter, Chapter 4, the delineations between regulatory compliance and program quality were dichotomized showing how they were different and similar. This section of Chapter 5 introduces the notion of integrative monitoring where regulatory compliance and program quality are joined together in a cohesive management system.

The concept of integrative monitoring was introduced by Freer and Fiene (2023) in a *Journal of Regulatory Science* article in which they propose the concept along with specific constraints in implementing the approach.

In the past regulatory compliance and quality programming had their respective silos and were not integrated within the monitoring function. In fact, in ECE separate quality initiatives, such as Quality Rating and Improvement Systems (QRIS), accreditation, and professional development systems have been developed and implemented separate from licensing systems in most jurisdictions. In some cases, there were attempts to integrate the two arenas but generally these meant that there was acknowledgement that both existed but standards remained separated and assessors measuring compliance with the standards or rules were in different departments.

The Freer and Fiene (2023) model provides a unique means for combining regulatory compliance and quality programming into one comprehensive, effective, and efficient approach.

Freer & Fiene (2023). Regulatory compliance and quality programming: Constraints and opportunities for integration, *Journal of Regulatory Science, Volume 11, Number 1*, pps 1-10.

Chapter 6

What Research Tells Us, What We Don't Know, and Examples

This ehandbook text has summarized what we know from the research literature about licensing measurement. There have been several advances in licensing measurement over the past couple of decades. Clearly the Regulatory Compliance Theory of Diminishing Returns has taken hold of policy development in licensing and regulatory administration. We have seen statutes change from requiring full 100% compliance in order to receive a license to operate to statutes that are requiring substantial regulatory compliance with all rules rather than full 100% compliance. Getting to those right rules rather than more or less rules. *Caring for Our Children: Basics* is an excellent example of this approach.

Another example is from developing countries, especially in Africa as so evidence by the work of researchers in Kenya who have utilized the theory of regulatory compliance repeatedly in various industries in order to develop and promulgate effective and efficient regulatory policy. In fact, we have a lot to learn from these initiatives because they are becoming part of a new way of doing policy research that is on a cutting edge.

Licensing key indicators and risk assessment rules are being used on a much larger scale as the differential monitoring/targeted monitoring approach has expanded. The latest Licensing Study conducted by NARA and the National Center for Early Childhood Program Quality has demonstrated that the majority of states are using one of these approaches.

The differential monitoring approach and its respective methodologies have gone through many enhancements in dealing with measurement and statistical nuances related to licensing data distributions, such as severe skewness, kurtosis,

dichotomization of data groups, eliminating false negatives, limitations of nominal data analysis, moving from a nominal measurement scale to an ordinal measurement scale, identifying generic licensing key indicators, and the relationship between regulatory compliance & program quality (Chapters 3 & 4 highlighted this).

Eliminating false negatives had been a design issue in the key indicator methodology when substantial compliance is utilized for the high group dichotomization. It is not an issue when 100% full regulatory compliance is used but there will be instances when substantial compliance will have to be used. When this occurs a revision to the original methodology and algorithms has to be instituted which has been outlined in a RIKINotes Post (January 29, 2023). Utilizing this revision eliminates or at least mitigates the false negative effect.

All these above enhancements are basically dealt with and addressed in the *RIKI Technical Research Notes* found in the

ECPQIM/DMLMA text as well as on the RIKI website Blog/Notes Page (<https://RIKInstitute.com/blog/>), or the National Association for Regulatory Administration website which was cited at the beginning of the eHandBook. The interested reader should find all these technical research notes in one of those venues. Just look towards the end of the webpage to find the research notes.

What Research Doesn't Tell Us

So, what are the gaps in the research related to licensing measurement that licensing researchers and regulatory scientists should be paying attention to? This text has provided some of the key gaps that have been identified to date. One area for further research is the relationship between regulatory compliance and outcomes for clients. Are clients healthier and safer in highly compliant programs? Are we seeing fewer injuries in those programs of high regulatory compliance? This

is a critical question that still needs definitive research and empirical evidence to confirm.

There still needs to be additional research that continues to validate the rules/standards selected, the measures themselves, and the relationship between regulatory compliance and QRIS systems. There has been considerable movement in the past decade with validation studies being completed in many states and provinces and this trend needs to continue. The results to date definitely appear to validate all these respective components in that they are working as expected, but I would feel more confident with additional replication studies being completed.

International, National, and State Examples

This section provides us with examples mainly through the specific tools that have been designed by different jurisdictions for the differential monitoring, key indicator and risk

assessment methodologies described in this text. The readings and handouts provide many such examples which are available at <https://RIKInstitute.com>. You will find examples both from the USA as well as Canada. The methodologies have really taken off in the last decade as demonstrated by the number of contracts NARA has entered into with states and provinces throughout the United States (Montana, Michigan, Illinois, Indiana, Kansas, Florida, New York, Minnesota, California) and Canada (British Columbia, Alberta, Saskatchewan). Reports written describing these efforts are available on both the RIKI and NARA websites. See the graphic display at the end of this ebook in the Display, Graphs, Figures, and Charts Section.

All of these jurisdictions have demonstrated a certain consistency when it comes to licensing key indicator predictor rules and risk assessment rules. There are common themes that have emerged over the past 4 decades.

Here are key elements that should be present in a high-quality early care and education (ECE) program that any parent should be looking for when selecting their child care arrangement:

- Qualified ECE teachers.
- There is a stimulating and dynamic classroom environment where children are viewed as competent learners.
- A developmentally appropriate curriculum is used based upon the assessed individual needs of children.
- Opportunities for families and staff to get to know each other.
- Families receive information on their children's progress regularly using a formal process.
- Early childhood educators encourage children to communicate.
- Early childhood educators encourage children to develop reasoning skills.

- Early childhood educators listen attentively when children speak.
- Early childhood educators speak warmly to children

You will witness this consistency in the readings you have access to at <https://RIKInstitute.com>. Please check out the website because there are numerous publications and reports available to you. All the publications are in the public domain, so you are free to download them as you see fit.

The plan is to continue validating the methodologies to make certain that they are keeping children healthy and safe and are doing no harm. That is the key element of licensing measurement with a focus on health and safety similar to the approach taken by the Nuclear Regulatory Commission (NRC) in keeping surrounding communities safe where nuclear power plants are located.

As has been repeatedly demonstrated in this ehandbook text, there is a delicate balance between regulatory compliance and program quality (remember chapter 4). Some industries are more geared towards the health and safety side of the equation while others seek a more balanced approach of regulatory compliance and program quality. I have attempted to address both in this text and hopefully have done an equally balanced approach in addressing both sides of the equation. It will be interesting to see how things play out as regulatory science continues to grow as a science and the impact of licensing measurement on the development of this very important science.

Chapter 7

Future Directions/Next Steps

This last chapter deals with where do we go from here. What are the next steps for licensing measurement. How do we combine the quantitative and the qualitative? How do we have a mixed methods approach? How do we combine the best aspects of regulatory compliance with program quality elements? Are there more effective ways to deal with terribly skewed data other than dichotomization? Does it make sense to move from a nominal to an ordinal measurement scale with regulatory compliance? All these are critical questions for the field of regulatory science and its accompanying licensing measurement. If we are truly going to build a science, we need to spend the requisite time on developing and implementing a solid scientific measurement strategy that is both reliable and valid.

Two of the most critical concepts that will need addressing are the ceiling effect/plateauing of quality data and the variance in the data distribution. The ceiling effect led to the regulatory compliance theory of diminishing returns and has had a major impact on the regulatory science field. Without a solution to this ceiling effect, it will continue to be difficult to distinguish between mediocre quality in programs and high quality in programs. At this writing, it appears that this ceiling effect is an inherent characteristic of regulatory compliance systems. This same ceiling effect does not appear to be present in quality-based program monitoring systems nor is the lack of variance present in those systems as well.

Lack of variance in data distributions can and should be addressed by building off weighting systems that look at risk or performance indicators. This can be a very effective and efficient approach to increase the variance in a regulatory compliance data distribution. But it does need to be robust enough so that differences can be ascertained at the substantial

regulatory compliance and the full regulatory compliance levels. It has always been easy to distinguish between low regulatory compliance and substantial regulatory compliance but that is not the case with substantial and full regulatory compliance when comparisons are made to program quality measures, such as the ERSs and CLASS tools.

And these two above issues lead us to another key balancing act between effectiveness and efficiency. As you have seen throughout this ehandbook text there are several concepts that need to be balanced with other domains in order to be both effective and efficient. A good example is the use of risk assessment and key indicators together when designing and implementing a differential monitoring system. However, it is always possible to put this delicate balance out of sync by placing too much emphasis on one or the other domain.

For example, a jurisdiction could become so efficient in utilizing key indicators that the tool has so few indicators that it

begins to jeopardize the overall effectiveness of the monitoring system. And the other scenario is also a concern in which too many indicators are included on the tool in which effectiveness might increase but efficiency will decrease substantially. Finding that correct balance is an individual study into attempting various strategies where clients are not placed at additional risk but at the same time we don't want to jeopardize the overall quality of the program.

So this leads us to a balance between regulatory compliance and program quality which is the essence of the last sentence of the previous paragraph. It is also the essence of integrative monitoring which is attempting to focus both on regulatory compliance and quality. On the surface, this sounds really easy to develop a balance between regulatory compliance and program quality; but in reality, it is difficult to pull off. The reason is that licensing and regulations are just not geared to deal with program quality. It is all about health and safety and

focusing on risk aversion. So in moving forward this is going to be a difficult balancing act for most jurisdictions.

What are some of the other issues that we will need to address as we move forward? Validation studies are going to be key in moving forward as we determine if the monitoring systems we have designed are working as we intended. For the one size fits all, this probably will not be a heavy lift; but for differential monitoring and integrative monitoring I think these are going to be heavy lifts for most jurisdictions. These systems are not just descriptive based systems but have inferences built in and this is always more difficult to validate.

And in speaking of validation studies, a key validation study will be to validate the use of quality indicators which is the new kid on the block. Licensing key indicators have been around for some time, but quality key indicators have not and will need a good deal of research to determine what really are predictive indicators. I think we do have a good start based upon the

studies that have been done with QRIS, accreditation, and professional development, our major quality initiatives in the USA. But additional research is still needed to validate the initial results. It is interesting to note that the first pilot testing and validation of quality key indicators has occurred in a Canadian Province and not in the USA. Our hats are off to the Province of Saskatchewan for being the first to pilot test and to validate this new approach.

And then there are the key measurement and statistical methods that need further development and refinement as it relates to licensing data. If we do move regulatory compliance attempting to balance it with program quality, there will most likely be experimentation in moving from a nominal measurement to an ordinal measurement scale. This idea has been suggested in the likes of a Regulatory Compliance Scale. But it is still theoretical and has not been attempted yet. But for the future, this will become an important area of research.

On the statistical side, there will be the need to develop techniques to deal more effectively with skewed data distributions, false negatives, and other licensing data idiosyncracies. As I have said many times in this eHandBook licensing data are very unique. Part of this uniqueness is the fact that the data distributions are anything but normally distributed with very little variance. This is a major area of concern when it comes to statistical analysis and will need to be dealt with heads on in the coming years by regulatory scientists and licensing researchers.

This short ehandbook text is a first step in providing that scientific base for building a sound regulatory science, but I am hopeful that other licensing researchers and regulatory scientists build upon what has been presented and suggested in this eBook.

For those interested in pursuing any of these topics, please don't hesitate to go to the RIKI Institute or the NARA websites for

additional detailed information. Here are the pertinent websites for your ease of access: <https://rikoinstitute.com> or <https://www.naralicensing.org/key-indicators>.

Research has been going on for approximately 50 years when the first kernels of what a regional model for monitoring would look like as it related to the human services, in particular early care and education. I never thought it would lead to its own statistical methodologies and altering how licensing and monitoring decision making would occur. And definitely did not think that "differential monitoring" would be referenced in Federal legislation with the re-authorization of CCDBG. And the regulatory science field which spans all industries and domains concerned with the application of rules and regulations to our everyday existence has only coalesced over the last 20-25 years.

As I said earlier, the purpose of this ehandbook was as a short guide for those in the regulatory science and licensing research

arenas to get a basic understanding of licensing measurement and program monitoring. By starting with it and using it in conjunction with all the publications and materials on the RIKI and NARA websites as well as the NARA Licensing Measurement course, it will provide an introduction to the state of the art regarding licensing measurement.

Let me leave you with a Regulatory Compliance Matrix (see table below) which summarizes the key points in this ehandbook when it comes to principles of regulatory compliance measurement, paradigms, and the quality continuum; but also points us in the direction for future research as these are the key elements for licensing measurement and monitoring systems.

The principles detail is provided in the appendix in the last document listed: *Ten Principles of Regulatory Compliance Measurement*. The paradigms detail can be found in chapter 2 of this ehandbook; while the quality continuum is in chapter 4.

There is a good deal of overlap with the 10 principles, the 10 elements related to paradigms, and the 10 elements of the quality continuum. I would suggest focusing on these common elements and principles because they are the most significant pieces of the puzzle as it relates to regulatory compliance measurement. Taken together, these 30 principles and elements provide the basic parameters regulatory scientists, licensing researchers, and licensing administrators/policymakers should be focusing on when it comes to future research studies related to regulatory science.

Regulatory Compliance Matrix

<u>Principles</u>	<u>Paradigms</u>	<u>Quality Continuum</u>
Lack of variance	Substantial vs monolithic	Hard vs soft data
Ceiling effect	One size fits all vs differential	Full vs partial compliance
Difficulty between full and high	Rules are equal vs not equal	Rules vs indicators
Nominal measurement	Do things well vs do no harm	Do no harm vs do good
Moving nominal to ordinal	Strength based vs deficit	Open vs closed system
Dichotomization	Formative vs summative	Structural vs process quality
Lack of reliability and validity	Program quality vs compliance	Risk vs performance
Skewed data	100-0 vs 100 or 0	Nominal vs ordinal
Ease between high and low	QRIS vs licensing	Gatekeeper vs enabler
False negatives	Linear vs non-linear	Ceiling effect

Appendices

- **The Relationship between Early Care & Education Quality Initiatives and Regulatory Compliance**
- **Regulatory Compliance, Licensing, and Monitoring Measurement Principles: Rule Compliance Versus Rule Performance**
- **What is the Relationship between Regulatory Compliance and Complaints in a Human Services Licensing System?**
- **The Implications in Regulatory Compliance Measurement When Moving from Nominal to Ordinal Scaling**
- **So Which Is Better: Differential Monitoring & Abbreviated Inspections or Comprehensive Inspections?**

- **The Dichotomization and Bi-Polarization of the Matrix Data Base**
- **Enhanced Dichotomization Model for Generating Licensing Key Indicator**
- **The Relationship of Licensing, Head Start, Pre-K, QRIS, Accreditation, and Professional Development and their Potential Impact on Child Outcomes**
- **Policy Commentary: Regulatory Science Measurement Issues of Skewness, Dichotomization of Data, and Nominal versus Ordinal Data Measurement**
- **A Potential Reason for Skewed Regulatory Compliance Data Distribution**
- **Data Distribution in Regulatory Science**
- **Ten Principles of Regulatory Compliance Measurement**

These above appendices provide additional detail to the above chapters in delving deeper into some of the key points made in Chapters 1-7.

References follow the appendices and RIKINotes listing pertinent publications and posts related to licensing measurement and monitoring systems.

Figure, Charts, Graphs, and Displays supporting the text in this eHandBook follow the Reference Section.

The Relationship between Early Care & Education Quality Initiatives and Regulatory Compliance

Over the past couple of decades there has been many early care and education initiatives, such as Quality Rating and Improvement Systems (QRIS), Professional Development, Training, Technical Assistance, Accreditation, and Pre-K programs to just name a few. Validation and evaluation studies have begun to appear in the research literature, but in these studies, there has been few empirical demonstrations of the relationship between these various quality initiatives and their impact on regulatory compliance or a comparison to their respective regulatory compliance. This brief technical research note will provide examples of these comparisons taken from the Early Childhood Program Quality Improvement and Indicator Model (ECPQI2M) Data Base maintained at the Research Institute for Key Indicators (RIKIIlc).

I have written about this back in 2014 (Fiene, 2014) in how the various quality initiatives were having a positive impact on the early care and education delivery system but at that point regulatory compliance data were not available. Today, in 2019, with many changes and developments in state data systems, this is no longer the case. Now it is possible to explore the relationships between data from the various quality initiatives and licensing. Several states in multiple service delivery systems have provided replicable findings in which I feel comfortable reporting out about the relationships across the data systems.

What we now know is that there is a positive and statistically significant relationship between regulatory compliance and moving up the QRIS Quality Levels. In other words, facilities have higher compliance in the higher QRIS Quality Levels and lower compliance in the lower QRIS Levels or if they do not participate in their state's respective QRIS ($F = 5.047 - 8.694$; $p < .0001$). Other quality initiatives, such as being accredited,

shows higher compliance with licensing rules than those facilities that are not accredited ($t = 2.799 - 3.853$; $p < .005 - .0001$).

This is a very important result clearly demonstrating the positive relationship between regulatory compliance and quality initiatives. I have some additional state data sets that I will add to the ECPQI2M data base and will continue to analyze these relationships.

**Regulatory Compliance, Licensing, and Monitoring
Measurement Principles: Rule Compliance Versus Rule
Performance**

The purpose of this short paper is to delineate the parameters of regulatory compliance, licensing and monitoring measurement principles (throughout this paper the term “regulatory compliance” will be used to encompass these principles). Regulatory compliance is very unique when it comes to measuring it because it is very different from other measurement systems and this impacts how one uses various statistical analyses. In this paper, the limitations of the measurement system will be highlighted with potential solutions that have been devised over the past several decades. Hopefully this paper will add to the measurement and statistical analysis licensing research literature. It is meant for those agency staff who are responsible for designing regulatory compliance, licensing and monitoring systems. Its focus is the

human services but the basic principles can be applied to any standards-based system that is based upon a compliance or performance model.

The organization of this paper is as follows. First, let's introduce what is included when we talk about measurement principles for regulatory compliance, licensing and monitoring systems. Second, provide examples that should be familiar to most individuals who have been involved in the human services, in particular the early care and education field. Third, what are the limitations of these various systems that have been identified in the research literature. Fourth, what are some potential solutions to these limitations. And, fifth, what are the next steps and where do we go to build reliable and valid measurement systems dealing with regulatory compliance, licensing, and program monitoring as these relate to the human services delivery system.

So, what is included in this approach. I can be any rule, regulation, or standard based measurement system. Generally,

these systems are focused on a nominally based system, sometimes they will be ordinally based. By a nominally based system, either the facility being assessed is in compliance with a particular set of rules, regulations, or standards or it is not. In an ordinally based system, a facility may attain a score on a Likert scale, such as 1 through 5 where 1 is non-optimal and 5 is excellent. These types of measurement scales involve a performance component and are not limited to more of a compliance focus as is the case with a nominally based system. These distinctions are important as one will see later in this paper when it comes to the selection of the appropriate statistics to measure data distributions and the subsequent analyses that can be undertaken.

What are examples of these types of systems? For nominally based systems, just about all the licensing systems in the USA, Canada and beyond employ this type of measurement strategy. As has been said in the previous paragraph, either there is compliance or there is not. It is very black or white, there are

not shades of gray. For ordinally based systems, these systems are a bit more diverse. Accreditation, Quality Rating and Improvement Systems (QRIS), the new Head Start Grantee Performance Management System (GPMS), the Environmental Rating Scales, and the CLASS are all examples of ordinally based systems based upon a Likert type measurement system. There are many others, but as a research psychologist whose total career (50 years) has been spent in early care and education, this has been the focus of my research.

The limitations of the above systems are numerous and, in some ways, are difficult to find solutions. In the past, these measurement systems have focused more on the descriptive aspects of data distributions rather than attempting to be predictive or inferential. The first major limitation of the data from regulatory compliance systems is the fact that the data distribution is markedly skewed. What does skew data mean? Most data distributions are normally distributed with very few occurrences at the extremes with the majority of the cases in the

middle section of the measurement scale. IQ is an example of a normally distributed data distribution. In a skew data distribution, the majority of data are at one end of the data distribution, either at the positive end or the negative end of the distribution. With regulatory compliance data, it is at the positive end with the majority of facilities being in full or 100% compliance with the rules. Very few of the facilities are at the negative end of the distribution.

What is the big deal? The big deal is that statistically we are limited in what we can do with the data analyses because the data are not normally distributed which is an assumption when selecting certain statistical tests. Basically, we need to employ non-parametric statistical analyses to deal with the data. The other real limitation is in the data distribution itself. It is very difficult to distinguish between high and mediocre facilities. It is very easy to distinguish between high and low performing facilities because of the variance between the high performing facilities and the low performing facilities. However, that is not

the case between high and mediocre performing facilities. Since the majority of facilities are either in full or substantial compliance with the rules, they are all co-mingled in a very tight band with little data variance. This makes it very difficult to distinguish differences in the facilities. And this only occurs with regulatory compliance data distributions. As will be pointed later in this paper, this is not the case with the second measurement system to be addressed dealing with ordinal measurement systems.

There is also a confounding factor in the regulatory compliance data distributions which has been termed the theory of regulatory compliance or the law of regulatory compliance diminishing returns. In this theory/law, when regulatory compliance data are compared to program quality data, a non-linear relationship occurs where either the facilities scoring at the substantial compliance level score better than the fully compliant facilities or there is a plateau effect and there is no significant difference between the two groups: substantial or

fully compliant facilities when they are measured on a program quality scale. From a public policy stand point, this result really complicates how best to promulgate compliance with rules. This result has been found repeatedly in early care and education programs as well as in other human service delivery systems. It is conjectured that the same result will be found in any regulatory compliance system.

Another limitation of regulatory compliance data is the fact that it is measured at a nominal level. There is no interval scale of measurement and usually not even an ordinal level of measurement. As mentioned above, either a facility is in compliance or not. From a statistical analytical view, again this limits what can be done with the data. In fact, it is probably one of the barriers for researchers who would like to conduct analyses on these data but are concerned about the robustness of the data and their resulting distributions.

Let's turn our attention to potential solutions to the above limitations in dealing with regulatory compliance data. One

potential solution and this is based upon the theory of regulatory compliance in which substantial compliance is the threshold for a facility to be issued a license or certificate of compliance. When this public policy determination is allowed, it opens up a couple of alternate strategies for program monitoring and licensing reviews. Because of the theory of regulatory compliance/law of regulatory compliance diminishing returns, abbreviated or targeted monitoring reviews are possible, differential monitoring or inferential monitoring as it has been documented in the literature. This research literature on differential monitoring has been dominated by two approaches: licensing key indicators and weighted risk assessments.

A second solution to the above limitations deals with how we handle the data distribution. Generally, it is not suggested to dichotomize data distributions. However, when the data distribution is significantly skewed as it is with regulatory compliance, it is an appropriate adjustment to the data. By essentially having two groups, those facilities that are in full

compliance and those facilities that are not in full compliance with the rules. In some cases, the fully compliant group can be combined with those facilities that are in substantial compliance but this should only be employed when there are not sufficient fully compliant facilities which is hardly never the case since population data and not sampled data are available from most jurisdictions. When data samples were drawn and the total number of facilities were much smaller, substantial compliant facilities were used as part of the grouping strategy. The problem in including them was that it increased the false negative results. With them not being included, it is possible to decrease and eliminate false negatives. An additional methodological twist is also to eliminate and not use the substantial compliant facilities at all in the subsequent analyses which again helps to accentuate the difference scores between the two groups of highly compliant and low compliant scoring facilities.

The next steps for building valid and reliable regulatory compliance systems are drawing upon what has been learned from more ordinally based measurement systems and applying this measurement structure to regulatory compliance systems. As such, the move would be away from a strict nominally based measurement to more ordinal in which more of a program quality element is built into each rule. By utilizing this paradigm shift, additional variance should be built into the measurement structure. So rather than having a Yes/No result, there would be a gradual Likert type (1-5) scale built in to measure “rule performance” rather than “rule compliance” where a “1” indicates non-compliance or a violation of the specific rule. A “5” would indicate excellent performance as it relates to the specific rule. A “3” would indicate compliance with the specific rule meeting the specifics of the rule but not exceeding it in any way.

This paradigm shift has led to the creation of Quality Rating and Improvement Systems (QRIS) throughout the USA because of

a frustration to move licensing systems to more quality focused. The suggestion being made here is to make this movement based upon the very recent developments in designing such systems as is the case with Head Start monitoring. Head Start GPMS is developing an innovative Likert based ordinal system which incorporates compliance and performance into their monitoring system. Other jurisdictions can learn from this development. It is not being suggested as a replacement for QRIS or accreditation or ERS/CLASS assessments but as a more seamless transition from licensing to these various assessments. As indicated by the theory of regulatory compliance and the law of regulatory compliance diminishing returns, this relationship between licensing and program quality is not linear. By having this monitoring system approach in place, it may be able to reintroduce more of a linear relationship between licensing and program quality.

What is the Relationship between Regulatory Compliance and Complaints in a Human Services Licensing System?

Within licensing measurement and the validation of licensing systems it is particularly difficult to have specific outcome metrics that can be measured within a human services licensing system. The purpose of this technical research note is to propose a potential solution to this problem.

Probably the most accurate measures of licensing outcomes focuses on improvements in the health and safety of clients within human services licensed facilities, such as: fewer injuries (safety) or higher levels of immunizations (health). Another measure related to client satisfaction is the number of complaints reported about a licensed facility by clients and the general public. The advantage of using complaints is that this

form of monitoring is generally always part of an overall licensing system. In other words, the state/provincial licensing agency is already collecting these data. It is just a matter of utilizing these data in comparing the number of complaints to overall regulatory compliance.

The author had the opportunity to have access to these data, complaint and regulatory compliance data in a mid-Western state which will be reported within this technical research note. There are few empirical demonstrations of this relationship within the licensing research literature. The following results are based upon a very large sample of family child care homes (N = 2000+) over a full year of licensing reviews.

The results of comparing the number of complaints and the respective regulatory compliance levels proved to show a rather significant relationship ($r = .47$; $p < .0001$). This result is the first step in attempting to understand this relationship as well as developing a methodology and analysis schema since

directionality (e.g., did the complaint occur before or after the regulatory compliance data collection?) can play a key role in the relationship (this will be developed more fully in a future technical research note). The focus of this research note was to determine if any relationship existed between regulatory compliance and complaint data and if it is worth pursuing.

It appears that looking more closely at the relationship between complaint and regulatory compliance data is warranted. It may provide another means of validating the fourth level of validation studies as proposed by Zellman and Fiene's OPRE Research Brief (Zellman, G. L. & Fiene, R. (2012). Validation of Quality Rating and Improvement Systems for Early Care and Education and School-Age Care, Research-to-Policy, Research-to-Practice Brief OPRE 2012-29. Washington, DC: Office of Planning, Research and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services) in which four approaches to validation are delineated for Quality Rating and Improvement Systems

(QRIS). This author has taken this framework and applied it to licensing systems (Fiene (2014). Validation of Georgia's Core Rule Monitoring System, Georgia Department of Early Care and Learning) and more recently proposed as the framework for Washington State's Research Agenda (Stevens & Fiene (2018). Validation of the Washington State's Licensing and Monitoring System, Washington Department of Children, Youth, and Families).

The Implications in Regulatory Compliance Measurement When Moving from Nominal to Ordinal Scaling

The purpose of this paper is to provide an alternate paradigm for regulatory compliance measurement in moving from a nominal to an ordinal scale measurement strategy. Regulatory compliance measurement is dominated by a nominal scale measurement system in which rules are either in compliance or out of compliance. There are no gradients for measurement within the present licensing measurement paradigm. It is very absolute. Either a rule is in full compliance to the letter of the law or the essence of the regulation or it is not. An alternate paradigm borrowing from accreditation and other program quality systems is to establish an ordinal scale measurement system which takes various gradients of compliance into account. With this alternate paradigm, it offers an opportunity

to begin to introduce a quality element into the measurement schema. It also allows to take into consideration both risk and prevalence data which are important in rank ordering specific rules.

So how would this look from a licensing decision making vantage point. Presently, in licensing measurement, licensing decisions are made at the rule level in which each rule is either in or out of compliance in the prevailing paradigm. Licensing summaries with corrective actions are generated from the regulatory compliance review. It is a nominal measurement system being based upon Yes/No responses. The alternate measurement paradigm I am suggesting in this paper is one that is more ordinal in nature where we expand the Yes/No response to include gradients of the particular rule. In the next paragraph, I provide an example of a rule that could be measured in moving from a nominal to ordinal scale measurement schema.

Rather than only measuring a rule in an all or none fashion, this alternate paradigm provides a more relative mode of measurement at an ordinal level. For example, with a professional development or training rule in a particular state which requires, let's say, 6 hours of training for each staff person. Rather than having this only be 6 hours in compliance and anything less than this is out of compliance, let's have this rule be on a relative gradient in which any amount of hours above the 6 hours falls into a program quality level and anything less than the 6 hours falls out of compliance but at a more severe level depending on how far below the 6 hours and how many staff do not meet the requirement (prevalence). Also throw in a specific weight which adds in a risk factor and we have a paradigm that is more relative rather than absolute in nature.

From a math modeling perspective, the 1 or 0 format for a Yes or No response becomes -2, -1, 0, +1, +2 format. This is more similar to what is used in accreditation systems where 0 equals Compliance and -1 and -2 equals various levels of Non-

Compliance in terms of severity and/or prevalence. The +1 and +2 levels equal value added to the Compliance level by introducing a Quality Indicator. This new formatting builds upon the compliance vs non-compliance dichotomy (C/NC) but now adds a quality indicator (QI) element. By adding this quality element, we may be able to eliminate or at least lessen the non-linear relationship between regulatory compliance with rules and program quality scores as measured by the Environmental Rating Scales (ERS) and CLASS which is the essence of the Theory of Regulatory Compliance (TRC). It could potentially make this a more linear relationship by not having the data as skewed as it has been in the past.

By employing this alternate paradigm, it is a first demonstration of the use of the Key Indicator Methodology in both licensing and quality domains. The Key Indicator Methodology has been utilized a great deal in licensing but in few instances in the program quality domain. For example, over the past five years, I have worked with approximately 10 states in designing

Licensing Key Indicators but only one state with Quality Key Indicators from their QRIS – Quality Rating and Improvement System. This new paradigm would combine the use in both. It also takes advantage of the full ECPQI2M – Early Childhood Program Quality Improvement and Indicator Model by blending regulatory compliance with program quality standards.

A major implication in moving from a nominal to an ordinal regulatory compliance measurement system is that it presents the possibility of combining licensing and quality rating and improvement systems into one system via the Key Indicator Methodology. By having licensing indicators and now quality indicators that could be both measured by licensing inspectors, there would be no need to have two separate systems but rather one that applies to everyone and becomes mandated rather than voluntary. It could help to balance both effectiveness and efficiency by only including those standards and rules that

statistically predict regulatory compliance and quality and balancing risk assessment by adding high risk rules.

I will continue to develop this scale measurement paradigm shift in future papers but wanted to get this idea out to the regulatory administration field for consideration and debate. This will be a very controversial proposal since state regulatory agencies have spent a great deal of resources on developing free standing QRIS which build upon licensing systems. This alternate paradigm builds off my Theory of Regulatory Compliance's key element of relative vs absolute measurement and linear vs non-linear relationships. Look for additional information about this on my website RIKI Institute Blog - <https://rikoinstitute.com/blog/>.

So Which Is Better: Differential Monitoring & Abbreviated Inspections or Comprehensive Inspections?

During 2019 and 2020, several validation studies have been or are being completed in the states of Washington, Indiana, and in the Province of Saskatchewan. These validation studies are determining if the key indicator and risk assessment methodologies are valid approaches to conducting abbreviated inspections in comparison to more comprehensive inspections in which all rules are assessed. These abbreviated inspections are a form of differential or targeted monitoring. This technical research note focuses on the empirical evidence to determine the efficacy of these approaches, are they better than doing comprehensive reviews when it comes to health and safety outcomes.

When the key indicator and risk assessment methods were originally proposed in the 1980's, an outcome validation study was completed in Pennsylvania during 1985 – 1987 by Kontos

and Fiene to determine what impact those methods had on children's development. In that original study, it was determined that the Child Development Program Evaluation Indicator Checklist (CDPEIC) was more effective and efficient in predicting child development outcomes than the more comprehensive Child Development Program Evaluation. In fact, the CDPEIC and the accompanying Caregiver Observation Scale (COFAS) were as effective and more efficient than the ECERS – Early Childhood Environmental Rating Scale in that study.

Fast forward to 2019 – 2020, in the province of Saskatchewan, Canada, and a similar study was undertaken but in this case the outcomes were more based upon health and safety rather than child development developmental outcomes. In this case, again the key indicator and risk assessment tool was both a more effective and efficient model over the more comprehensive inspection approach giving credence to utilizing differential monitoring with abbreviated inspections.

In both of the above validation studies involving either child development assessment outcomes or health & safety outcomes, a 16 to 28% increase in effectiveness was observed in the outcome data. In the abbreviated or targeted inspections, 33% of the total rules or less are used to make the determination of regulatory compliance. It is like having the best of both worlds when it comes to effectiveness (16 – 28% increase in outcomes) and in efficiency (66% fewer rules being used). These studies help to validate the use of differential monitoring as a viable alternative to the more comprehensive one-size-fits-all monitoring reviews.

The Dichotomization and Bi-Polarization of the Matrix Data Base

This latest technical note updates the thresholds for the high and low groups within the key indicator matrix. This technical note is based upon the latest studies during the early 2015 time frame in which very large data distributions were available to test certain criteria with the key indicator methodology. Because of the extreme skewness present in licensing/regulatory data, certain statistical adjustments need to be made so that the analyses performed reflect the distribution of data. One of these statistical adjustments is the dichotomization of data which is generally not suggested with the exception of very skewed data. Since licensing data are so skewed, this adjustment has been used throughout the key indicator methodology. However, an additional adjustment is now warranted given not only the skewness of data but also because of the data being nominal in nature. This additional adjustment I am calling the

bipolarization of data in order to accentuate the differences between the high and low groups within the key indicator matrix.

I have tested several data sets utilizing bi-polarization and found that the results are more significant with its use than without its use. Please keep in mind that licensing data is very different from other forms of data found in the early care and education (ECE) research literature. It is not like the ERS or CLASS data which is more normally distributed and lends itself to more parametric statistical analyses. Licensing data are nominal in nature and always very skewed which means that more non-parametric methods are warranted, such as phi coefficient and dichotomization of data. An example of how this actually works may help.

Licensing data are measured as either being in or out of compliance. There is no middle ground, it is not measured on a Likert scale. Therefore it is nominal in nature, either it is all there or it is not. Licensing data are also measured in the sense

that all rules are created equally, in other words, they all have the same weight or importance, such as 1 = compliance; 0 = non-compliance. Being in full 100% compliance which means 0 violations is the goal of a regulatory/licensing system. One does not want to see many violations of the rules because this will place children at risk of harm and the purpose of an early care and education (ECE) licensing/regulatory system is to reduce the potential harm to children. In the licensing measurement literature, this 100% compliant group is generally labeled or considered the high compliant group. With some licensing laws which allow substantial but not full 100% compliance with the full set of rules, it would then be allowable to have possibly 1 or 2 violations and still be considered in this high compliant group. The low compliant group has been generally any program that had any non-compliance or had 2 or more violations. When these two groups were compared to each individual rule utilizing the phi coefficient formula it was found that a more accurate approach was to accentuate or increase the difference between the high and low groups by eliminating the

intervening violations in following manner: high group of 0 violations; 1-4 violations being eliminated; 5+ violations defined as the low group. This additional bi-polarization of data helped to accentuate the differences in calculating the phi coefficient and provided a more sensitive key indicator tool.

Another data distribution issue that should be addressed here that justifies the above cutoffs is that there is very little variance in licensing/regulatory data. Generally the frequency distribution is 20 or less and the average set of rules is over 200 rules. So the frequency distribution is extremely skewed within less than 10% of the potential data distribution. Also, the majority of programs are 100% in compliance with all the rules. And an additional complication is that the scoring of each rule is scored as if it had an equal risk value when in reality the rules can place children at either great risk to relatively little risk if found non-compliant. These measurement issues are very different than in other measurement systems such as ERS or CLASS. The important message to take from this is that rules

are not a ruler, they do not measure things equally and cannot be analyzed or compared to other measurement systems that are more normally distributed.

Although licensing is part of the program quality continuum in establishing basic health and safety standards for children, it is a system with measurement limitations that can only be compared on a nominal basis making several statistical adjustments as suggested above necessary.

Enhanced Dichotomization Model for Generating Licensing Key Indicators

The licensing key indicator methodology has been evolving over the past decade in making it more sensitive to the selection process of the specific rules to be included as key indicators. Some of the enhancements can occur because of state licensing data systems being able to provide population data rather than having to select sample data. Because of the nominal nature of licensing data and the severe skewness of the data distributions, non-parametric statistical approaches need to be employed in the analysis of the data.

A key component in the analysis of the licensing data distributions is to dichotomization of the data which is generally not warranted but is acceptable with very skewed data distributions. The dichotomization that has been most successful is a H25/M50/L25 distribution in which H25 represents the High Group of regulatory compliance, M50

which represents the Mediocre or Middle Group of regulatory compliance, L25 which represents the Lowest Group of regulatory compliance. In the past, the methodology allowed for full and substantial compliance within the High Group. This decision is no longer recommended. Rather, in order to decrease the number of False Negatives, it is now recommended that only Full (100%) regulatory compliance is used in defining the High Group. This eliminates the possibility of False Negatives.

By making this above change and in using the full distribution of licensing data, it enhances the results for generating the licensing key indicator rules. For additional information on this modeling please see: Fiene, Richard (2018), "*ECPQIM National Data Base*", *Mendeley Data*, *V1*. <http://dx.doi.org/10.17632/kzk6xssx4d.1> This data base provides the detailed ECPQIM data distributions for the above changes. The enhancements increase the phi coefficients and reliability in either moving or not moving from abbreviated inspections to full comprehensive inspections. This data base

also contains clear demonstrations of the efficacy of the ECPQIM – Early Childhood Program Quality Improvement and Indicator Model as a vehicle for improving early care and education programs.

**The Relationship of Licensing, Head Start, Pre-K, QRIS,
Accreditation, and Professional Development and their
Potential Impact on Child Outcomes**

This short paper will provide some thoughts about the various public policy initiatives/systems to improve early care and education, such as licensing, Head Start, Pre-K, QRIS, accreditation, and professional development and their potential impact on child outcomes. Early care and education is at a major crossroads as a profession in attempting to determine which quality initiatives have the greatest impact on children. Results are starting to come in from early studies which may provide some guidance as policy makers begin making decisions about where to focus their limited funding resources.

Improving early care and education programs has a long public policy history as we attempt to find the most cost effective and efficient means for attaining this lofty goal. There have been many ups and downs over the years where funding was

adequate and when it was not, but our desire to accomplish this goal has always been front and center. Now, as a profession, we are at somewhat of a cross-roads in determining which of the many quality initiatives appear to have the greatest impact on children's development. When I refer to children's development, I am looking at the whole child from the perspective of a child's developmental status as well as the child's health and safety.

Presently we have many quality initiatives to look at which is a very good thing since at times in the past we did not always have so many choices. Probably the one constant throughout the history of early care and education in the past century has been licensing or regulations/rule formulation. Some many argue that licensing is not a quality initiative but I would suggest that licensing has many of the structural aspects of quality that have been identified in the research literature. The other quality initiatives I will discuss have really started and been implemented in the very later part of the 20th century so we are

talking about a relatively new science when we think about having its intended impact on children. Also, I am talking about large public policy initiatives rather than highly structured, single focused research studies involving small samples of children.

Let's start with licensing since this system has been present for the longest period of time. The purpose of licensing is to act as the gatekeeper to the early care and education field in which only those providers who meet specific standards, generally called rules or regulations are permitted to operate and care for children. The rules are dominated by health and safety concerns with less emphasis on curriculum planning and staff-child interactions. The rules measure more structural aspects of quality than the process aspects of quality; dealing with what attorney's call the "hard data" rather than the "soft data".

Since licensing rules allow entry into the early care and education field to provide services usually the rules are not overly stringent with the majority of providers being in high

compliance if not full compliance with all the rules. This would be expected since these are basic health and safety standards. And in fact when one looks at compliance data, it is extremely skewed with the majority of providers having very high compliance scores with relatively few violations of the rules. However, this does introduce a certain difficulty in using these data for decision making purposes at an aggregate level because so many providers score at a high level it becomes increasingly difficult to distinguish between the really excellent providers and the somewhat mediocre providers. Another way of looking at this skewing of the data is to term it as a plateau effect in which there is very little variance at the upper ends of the compliance spectrum. This is a major issue with skewed data and basic standards which is an important consideration with licensing but will also be an important consideration when one looks at the other quality initiatives to be addressed shortly.

Because of this plateau effect with licensing data, it may explain much of the lack of relationships found between compliance

with rules and any types of outcomes related to children's outcomes and provider's overall quality. However, with licensing data and making comparisons to children's outcomes we should be looking at general health data such as immunization status and safety data such as the number of injuries at programs with varying levels of compliance with health and safety rules.

A significant development over the past two decades has been the development of national health and safety standards with the publication of Caring for Our Children (CFOC3) and Stepping Stones (SS3). Although these standards are not required but are only recommended practice that provides guidance to states as they revise their rules, these two documents have been embraced by the licensing/regulatory administration field. Although unlikely, if not impossible, to comply with all the CFOC3 standards, it would be interesting to compare states on this set of standards which may add a good

deal of variance to the basic health and safety data that has been missing with licensing rules.

The next system to look at is the national Head Start program. Out of the major programs that are national in scope, Head Start has a long history of providing services to low-income children and their families. Head Start Performance Standards are definitely more stringent than licensing rules but not as stringent as accreditation standards. Based upon Head Start's more stringent standards and the additional supports that are part of its program, Head Start generally scores higher on program quality tools (e.g., CLASS or ERS) than licensed child care in states.

With Head Start programs, we at times find skewing or plateauing of data when we compare compliance with the Head Start Performance Standards (HSPS) and program quality tools such as the CLASS. However, this is dependent upon the various subscales within the CLASS in which the plateauing of data does not occur all of the time. I think that has a lot to do

with the HSPS being fairly stringent standards as compared to state licensing rules in general.

A program that has gotten a good deal of support at the state level are Pre-K programs. These programs come with stricter standards than licensed child care with an emphasis on the professional development of staff. There is more concern about the process aspects of quality which focus more on teacher-child interactions. This emphasis on teacher-child interaction has paid off in which these programs generally are high performers when you compare Pre-K funded classrooms to licensed child care classrooms. In fact, Pre-K funding appears to have a positive impact on licensed child care in raising overall quality scores on the ECERS-R for all classrooms in programs that receive Pre-K funding even if some of the classrooms are not the direct beneficiaries of the funding. This is a very significant finding because we knew that Pre-K funding increased the quality of care in classrooms receiving those funds, but now, it appears that there is a spillover effect

to all classrooms co-located with Pre-K funded classrooms. I must admit that I was initially skeptical when Pre-K funding was first proposed because I thought it would take funding and the focus away from improving licensed child care at the state level; but it appears that the advocates for Pre-K were right in their assertion that Pre-K would increase the quality of all early care and education which includes licensed child care.

A more recent entry into the state funding scene are QRIS (Quality Rating and Improvement Systems) which build upon licensing systems, are voluntary, and have substantial financial incentives for participating in this quality improvement system. It is too early to really determine if QRIS is having the intended impact because the program is so new (50% of states have a QRIS), and the penetration rate is usually below 50% in any given state (remember the system is voluntary). However, in the few studies done, the results are mixed. It does appear that programs which move up the various star levels do increase the quality of care they provide; but in a most recent study looking

at child outcomes, no relationship was found between increasing levels of compliance with QRIS standards and how well children did in those programs with the exception of CLASS scores in which teacher-child interactions were measured and emphasized – here there were significant relationships between higher scores on the CLASS and child outcomes.

Accreditation systems come in many varieties but there are only three that I know of in which empirical studies have been done to validate their systems: NAEYC, NECPA for centers and NAFDC for homes. Also reliability testing has been done in each of these systems. Accreditation is a rigorous self-study that really improves programs through the self-study process. This should come as no surprise because we have known for some time that program monitoring all by itself leads to program improvements. Now when you couple that with technical assistance you see even more improvement. Accreditation is usually the other pillar of a QRIS system with licensing being

the first pillar. The QRIS standards fill the gap from licensing to accreditation. Accreditation is a voluntary system just as in most cases with QRIS. However, in accreditation we are reaching less than 10% of the programs with the majority of these attaining NAEYC accreditation. NECPA and NAFDC have much smaller market shares.

The last system to be addressed is the professional development systems that have been established in all states. This is one quality improvement initiative that has 100% penetration in all states. It is usually tied to QRIS through technical assistance and mentoring (coaching). When it focuses on mentoring rather than workshops, it has demonstrated its effectiveness in changing teachers behaviors in how they interact with children in their care in a very positive fashion. This is very important because the research literature is clear about the importance of the teacher-child interaction when it comes to child outcomes. Professional development runs the gamut from pre-service (University based programs) to in-service (training, technical

assistance, mentoring, coaching) programming for teachers and directors.

So where does this leave us when policy makers begin to try to determine which quality improvement initiatives should be invested in to start with, which to increase in funding, and maybe even which ones should be defunded. I think there are some trends we need to begin to look at, such as the following:

1) Having stringent and rigorous standards is very important.

The more that we do not, the more opportunities for mediocre programs to score artificially higher on whatever scale that is used. This is evident with licensing data where the data are significantly skewed with a major plateau effect at the upper end of compliance rules/regulations.

2) Emphasis on teacher-child interaction needs to be paramount in our quality improvement initiatives. Working with teachers through mentoring/coaching appears to be most effective in changing teachers' behaviors in interacting more positively with children.

3) Making sure we are measuring the right outcomes. Match health and safety standards with health and safety outcomes for children. Match developmental outcomes for children with standards that emphasize positive teacher-child interactions.

4) Building upon #1 above, find what the key indicators are with all the data that we collect. We are spending too much time in looking at too many things which in many cases are simply just not the right things to look at. As states' data systems become more sophisticated, and they are, this will be easier to do. Let's begin to utilize the data we have already collected.

Policy Commentary: Regulatory Science Measurement Issues of Skewness, Dichotomization of Data, and Nominal versus Ordinal Data Measurement

The purpose of this policy commentary is to provide some context for regulatory scientists in pursuing regulatory policy analysis, especially as it relates to regulatory compliance and human service licensing data. Regulatory scientists have dealt with non-parametric data in the past but in dealing with regulatory compliance and human service licensing data are just so different from previously measured data in that the nature of the data is nominal and extremely skewed to the point that several adjustments need to be made in order to analyze the data.

Although the examples being referred to in this policy commentary are from the human services field and discipline, I am certain that many of the basic concepts presented will pertain to other disciplines and fields of study that are impacted

by regulatory science. These concepts are not unique to a particular discipline but rather are unique to regulatory science which has particular parameters, concepts, and truths which are pertinent to how regulations/rules/standards are formulated and then implemented in various jurisdictions or disciplines.

There are very logical reasons why regulatory compliance and licensing data are so extremely skewed. These data represent compliance with basic health and safety rules and regulations which provide the basic safeguards for children, youth, and adults while being cared for in a form of human services, such as child care, youth residential, or adult assisted living care.

Very honestly a state agency would not want to find their regulatory compliance data being normally distributed because this would be an indication that the facilities were in low compliance with the state's rules and regulations. Having the regulatory compliance data be highly negatively skewed is actually a good result from a public policy standpoint but not from a statistical analytical standpoint. Having 50-60% of your

scores within a three-to-five-point range when there may be as many as 300-400 data points leaves very little variance in the data. It also leads to being very difficult to distinguish between the high performers and the mediocre performers. This finding has led to a theory of regulatory compliance in which substantial compliance but not full compliance with all rules and regulations is in the best interests of the clients being served (Fiene, 2019).

In the regulatory science field, this has led to public policies emphasizing substantial compliance in order to be a licensed human service facility, such as a child care center, youth residential program, or an adult assisted living center. The other aspect of regulatory compliance and licensing data for regulatory scientists to consider is that the data are nominal in measurement, either a facility is in compliance or out of compliance with a specific rule or regulation. There are no gray areas, no measurement on an ordinal scale.

There has been some discussion in the regulatory science field for the use of weighted risk assessment methodologies which could introduce more variance in the data based upon the assumption that all rules or regulations are not created equal nor are they administered equally (Stevens & Fiene, 2019). Another discussion revolves around the introduction of more program quality into the basic health and safety rules and regulations that could extend the nominal compliance determination to an ordinal scale that goes beyond the basic compliance level (Fiene, 2018).

These measurement idiosyncrasies of regulatory compliance and licensing data are presented for regulatory scientists to consider if they begin to analyze public policies that involve basic health and safety rules and regulations which are very different from other public policies being promulgated by state and national governments. For the interested reader, an international data base for regulatory compliance and human services licensing data has been established and maintained by

the Research Institute for Key Indicators and Penn State University over the past 40 years at the following URL - (<http://RIKInstitute.com>)

However, the hope is that other disciplines will begin to look at their data more closely to determine the natural data distributions and ascertain if they are equally as skewed as has been found in human service regulatory data. Are you measuring the data at a nominal level? Could they be measured at an ordinal level based upon a Likert scale? The data being referred to are regulatory compliance data which are pegged to specific rules/regulations/standards. It is not based upon other types of data collected within a regulatory frame of reference, such as basic demographic or descriptive data.

A Potential Reason for Skewed Regulatory Compliance Data Distributions

One thing that is ever present with regulatory compliance data distributions is that they are terribly skewed. See the previous post which provides a definition of skewed distributions and their implications. This post is going to attempt to provide a potential answer to why the data base is skewed.

At first, I was led to believe that potentially the skewness in the data was a result of the rules not being stringent enough, in other words, the health and safety standards were too easy to comply with. That could definitely be a contributing factor but this is not the case in all instances when one compares state human service rules and regulations and the Head Start Performance Standards. I think a much deeper structure may be operating that is more philosophical rather than practical.

The philosophy of regulatory compliance and rule formulation is one of risk aversion. In other words, how do we mitigate risk

that potentially increases the chances of mortality or morbidity in the clients being served when a specific rule is out of compliance. This philosophy emphasizes the elimination of a risk, taking something away rather than adding to it. It is essentially, "Do No Harm". It is interesting to note that generally regulatory compliance scoring is nominal in being either "Yes" or "No"; and a lower score is better than a higher score, there are fewer violations of rules. Not the way most assessment tools are designed.

For example, when one looks at program quality, this system is based upon the open-endedness adding to rather than taking away. It is all about, "Do Good" rather than "Do No Harm". Generally when you look at the data distributions here, they are more normally distributed without the skewed nature of regulatory compliance data distributions. Generally program quality scoring is ordinal in nature on a Likert Scale. A higher score is better than a lower score. Makes sense in that when you have more of a good thing, the higher the score. And the

philosophy of program quality is one of improvement with relatively little emphasis on risk aversion.

This is an alternate explanation to why regulatory compliance data distributions are so terribly skewed in comparison to other program quality measures.

Data Distributions in Regulatory Science

Data distributions in the human services as they relate to regulatory compliance are generally very skewed distributions which means that the majority of facilities being assessed/inspected will usually fall very close to the 100% compliance level. There will also be an equally large number of facilities that are in substantial regulatory compliance (99% - 98% compliance levels). And then there are much fewer facilities that are either at a mid or low level of regulatory compliance (97% or lower compliance levels). One might say that getting a score of 97% on anything doesn't sound like it is mediocre or low but keep in mind we are addressing basic health and safety rules and not quality standards. So having several health and safety rules out of compliance is a big deal when it comes to risk assessment. It could be argued that a state licensing agency was not upholding its gatekeeper function by

allowing programs to operate with such regulatory non-compliance.

Why is the regulatory compliance data distribution important from a statistical point of view. Generally when we are dealing with social science data, the data are normally distributed or pretty close to being normally distributed. It is a trade mark of a well designed assessment tool for example. So when data are compared to other normally distributed data, there is a good chance that some form of a linear relationship will be ascertained, albeit, not reaching statistical significance in many cases but linear regardless.

When a very skewed data distribution is one of the variables as in the case with regulatory compliance data and it is compared with a normally distributed data set such as a program quality tool, ERS or CLASS. Well, the result is generally a non-linear relationship with a marked ceiling effect or plateau effect. In other words, the data distribution is more curvilinear than linear. From a practical standpoint this creates selection

problems in the inability to identify the best programs that have full regulatory compliance. This can create a public policy nightmare in that those programs which are in substantial but not full regulatory compliance are as good or in some cases of higher quality than those programs in full regulatory compliance. The interesting question is does the combination of normally distributed data distributions with variables that have skewed data distributions always produce this nonlinear result?!

And lastly, will having two variables that are skewed data distributions produce a more random result than if one of the two above conditions are present?

The Ten Principles of Regulatory Compliance

Measurement

The first principle deals with the lack of Variance in data distributions. Data are found to be tightly grouped at high compliance levels (upper 90% level). This will lead to another principle addressed later in this paper dealing with skewness of the data distribution. In fact, the majority of scores are at a full regulatory compliance level, in other words, 100% in compliance with all rules and regulations. This led to variance statistics showing little movement and the majority of programs being in very close proximity. This makes for difficult statistical analyses when there is little variance in the data set.

The second principle is finding a ceiling or plateau effect in data distributions. It was like there was a diminishing returns effect as one moves from substantial regulatory compliance (upper 90%+) to full regulatory compliance (100%) with all rules and regulations. This was especially true when one compares the

regulatory compliance levels with program quality scores on those same programs which is addressed more in the next principle.

The third principle is the difficulty distinguishing levels of quality between full and substantial compliance. This principle builds off of the previous principle dealing with a ceiling or plateau effect. Because so much of the data, as much as 70-80% of programs, are grouped so tightly at the substantial and high levels of regulatory compliance when one begins to go beyond regulatory compliance and begin to look at quality there is a great deal of difficulty distinguishing levels of quality. In other words, the full regulatory compliant level programs are not necessarily the highest quality programs.

The fourth principle is the fact that rules and regulations are measured at a nominal measurement level: the rules and regulations are either In-Compliance or Out-of-Compliance. The rule or regulation is measured at a “Yes” or “No” level or a “1” or “0” level. There are no in-between measures, no

ordinal measurement going on. Either you got it, or you don't. It is black or white, no shades of gray. It is just the nature of measurement when it comes to rules and regulations which are very different in other measurement systems. The data are very discrete and not continuous. They are frequency counts and not a ruler type of measurement. One will not find an interval level of measurement in any regulatory science data distribution.

A fifth principle is attempting to move to an ordinal measurement level when quality is included. This principle builds off of the previous principle in which in some cases it has been suggested to add a quality component to particular rules or regulations. This is an interesting development and moves the philosophy from one of "Do no harm" to one of "Do things well". It will be interesting to see how much this concept moves forward and changes a basic tenet in the regulatory science field which is more based upon health & safety, gatekeeper, hard data, risk aversion, and deficit based.

The sixth principle of regulatory compliance measurement is the ability to dichotomize the data can be warranted because of the data distribution. Data dichotomization is generally not recommended because it accentuates differences in a data set. However, given the nature of regulatory compliance measurement being at a nominal level, fitting into a bucket format, the lack of variance, and the skewness of the data distribution all lead to the ability to dichotomization of the data set.

The seventh principle has to do with the problem with false negatives and positives, especially false negatives. Because of the data being measured in a nominal In-Compliance vs Out-of-Compliance dichotomy it can lead to false negatives in which In-Compliance decisions are made that in reality are not In-Compliance. False positives are a problem as well but not as much of a problem as false negatives. In false positives, Out-of-Compliance may be determined when in reality the rule or regulation is actually In-Compliance. This is not a good

scenario for the provider of services, but it potentially doesn't harm the client as much as when a false negative occurs.

The eighth principle is the lack of reliability and validity testing. This principle builds from the previous principle in that there are very few examples of scientific testing of instrumentation and the administration of protocols to make certain that everything is running as it should. Because of this, it leads to the above problem of false positives and negatives. All jurisdictions need to build in regular reliability and validity testing to ascertain that the final decision making is within the ranges that are acceptable.

The ninth principle is the ease in distinguishing levels of quality between low and substantial compliance. The one result that has been consistent over the years is the ability to see differences in programs that score low on regulatory compliance versus those that are at a substantial or high compliant level. From a licensing or regulatory administration point of view this is a real plus in being able to be an effective

gatekeeper and keeping non-optimal programs out of service. But as indicated in the third principle this advantage is short-lived as one moves up the regulatory compliance scale to substantial and finally to full regulatory compliance. When one gets to these levels it becomes increasingly difficult to distinguish differences in quality in those programs that are in substantial regulatory compliance versus those that are in full regulatory compliance. It appears that the regulatory compliance theory of diminishing returns is rearing its plateau/ceiling effect. The policy implications are immense since the assumption is that there is a linear relationship between program quality and regulatory compliance. How do we more effectively deal with this non-linear relationship in formulating public policy regarding licensing decision making?

And the final tenth principle is that regulatory compliance data are always skewed data. The majority of programs are in substantial or full regulatory compliance. And in many cases, this can be rather severe. There generally is a long tail which

contains some low regulatory compliant programs, but these are usually few in number. The data distribution just does not approach a normally distributed curve as we see in many other examples of social science data distributions.

It is important as the regulatory science field moves forward that we remain cognizant of the limitations of regulatory compliance measurement. There are some severe limitations that need to be addressed (e.g., skewed data, lack of variance in data, ceiling effect, nominal metrics) and building in mitigation strategies (e.g., data dichotomization) or it will continue to lead to problems in our analyses (e.g., false positives and negatives).

The next two papers provide summaries of licensing measurement and monitoring systems, and the importance of the theory of regulatory compliance; but with the lens of a much broader perspective going well beyond the human services and including and addressing other industries.

**Licensing Measurement and Monitoring Systems:
Regulatory Science Applied to Human Services Regulatory
Administration Summary**

In the realm of human services regulatory administration, ensuring compliance with licensing requirements is crucial for maintaining quality standards and safeguarding the well-being of individuals receiving care. As regulatory agencies strive to enhance their oversight and monitoring capabilities, the integration of measurement and monitoring systems has emerged as a valuable tool.

This paper explores the significance of licensing measurement and monitoring systems and delves into the application of regulatory science in the context of human services regulatory administration. It will deal with several issues related to this topic and expand its content beyond early care and education which has been more of the focus previously.

Licensing measurement and monitoring systems play a crucial role in regulatory administration for several reasons:

Compliance Verification: Regulatory agencies need to ensure that businesses and individuals comply with specific laws, regulations, and standards. Licensing measurement and monitoring systems provide a means to verify compliance by collecting data and measuring various parameters. These systems help regulators determine whether license holders are meeting the required standards and taking appropriate actions to mitigate risks.

Quality Assurance: Licensing measurement and monitoring systems contribute to quality assurance efforts by assessing the performance of licensed entities. They enable regulators to monitor the quality of services and activities associated with the licensing process. By establishing measurement criteria and tracking the relevant metrics, regulators can ensure that license

holders maintain the desired level of quality and meet the expectations of consumers or the public.

Risk Management: Many industries involve inherent risks that need to be managed effectively. Licensing measurement and monitoring systems allow regulatory agencies to assess and monitor the risks associated with licensed activities. By continuously monitoring key indicators, regulators can identify potential risks, deviations from safety standards, or non-compliance issues. This information helps regulators take appropriate actions to minimize risks and ensure public safety.

Data-Driven Decision Making: Licensing measurement and monitoring systems generate substantial amounts of data that can be analyzed to make informed decisions. Regulators can analyze trends, patterns, and performance metrics to identify areas of concern or improvement. Data-driven insights enable regulators to make evidence-based decisions, allocate resources

effectively, and prioritize enforcement actions where they are most needed.

Enforcement and Remediation: When non-compliance or deviations from regulations are identified, licensing measurement and monitoring systems provide evidence to support enforcement actions. Regulators can use the data collected to take appropriate enforcement measures, such as issuing warnings, imposing penalties, or revoking licenses. These systems also help in tracking the progress of remedial actions taken by license holders to address any identified issues or deficiencies.

Transparency and Accountability: Licensing measurement and monitoring systems enhance transparency and accountability in regulatory administration. By implementing these systems, regulators can demonstrate their commitment to fair and consistent enforcement of regulations. The data collected and analyzed can be made accessible to the public, stakeholders,

and policymakers, fostering trust, and allowing for external scrutiny of regulatory processes.

Licensing measurement and monitoring systems are vital in regulatory administration as they facilitate compliance verification, quality assurance, risk management, data-driven decision making, enforcement, and accountability. These systems help regulators ensure that licensed entities operate within the set standards, mitigate risks effectively, and safeguard the interests of the public.

Regulatory Science is relevant to human services regulatory administration in all industries. Regulatory science is the scientific discipline that combines various fields, including law, public policy, data analysis, and risk assessment, to inform and guide regulatory decision-making. Measurement and monitoring systems are regulatory science aids in the development and implementation of evidence-based regulations and policies.

Regulatory agencies overseeing a wide range of human services, such as healthcare facilities, child care centers, mental health institutions, and more, face several challenges in their oversight role. Some of the key challenges include:

Diverse and Complex Landscape: The human services sector encompasses a broad range of industries, each with its unique complexities, regulations, and standards. Regulatory agencies must navigate and understand this diverse landscape to effectively oversee and enforce compliance. The sheer variety of services, settings, and stakeholders involved makes it challenging to develop uniform regulations and monitoring approaches that address the specific needs of each sector.

Rapidly Evolving Practices and Technologies: The human services field is constantly evolving, with new practices, technologies, and treatments emerging. Regulatory agencies need to keep pace with these changes to ensure that the

regulations remain relevant and up-to-date. However, this can be a challenging task, as it requires continuous monitoring, research, and adaptation of regulations to address emerging risks and advancements adequately.

Resource Constraints: Regulatory agencies often face resource constraints in terms of staffing, funding, and technological capabilities. Insufficient resources can limit their capacity to conduct thorough inspections, investigations, and monitoring activities. Additionally, limited resources may also impact the frequency and intensity of oversight, making it difficult to identify and address compliance issues effectively.

Compliance Variability: Human services facilities and institutions can vary significantly in terms of size, ownership, resources, and compliance history. Regulatory agencies need to develop oversight strategies that account for these variations while ensuring consistent enforcement and quality standards across the board. Balancing the need for flexibility with the

need for uniformity is a constant challenge for regulatory agencies. And this becomes increasingly complex when dealing with the regulatory compliance theory of diminishing returns/ceiling effect.

Stakeholder Engagement and Resistance: Regulatory oversight often involves engaging with various stakeholders, including facility owners, professionals, service recipients, advocacy groups, and the public. These stakeholders may have different interests, priorities, and perspectives, leading to potential conflicts or resistance to regulatory measures. Balancing the diverse viewpoints and managing stakeholder expectations is essential for effective oversight.

Data Management and Analysis: The vast amount of data generated by human services facilities can pose challenges in terms of data management, analysis, and interpretation. Regulatory agencies need robust systems and processes to collect, store, analyze, and make sense of the data to identify

trends, patterns, and areas of concern. The integration and interoperability of data systems across different sectors and agencies can be complex and time-consuming.

Legal and Ethical Considerations: Regulatory agencies must operate within legal frameworks and adhere to ethical standards while overseeing human services. They need to strike a balance between protecting public health and safety and respecting individual rights and privacy. Navigating legal complexities, ensuring due process, and maintaining confidentiality can be challenging in an environment where ethical dilemmas may arise.

Addressing these challenges requires a proactive and adaptive approach from regulatory agencies. They need to foster collaboration with stakeholders, invest in capacity-building efforts, leverage technology for efficient data management, and engage in continuous evaluation and improvement of their oversight strategies.

Inadequate monitoring in the human services can have significant risks and consequences, highlighting the need for robust systems that ensure compliance and promote accountability. Human services encompass a wide range of sectors, including healthcare, social welfare, child protection, and criminal justice. Monitoring in these areas is essential to safeguard the well-being and rights of individuals, prevent abuses, and ensure the effective delivery of services. Here are some potential risks and consequences of inadequate monitoring:

Abuse and neglect: Without proper monitoring, vulnerable individuals may be at a higher risk of abuse, neglect, or exploitation. For instance, in healthcare settings, inadequate monitoring can lead to medical errors, mistreatment of patients, or substandard care. Similarly, in child protection services, insufficient monitoring can result in children remaining in abusive or neglectful environments.

Violation of rights: Inadequate monitoring can lead to violations of individuals' rights, including their civil liberties, privacy, and dignity. For example, in criminal justice systems, inadequate monitoring can result in wrongful convictions, excessive use of force, or violations of prisoners' rights. In social welfare programs, lack of monitoring can lead to discrimination, improper denial of benefits, or infringement of recipients' rights.

Inefficiency and ineffective service delivery: Monitoring is crucial for evaluating the effectiveness and efficiency of human services. Without robust monitoring systems, it becomes challenging to identify gaps, assess performance, and make informed decisions for improvement. Inadequate monitoring may lead to wastage of resources, duplication of efforts, or the continuation of ineffective programs that fail to meet the needs of the intended beneficiaries. This is where risk assessment rules and key indicator rules play an important role in

increasing the effectiveness and efficiency of the monitoring process by utilizing a more differential monitoring approach.

Lack of accountability: Monitoring plays a vital role in ensuring accountability within human service systems. It helps identify and address instances of misconduct, malpractice, or non-compliance with regulations and standards. Inadequate monitoring can result in a lack of transparency and accountability, allowing misconduct to go unnoticed, perpetrators to go unpunished, and systemic problems to persist.

Loss of public trust: Inadequate monitoring erodes public trust in human service systems. When people perceive that their well-being, rights, or safety are compromised due to poor monitoring, it undermines their confidence in these services. Public trust is crucial for the effective functioning of human services, as it promotes cooperation, engagement, and participation of individuals and communities.

To mitigate these risks and consequences, robust monitoring systems are essential. Such systems should include clear guidelines, regular inspections, audits, reporting mechanisms, and independent oversight bodies. They should also leverage technology and data analysis to enhance monitoring capabilities and identify patterns or anomalies. Additionally, staff training on monitoring protocols and the establishment of a culture of accountability are crucial components of an effective monitoring framework.

Inadequate monitoring in human services poses significant risks and consequences. It can lead to abuse, neglect, rights violations, inefficiencies, lack of accountability, and loss of public trust. Robust monitoring systems, incorporating clear guidelines, regular inspections, technology, and independent oversight, are necessary to ensure compliance, protect individuals, and promote accountability within human service sectors.

The integration of measurement and monitoring systems into the licensing process in human services is a crucial development that leverages technology and data analytics to track, evaluate, and verify compliance with licensing standards. These systems provide real-time monitoring capabilities, enabling early detection of non-compliance, improved transparency, and enhanced accountability. Let's delve into the details of how these systems work and the benefits they bring.

Measurement and monitoring systems in the context of human services licensing involve the use of advanced technologies, such as sensors, cameras, electronic record-keeping systems, and data analytics tools. These technologies are integrated into the licensing process to collect, analyze, and interpret relevant data in real-time. The aim is to ensure that organizations and individuals providing human services comply with the established licensing standards and regulations.

One significant advantage of integrating measurement and monitoring systems is the early detection of non-compliance. With real-time monitoring, regulatory agencies can identify potential violations promptly. For example, if a human services facility is required to maintain a specific temperature range, sensors can continuously monitor the temperature levels. If there is a deviation from the acceptable range, an alert can be triggered, enabling swift corrective action. This early detection mechanism helps prevent potential risks and harm to individuals receiving those services.

Moreover, these systems improve transparency by providing accurate and objective data. Instead of relying solely on periodic inspections or self-reported information, regulatory agencies can access real-time data collected by the monitoring systems. This data-driven approach ensures a more comprehensive and accurate assessment of compliance with licensing standards. It reduces the reliance on subjective

observations and minimizes the possibility of information gaps or bias.

Furthermore, integrating measurement and monitoring systems enhances accountability for organizations and individuals providing human services. By continuously monitoring and recording data, these systems create an audit trail that can be used for accountability purposes. The collected data provides evidence of compliance or non-compliance with licensing standards, which can be used in regulatory investigations or legal proceedings if necessary. This level of accountability fosters a culture of responsibility and incentivizes compliance with licensing requirements.

The benefits of these systems extend beyond regulatory agencies. Service providers themselves can benefit from real-time monitoring by gaining insights into their own operations and performance. By analyzing the data collected, they can identify areas for improvement, optimize resource allocation,

and make evidence-based decisions to enhance the quality of their services. This data-driven approach supports continuous improvement and helps providers meet and exceed licensing standards.

The integration of measurement and monitoring systems into the licensing process in human services offers significant advantages. It leverages technology and data analytics to enable real-time monitoring, early detection of non-compliance, improved transparency, and enhanced accountability. These systems provide regulatory agencies with objective data to ensure compliance with licensing standards and promote the safety and well-being of individuals receiving human services. Simultaneously, service providers benefit from insights gained through data analysis, allowing them to optimize their operations and deliver higher quality services.

Licensing measurement and monitoring systems in human services play a crucial role in ensuring compliance with

regulations, tracking licensing activities, and monitoring the quality and safety of services provided. These systems typically consist of several key components that work together to enable effective measurement and monitoring. Here are the main components:

Comprehensive Databases: A central database is essential for storing all licensing-related information, including provider details, facility data, licensing standards, inspection reports, and compliance history. These databases provide a foundation for data collection, analysis, and reporting.

Example: The Child Care Licensing System (CCLS) developed by the Administration for Children and Families in the United States is a comprehensive database that tracks and manages child care licensing information. It allows agencies to manage licensing processes, track violations, and generate reports.

Automated Data Collection Tools: Automation tools streamline the process of data collection by capturing information electronically, reducing manual effort, and improving accuracy. These tools can include online application forms, electronic submission of documentation, and automated notifications.

Example: The Integrated Regulatory Information System (IRIS) used by the California Department of Social Services enables online application submissions, digital document management, and automated notifications for licensing updates. It simplifies the data collection process and enhances efficiency.

Risk Assessment Algorithms: Risk assessment algorithms help identify high-risk facilities or providers that require increased monitoring or intervention. These algorithms analyze various factors such as compliance history, complaint data, inspection results, and other relevant indicators to prioritize resources effectively.

Example: The Risk Assessment and Management Tool (RAM) implemented by the Australian Government's Department of Health is used to assess and manage risks associated with aged care services. RAM employs algorithms that analyze data on quality indicators, complaints, and non-compliance to determine risk levels and allocate resources accordingly.

Data Visualization Platforms: Data visualization platforms present licensing data in a user-friendly and meaningful way, allowing regulatory agencies to monitor trends, identify patterns, and make data-driven decisions. These platforms often include interactive dashboards, charts, and reports.

Example: The Licensing Information System (LIS) developed by the Department of Health and Human Services in the state of Maine provides a data visualization platform that allows users to generate customized reports, view interactive charts, and track licensing compliance trends.

Compliance Monitoring Tools: Compliance monitoring tools assist in conducting inspections, audits, and other monitoring activities efficiently. These tools can include mobile applications for inspectors to collect data on-site, electronic checklists, and automated scheduling of inspections.

Example: The Licensing Automation System (LAS) implemented by the Minnesota Department of Human Services offers mobile applications for licensing staff to perform inspections, record findings, and generate inspection reports on the go. It simplifies the monitoring process and improves accuracy.

Overall, these components work together to create effective licensing measurement and monitoring systems in human services. By leveraging comprehensive databases, automated data collection tools, risk assessment algorithms, data visualization platforms, and compliance monitoring tools,

regulatory agencies can enhance their oversight capabilities, improve efficiency, and ensure the provision of high-quality services while maintaining compliance with regulations.

Licensing measurement and monitoring systems have had a significant impact on regulatory administration and the human services sector. These systems play a crucial role in enabling regulators to proactively identify potential risks, address compliance issues promptly, and ensure the safety and quality of services provided. In this response, we will discuss the impact of these systems and provide case studies and examples that illustrate the positive outcomes achieved through their implementation.

One of the primary benefits of licensing measurement and monitoring systems is their ability to provide regulators with real-time data and insights. These systems collect and analyze various metrics and indicators, allowing regulators to monitor the performance and compliance of service providers. By

having access to accurate and up-to-date information, regulators can proactively identify potential risks and address them before they escalate into serious problems.

For instance, let's consider the case of a regulatory agency responsible for overseeing childcare facilities. By implementing a licensing measurement and monitoring system, the agency can track key indicators such as staff-to-child ratios, health and safety inspections, and educational programs. If the system detects any deviations from the established standards, it can alert regulators, enabling them to intervene promptly. This proactive approach helps prevent incidents and ensures that children receive appropriate care and support.

Another positive outcome of licensing measurement and monitoring systems is improved compliance management. These systems streamline the process of monitoring and assessing compliance with regulations and standards. Service providers can input data directly into the system, reducing the

administrative burden and ensuring accuracy. Regulators can then use this data to identify patterns, assess compliance levels, and take appropriate actions if non-compliance is detected.

For example, let's consider the case of a regulatory agency overseeing healthcare facilities. With a licensing measurement and monitoring system in place, the agency can track indicators such as medication errors, infection rates, and patient satisfaction scores. If the system identifies a healthcare facility with consistently high medication error rates, regulators can conduct targeted inspections and work closely with the facility to implement corrective measures. This proactive approach not only improves patient safety but also helps service providers enhance the quality of care they deliver.

Furthermore, licensing measurement and monitoring systems contribute to transparency and accountability in the human services sector. These systems provide a centralized platform where regulators, service providers, and the public can access

information about licensing status, compliance records, and performance metrics. By promoting transparency, these systems help build trust among stakeholders and empower individuals to make informed decisions about service providers.

For instance, in the context of elder care services, a licensing measurement and monitoring system can provide a public database that includes information on the licensing status of assisted living facilities, compliance records related to safety standards, and ratings based on resident satisfaction surveys. This enables families and individuals seeking care for their loved ones to make informed choices and select facilities that meet their specific needs.

Licensing measurement and monitoring systems have had a transformative impact on regulatory administration and the human services sector. These systems enable regulators to proactively identify potential risks, address compliance issues promptly, and ensure the safety and quality of services

provided. Through case studies and examples, we have seen how these systems have improved oversight in childcare, healthcare, and elder care, leading to positive outcomes such as enhanced safety, improved compliance, and increased transparency. The implementation of such systems has the potential to further strengthen regulatory efforts and promote the well-being of individuals receiving human services.

Licensing measurement and monitoring systems can present various challenges and considerations, including privacy concerns, data security, resource constraints, and the need for ongoing system updates and maintenance. Addressing these challenges is crucial to ensure the effective implementation and operation of these systems. Additionally, collaboration between regulatory agencies, stakeholders, and technology providers is essential to overcome these challenges and maximize the benefits of these systems.

Privacy concerns: Measurement and monitoring systems often involve the collection and analysis of sensitive data, such as personal information or proprietary business data. It is important to establish robust privacy policies and legal frameworks to protect individuals' privacy rights and ensure compliance with relevant data protection regulations. Implementing anonymization techniques, data minimization principles, and obtaining appropriate consent can help mitigate privacy concerns.

Data security: The storage, transmission, and analysis of measurement and monitoring data require robust security measures to prevent unauthorized access, data breaches, or cyber-attacks. Encryption, access controls, regular security audits, and adherence to industry best practices can help safeguard the data and maintain its integrity and confidentiality.

Resource constraints: Licensing measurement and monitoring systems can pose financial and logistical challenges,

particularly for smaller organizations or developing countries with limited resources. These systems may require substantial investments in infrastructure, equipment, and skilled personnel. Adequate funding mechanisms, public-private partnerships, and capacity-building initiatives can help address resource constraints and ensure broader access to these systems.

Ongoing system updates and maintenance: Measurement and monitoring systems must be regularly updated to keep pace with evolving technologies, regulatory requirements, and scientific advancements. This necessitates ongoing maintenance, software updates, calibration, and quality control procedures. Collaboration between regulatory agencies, technology providers, and stakeholders is crucial to establish effective mechanisms for system maintenance, ensuring that the systems remain accurate, reliable, and up-to-date.

Collaboration between regulatory agencies, stakeholders, and technology providers: Overcoming the challenges associated

with licensing measurement and monitoring systems requires a collaborative approach. Regulatory agencies should engage in constructive dialogues with stakeholders, including industry representatives, environmental organizations, and community groups. Collaboration can help address concerns, establish common standards, and promote transparency and accountability. Technology providers can contribute by developing user-friendly and interoperable systems that meet regulatory requirements while minimizing the burden on end-users.

Collaboration among regulatory agencies, stakeholders, and technology providers is critical to ensure the successful implementation of measurement and monitoring systems. By working together, these entities can develop robust policies, address privacy concerns, enhance data security, allocate necessary resources, and establish mechanisms for ongoing system updates and maintenance. This collaborative approach will maximize the effectiveness of these systems in monitoring

and safeguarding various aspects of public health, environmental quality, and regulatory compliance.

Licensing measurement and monitoring systems play a crucial role in human services regulatory administration by ensuring compliance, enhancing service quality, and protecting individuals receiving care. Integrating regulatory science principles into licensing processes further strengthens these benefits.

One significant aspect of licensing measurement and monitoring systems is their ability to promote compliance. These systems provide a standardized framework for evaluating and assessing the compliance of service providers with established regulations and standards. By implementing these systems, regulatory authorities can systematically track and measure compliance levels, identify areas of non-compliance, and take appropriate actions to rectify any deficiencies. This helps maintain a high level of accountability among service

providers, ensuring they adhere to the required standards and regulations.

Moreover, integrating regulatory science principles into licensing processes brings several advantages. Regulatory science applies scientific knowledge and methodologies to inform regulatory decision-making. By incorporating these principles into licensing, regulators can leverage evidence-based approaches to establish standards, design measurement tools, and set performance benchmarks. This approach promotes objectivity, transparency, and consistency in the licensing process, ensuring that decisions are based on sound scientific evidence rather than subjective judgment.

Another key benefit is the potential for improved service quality. Licensing measurement and monitoring systems enable regulators to gather comprehensive data on service providers' performance, outcomes, and service quality indicators. This information allows for a thorough assessment of service

delivery, identifying strengths and weaknesses in the system. By analyzing this data, regulators can provide feedback, guidance, and support to service providers, fostering continuous improvement in service quality. This leads to better outcomes for individuals receiving care and enhances overall service provision within the human services sector.

Furthermore, licensing measurement and monitoring systems are instrumental in protecting the well-being of individuals receiving care. These systems help identify potential risks, such as violations of safety protocols or instances of abuse or neglect. By closely monitoring service providers, regulators can swiftly respond to any issues, take necessary corrective actions, and ensure the safety and well-being of vulnerable populations. Regular monitoring also acts as a deterrent, encouraging service providers to maintain high standards and comply with regulations to avoid penalties or sanctions.

Looking ahead, the field of regulatory science and measurement and monitoring systems is continually evolving. Advances in technology, data analytics, and artificial intelligence present opportunities for further advancements in these systems. For example, the integration of real-time data collection and analysis can enhance the effectiveness and efficiency of monitoring processes. Predictive analytics and risk assessment models can help regulators proactively identify potential areas of concern and allocate resources accordingly. Additionally, the incorporation of feedback from individuals receiving care and other stakeholders can further refine measurement systems, ensuring they capture the most relevant and meaningful indicators of service quality.

In conclusion, licensing measurement and monitoring systems are vital components of human services regulatory administration. By integrating regulatory science principles, these systems promote compliance, improve service quality, and protect individuals receiving care. As regulatory science

continues to evolve, the potential for further advancements in measurement and monitoring systems is promising, enabling regulators to better fulfill their mandate of safeguarding the well-being of vulnerable populations.

Importance of the Theory of Regulatory Compliance

Introduction

Regulatory compliance refers to the process by which individuals, organizations, or entities adhere to and fulfill the requirements set forth by relevant laws, regulations, and industry standards. It involves ensuring that policies, procedures, and practices align with the specific legal and regulatory frameworks applicable to a particular industry or jurisdiction.

Compliance involves actively identifying and understanding the relevant regulations, establishing internal controls and processes to meet those requirements, and consistently monitoring and reviewing operations to ensure ongoing adherence. It encompasses various aspects, such as legal, financial, operational, and ethical considerations, and aims to ensure that organizations operate within the boundaries of the

law, maintain ethical standards, and fulfill their responsibilities to stakeholders, customers, and the public.

The theory of regulatory compliance provides a framework for understanding the underlying principles and concepts that guide the compliance process. It encompasses several key elements that shape the approach to achieving and maintaining compliance. Here is an overview of the theory of regulatory compliance:

Legal and Regulatory Environment: The theory recognizes that regulatory compliance is rooted in the legal and regulatory landscape. It acknowledges the importance of identifying and understanding applicable laws, regulations, and standards that govern an industry or jurisdiction.

Risk Management: The theory emphasizes the proactive identification, assessment, and management of risks associated with non-compliance. It highlights the need to establish robust

risk management processes to mitigate legal, financial, operational, and reputational risks.

Policies and Procedures: Effective compliance requires the development and implementation of comprehensive policies and procedures. The theory underscores the significance of clear, well-documented, and communicated policies that guide employees in adhering to regulatory requirements.

Internal Controls: The theory emphasizes the establishment of internal controls to ensure compliance. This involves designing and implementing systems, processes, and checks that monitor and mitigate risks, detect and prevent non-compliance, and promote accountability.

Training and Awareness: Recognizing the role of individuals in compliance, the theory highlights the importance of training programs and awareness initiatives. It emphasizes educating

employees about applicable regulations, ethical standards, and the organization's compliance obligations.

Monitoring and Auditing: The theory acknowledges the need for ongoing monitoring and auditing to assess compliance effectiveness. Regular internal audits, reviews, and assessments help identify gaps, weaknesses, and areas for improvement, ensuring continuous compliance efforts.

Reporting and Documentation: The theory stresses the significance of accurate and timely reporting of compliance activities. It underscores the need to maintain proper documentation, records, and evidence of compliance processes, actions taken, and outcomes achieved.

Compliance Culture: The theory recognizes that compliance is not solely a set of rules and processes but also a cultural mindset. It highlights the importance of fostering a culture of compliance within an organization, where integrity, ethics, and

adherence to regulations are valued and embedded in the organizational DNA.

Accountability and Enforcement: The theory acknowledges that compliance requires accountability for non-compliance. It recognizes the role of regulatory bodies, internal enforcement mechanisms, and disciplinary actions in promoting compliance and deterring violations.

Continuous Improvement: Finally, the theory emphasizes the need for continuous improvement in compliance efforts. It encourages organizations to learn from past experiences, adapt to evolving regulations, embrace emerging best practices, and strive for excellence in their compliance initiatives.

By understanding and applying the theory of regulatory compliance, organizations can establish a solid foundation for effective compliance management, minimize risks, and uphold legal and ethical standards in their operations.

Ensuring Legal and Ethical Practices

Compliance with laws and regulations is a fundamental aspect of the theory of regulatory compliance. It recognizes that adherence to legal and regulatory requirements is crucial for organizations to operate within the boundaries set by governing bodies and to fulfill their obligations to stakeholders. Here are key points related to compliance with laws and regulations in the context of the theory of regulatory compliance:

Understanding Applicable Laws: The theory emphasizes the importance of identifying and comprehending the specific laws and regulations that pertain to an organization's industry, jurisdiction, and operational activities. This involves staying updated with changes in regulations and interpreting their implications for the organization.

Regulatory Research and Analysis: Organizations need to conduct thorough research and analysis to determine how laws and regulations apply to their operations. This includes examining regulatory frameworks, guidance documents, legal precedents, and industry-specific requirements.

Compliance Obligations: The theory recognizes that compliance obligations vary based on the nature of the organization's activities. It stresses the need to determine the specific requirements, obligations, and standards that the organization must meet to ensure legal and regulatory compliance.

Compliance Program Development: To achieve compliance, the theory highlights the importance of developing a comprehensive compliance program tailored to the organization's needs. This involves establishing policies, procedures, and controls that align with legal and regulatory requirements.

Regulatory Reporting and Filings: Compliance entails fulfilling reporting obligations to regulatory authorities. The theory emphasizes the significance of timely and accurate reporting, including financial statements, disclosures, permits, licenses, certifications, and other regulatory filings.

Compliance Monitoring and Auditing: The theory underscores the need for ongoing monitoring and auditing of compliance efforts. Regular reviews help identify potential compliance gaps, assess the effectiveness of controls, and ensure corrective actions are taken to address non-compliance.

Compliance Documentation: Documentation plays a critical role in compliance. The theory highlights the importance of maintaining accurate and comprehensive records of compliance activities, including policies, procedures, training materials, audit reports, incident reports, and evidence of compliance.

Compliance Risk Assessment: Organizations should conduct compliance risk assessments to identify and evaluate potential risks associated with non-compliance. This allows for the implementation of risk mitigation strategies, such as internal controls, training programs, and monitoring systems.

Enforcement and Consequences: The theory acknowledges that non-compliance can lead to legal and financial consequences. It emphasizes the need for organizations to understand the potential penalties, fines, sanctions, and reputational damage that can result from violations of laws and regulations.

Regulatory Engagement and Communication: Organizations should actively engage with regulatory authorities and maintain open lines of communication. The theory emphasizes the importance of understanding regulatory expectations, seeking guidance when needed, and participating in industry consultations.

By emphasizing compliance with laws and regulations, the theory of regulatory compliance aims to ensure that organizations operate within legal boundaries, mitigate risks, protect stakeholders, and maintain a strong ethical foundation in their operations.

Protection of Consumers and Public Interest

Protection of consumers and the public interest is a fundamental objective of regulatory compliance. Regulatory compliance refers to the adherence of individuals, organizations, or businesses to laws, regulations, and guidelines set forth by governing bodies or regulatory authorities. It aims to ensure that entities operate in a manner that safeguards the interests of consumers and the general public.

The theory behind regulatory compliance is rooted in the belief that certain industries or activities require oversight and regulation to prevent harm, ensure fair competition, and

maintain public trust. By establishing rules and standards, regulatory bodies seek to create a level playing field, promote transparency, and protect the well-being of consumers.

Key principles and considerations associated with regulatory compliance for the protection of consumers and public interest include:

Consumer Protection: Regulatory compliance frameworks typically include provisions to safeguard consumers from fraudulent, deceptive, or unfair practices. This involves regulations related to product safety, labeling, advertising, pricing, warranties, and consumer rights.

Public Health and Safety: Compliance regulations often address public health and safety concerns. For instance, in the pharmaceutical industry, compliance with drug safety regulations ensures that medications meet quality standards and do not pose unreasonable risks to patients.

Market Integrity: Regulatory compliance helps maintain the integrity of markets by prohibiting anti-competitive behavior, ensuring fair trading practices, and preventing market manipulation or insider trading. These regulations promote fair competition and protect consumers from monopolistic practices.

Data Protection and Privacy: With the increasing prevalence of data-driven technologies, regulatory compliance frameworks emphasize the protection of personal information and privacy rights. Regulations like the European Union's General Data Protection Regulation (GDPR) aim to safeguard consumer data and establish guidelines for its lawful collection, storage, and use.

Financial Stability: Regulatory compliance plays a crucial role in the financial sector to prevent fraud, money laundering, and unethical practices that can destabilize markets or harm

consumers. Regulations impose standards for capital adequacy, risk management, disclosure, and consumer financial protection.

Ethical Considerations: Compliance regulations often incorporate ethical considerations to ensure responsible and ethical behavior by individuals and organizations. This may involve guidelines on corporate governance, social responsibility, environmental sustainability, or labor practices.

To ensure effective regulatory compliance, regulatory bodies conduct inspections, audits, and enforcement actions. Non-compliance can result in penalties, fines, or legal actions against the offending parties. Moreover, compliance management systems, internal controls, and self-regulatory mechanisms are employed by organizations to proactively adhere to regulatory requirements and promote a culture of compliance.

Overall, the theory of regulatory compliance revolves around the idea that by setting and enforcing rules, regulators can protect consumers, preserve public interest, and maintain the stability and fairness of various sectors in society.

Financial Stability and Risk Management

Financial stability and risk management are critical components of regulatory compliance. The theory of regulatory compliance emphasizes the importance of establishing and enforcing regulations to ensure the stability and integrity of financial systems, protect consumers, and mitigate systemic risks.

Here are some key aspects of the theory of regulatory compliance related to financial stability and risk management:

Prudential Regulation: Prudential regulation focuses on ensuring the soundness and stability of financial institutions, such as banks, insurance companies, and investment firms.

Regulatory compliance frameworks impose requirements related to capital adequacy, risk management, liquidity, and asset quality to prevent excessive risk-taking and protect the financial system from disruptions.

Systemic Risk Mitigation: Regulatory compliance measures aim to identify and mitigate systemic risks that can have widespread adverse effects on the financial system. This includes regulations on risk concentration, interconnectedness, and exposure limits to prevent the domino effect of failures and contagion across institutions.

Risk Assessment and Monitoring: Regulatory compliance frameworks often require financial institutions to conduct thorough risk assessments and implement robust risk management practices. This involves identifying, measuring, and monitoring various types of risks, including credit risk, market risk, liquidity risk, and operational risk. Compliance regulations may prescribe specific methodologies, reporting

requirements, and stress testing to ensure that risks are adequately identified and managed.

Transparency and Disclosure: Regulatory compliance promotes transparency in financial markets by requiring financial institutions to provide accurate and timely disclosure of relevant information to investors, regulators, and the public. This includes financial reporting, disclosures of risk exposures, and information about the institution's financial health. Transparent reporting helps stakeholders make informed decisions, enhances market efficiency, and fosters trust in the financial system.

Consumer Financial Protection: Regulatory compliance frameworks incorporate measures to protect consumers in financial transactions. This includes regulations on fair lending practices, disclosure requirements for financial products and services, and regulations against abusive or predatory practices. These regulations aim to ensure that consumers are treated

fairly, have access to transparent information, and are protected from fraudulent or deceptive practices.

Regulatory Oversight and Enforcement: Regulatory compliance is reinforced by regulatory bodies that oversee financial institutions, enforce compliance, and impose penalties for non-compliance. These regulatory authorities monitor institutions' compliance with regulations, conduct audits and examinations, and take enforcement actions when violations are identified. Such oversight ensures accountability and promotes a culture of compliance within the financial industry.

By adhering to regulatory compliance requirements, financial institutions are expected to minimize risks, enhance stability, and maintain the confidence of investors and the public. Compliance management systems, internal controls, and risk management frameworks are utilized by financial institutions to meet regulatory obligations and proactively manage risks.

Overall, the theory of regulatory compliance underscores the role of regulations in promoting financial stability, mitigating risks, protecting consumers, and maintaining the integrity of financial systems. Compliance with these regulations helps build a resilient financial sector that can withstand shocks and contribute to overall economic stability.

Preserving Competitive Market Environment

Preserving a competitive market environment is essential for fostering innovation, encouraging efficiency, and benefiting consumers. The theory of regulatory compliance is closely linked to this objective, as it involves establishing and enforcing rules and regulations that promote fair competition and prevent anti-competitive practices.

The theory of regulatory compliance is based on the idea that regulatory frameworks can help create a level playing field for all market participants. By setting clear rules and standards,

regulators aim to ensure that businesses operate within the bounds of fair competition. Compliance with these regulations helps prevent monopolistic behavior, collusion, price-fixing, and other practices that could harm competition.

Here are a few key principles related to preserving a competitive market environment and the theory of regulatory compliance:

Anti-Trust Laws: Anti-trust laws are designed to promote competition by preventing the abuse of market power. They prohibit practices such as monopolies, cartels, price-fixing, and mergers that may substantially lessen competition. Regulators enforce these laws to preserve a competitive landscape and protect consumer interests.

Market Entry and Exit: Regulatory frameworks should facilitate the entry of new businesses into the market while allowing existing ones to exit if they are unable to compete effectively.

Barriers to entry, such as excessive licensing requirements or unfair regulations, can hinder competition. Regulatory compliance should aim to reduce these barriers and ensure fair access for all participants.

Consumer Protection: A competitive market environment should prioritize consumer welfare. Regulatory compliance plays a crucial role in safeguarding consumer interests by ensuring transparency, fair pricing, quality standards, and adequate information disclosure. Consumer protection laws and regulations address issues such as misleading advertising, product safety, and fair dispute resolution mechanisms.

Enforcement and Monitoring: Regulatory agencies are responsible for enforcing compliance with regulations. They monitor market activities, investigate potential violations, and take appropriate enforcement actions when necessary. Effective enforcement requires sufficient resources, expertise, and

collaboration among regulators, ensuring a level playing field for all participants.

International Cooperation: In a globalized economy, preserving a competitive market environment requires international cooperation. Collaboration between regulatory authorities across jurisdictions can help address cross-border anti-competitive practices, harmonize regulatory standards, and promote fair competition in the global marketplace.

Overall, the theory of regulatory compliance supports the notion that well-designed and effectively enforced regulations can foster a competitive market environment. By promoting fair competition, preventing anti-competitive practices, and protecting consumer interests, regulatory compliance contributes to a healthy and vibrant marketplace.

Establishing Trust and Credibility

Establishing trust and credibility is crucial for regulatory compliance efforts. The theory of regulatory compliance recognizes that trust is essential in fostering cooperation between regulatory authorities, businesses, and other stakeholders. Trust is built when regulations are transparent, consistently enforced, and perceived as fair and unbiased.

Here are some key aspects of establishing trust and credibility in the context of regulatory compliance:

Transparency: Transparency is a fundamental principle in regulatory compliance. Regulations and their enforcement processes should be clearly communicated and accessible to all stakeholders. Openness helps build trust by ensuring that the rules are known and understood by businesses and individuals, reducing uncertainty and promoting voluntary compliance.

Consistency: Consistency in applying regulations is critical for building trust. Regulators should strive to enforce regulations uniformly and without favoritism or discrimination. Consistent enforcement establishes a level playing field, fostering trust among market participants who know that everyone is subject to the same rules.

Accountability: Regulatory authorities should be accountable for their actions. This includes being transparent about decision-making processes, justifying regulatory actions, and providing avenues for recourse and appeal. Accountability mechanisms help prevent abuse of regulatory power and build trust by demonstrating fairness and impartiality.

Collaboration and Engagement: Regulatory compliance efforts benefit from collaboration and engagement with various stakeholders. This includes businesses, industry associations, consumer groups, and experts. Involving stakeholders in the regulatory process helps ensure that regulations are practical,

effective, and well-understood. Collaboration also enhances trust by incorporating diverse perspectives and building consensus.

Risk-Based Approach: A risk-based approach to regulation can contribute to trust and credibility. It involves assessing risks, prioritizing enforcement efforts based on the potential harm to the public or the market, and proportionately allocating regulatory resources. This approach demonstrates that regulatory actions are driven by objective evaluations and the need to address significant risks, enhancing trust in the regulatory system.

Continuous Improvement: Regulatory compliance should be a dynamic and evolving process. Regular evaluation and improvement of regulations and enforcement mechanisms are essential for maintaining trust and credibility. Regulators should engage in periodic reviews, solicit feedback from

stakeholders, and adapt regulations to changing market dynamics and emerging challenges.

Effective Communication: Clear and effective communication is vital for establishing trust. Regulators should communicate expectations, obligations, and changes in regulations in a timely and accessible manner. Communication channels should be open to addressing queries, providing guidance, and clarifying regulatory requirements, fostering trust by ensuring transparency and promoting compliance.

In summary, trust and credibility are foundational elements of successful regulatory compliance. By promoting transparency, consistency, accountability, collaboration, and effective communication, regulatory authorities can establish a trusted regulatory framework that fosters compliance and cooperation among stakeholders.

Penalties and Consequences of Non-Compliance

Regulatory compliance refers to the act of adhering to laws, regulations, guidelines, and standards set forth by governing bodies or regulatory agencies. Non-compliance occurs when individuals, organizations, or businesses fail to meet these requirements. The penalties and consequences of non-compliance can vary depending on the specific regulations and jurisdictions involved. Here are some common penalties and consequences:

Fines and Monetary Penalties: Regulatory agencies often have the authority to impose fines and monetary penalties for non-compliance. The amount of the penalty may vary depending on the severity of the violation and the regulatory framework in place. These fines can be substantial and can significantly impact the finances of non-compliant entities.

Legal Proceedings and Lawsuits: Non-compliance may lead to legal action, including lawsuits filed by affected parties or regulatory bodies. This can result in costly litigation, potential damages, and a tarnished reputation.

License Revocation or Suspension: Certain industries and professions require licenses or permits to operate legally. Non-compliance can lead to the revocation or suspension of these licenses, effectively shutting down the business or preventing individuals from practicing their profession.

Regulatory Audits and Inspections: Regulatory agencies may conduct audits and inspections to assess compliance. Non-compliant entities may face increased scrutiny, additional audits, or more frequent inspections, leading to disruption of operations and additional costs.

Reputational Damage: Non-compliance can harm an organization's reputation, leading to loss of customer trust, decreased sales, and difficulty attracting new customers. Negative publicity and media attention can have long-lasting effects on brand value and perception.

Corrective Actions and Remediation Costs: In many cases, non-compliant entities are required to take corrective actions to address the violations. This may involve implementing new policies, procedures, or systems, as well as investing in training and education. The costs associated with these remediation efforts can be significant.

Criminal Charges and Penalties: In cases of serious non-compliance, intentional violations, or fraudulent activities, criminal charges may be pursued. This can result in fines, imprisonment, or both, depending on the severity of the offense.

The theory of regulatory compliance seeks to understand why individuals or organizations choose to comply or not comply with regulations. Factors influencing compliance behavior include perceived legitimacy of regulations, trust in regulatory agencies, the presence of effective enforcement mechanisms, and the perceived costs and benefits of compliance. The theory emphasizes the importance of clear communication, consistent enforcement, and proportionate penalties to achieve higher compliance rates.

Compliance Programs and Frameworks

Compliance programs and frameworks are designed to help organizations establish and maintain a culture of regulatory compliance. They provide a structured approach to understanding and meeting regulatory requirements, mitigating risks, and promoting ethical behavior. Additionally, compliance programs help organizations detect and address non-compliance issues promptly and effectively.

Here are some common compliance programs and frameworks:

Compliance Management System (CMS): A CMS is a comprehensive framework that encompasses policies, procedures, processes, and controls to manage compliance within an organization. It includes elements such as risk assessment, compliance training, monitoring and auditing, incident reporting, and corrective action planning.

ISO 19600: This international standard provides guidelines for establishing, implementing, evaluating, and improving a compliance management system. It emphasizes a risk-based approach to compliance and provides a framework for organizations to identify, analyze, and address their compliance obligations effectively.

COSO Framework: The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

developed a framework that focuses on internal controls and risk management. While not specifically geared towards compliance, it provides a solid foundation for managing compliance risks within an organization.

Federal Sentencing Guidelines (FSG): The U.S. Federal Sentencing Guidelines provide guidance for organizations on establishing effective compliance programs. They outline specific factors that organizations should consider when developing compliance programs, such as conducting risk assessments, implementing training and communication programs, and monitoring compliance.

Principle-Based Approach: The principle-based approach to compliance focuses on establishing a set of core principles and values that guide an organization's compliance efforts. It emphasizes ethical conduct, integrity, and accountability as the foundation for compliance programs. This approach encourages

employees to make ethical decisions and act in accordance with the organization's values.

The theory of regulatory compliance explores the factors that influence compliance behavior and the effectiveness of compliance programs. It recognizes that compliance is not solely driven by the fear of penalties but also by factors such as organizational culture, perceived legitimacy of regulations, and the presence of strong internal controls. The theory suggests that effective compliance programs should:

Clearly communicate regulatory requirements and expectations to employees and stakeholders.

Foster a culture of compliance by promoting ethical behavior, accountability, and integrity.

Provide training and education to employees to enhance their understanding of compliance obligations.

Implement monitoring and auditing mechanisms to detect and address non-compliance promptly.

Establish strong internal controls and risk management processes to mitigate compliance risks.

Encourage reporting of potential compliance issues and provide channels for anonymous reporting.

Continuously evaluate and improve the compliance program based on feedback and changes in regulations.

By understanding the theory of regulatory compliance and implementing effective compliance programs, organizations can enhance their ability to meet regulatory requirements, manage risks, and uphold ethical standards.

Role of Technology in Regulatory Compliance and monitoring and reporting tools

Technology plays a crucial role in regulatory compliance by providing tools and systems that help organizations monitor and report their adherence to regulatory requirements. Here are some key ways technology supports regulatory compliance:

Automation and Workflow Management: Technology enables the automation of various compliance processes, such as data collection, analysis, and reporting. Workflow management systems help streamline compliance tasks by providing clear processes and guidelines, ensuring consistent and efficient execution.

Data Management and Analysis: Compliance often involves handling large volumes of data. Technology solutions, such as data management systems and analytics tools, facilitate the collection, storage, organization, and analysis of data for

compliance purposes. These systems can identify patterns, anomalies, and trends in the data, helping organizations detect and address compliance risks.

Monitoring and Surveillance: Technology enables real-time monitoring and surveillance of activities, transactions, and communications to identify potential compliance violations. Advanced monitoring tools use algorithms and machine learning techniques to detect suspicious behavior, fraud, market manipulation, or any non-compliant activities.

Reporting and Documentation: Compliance requires accurate and timely reporting to regulatory authorities. Technology offers reporting tools that help automate the creation of regulatory reports, ensuring the required information is captured, organized, and submitted in the appropriate format. These tools often include templates, data mapping capabilities, and integration with existing systems.

Audit Trail and Documentation Management: Technology allows organizations to maintain a comprehensive audit trail and documentation of compliance activities. Digital systems enable the secure storage, retrieval, and tracking of compliance-related documents, making it easier to demonstrate compliance during audits or investigations.

Risk Assessment and Compliance Monitoring: Technology supports risk assessment processes by providing tools for identifying, assessing, and prioritizing compliance risks. Compliance monitoring tools can continuously track regulatory changes and updates, ensuring organizations stay informed and adapt their compliance programs accordingly.

Training and Education: Technology can be utilized to deliver compliance training and educational materials to employees and stakeholders. Online learning platforms, webinars, and interactive modules can provide accessible and engaging compliance training programs, ensuring widespread

understanding of regulatory requirements and promoting a culture of compliance.

Overall, technology plays a vital role in enhancing the efficiency, accuracy, and effectiveness of regulatory compliance efforts. By leveraging technology, organizations can better manage compliance requirements, mitigate risks, and ensure adherence to regulations in an increasingly complex regulatory landscape.

Conclusion Recap of the importance of the theory of regulatory compliance

The theory of regulatory compliance is of great importance in various domains, particularly in legal and business contexts. It refers to the set of rules, regulations, and standards that individuals, organizations, and industries must follow to ensure compliance with applicable laws and regulations.

Here are some key points highlighting the importance of the theory of regulatory compliance:

Legal Compliance: Regulatory compliance ensures that individuals and organizations adhere to laws and regulations set forth by governing bodies. This helps maintain law and order in society and promotes fairness, transparency, and accountability.

Risk Mitigation: Compliance measures help identify and mitigate potential risks associated with non-compliance. By following regulations, organizations can minimize legal, financial, reputational, and operational risks. Compliance frameworks often include risk assessment and management components, enabling proactive risk mitigation.

Consumer Protection: Compliance regulations often aim to protect consumers' rights and interests. Compliance with consumer protection laws ensures fair business practices,

prevents fraud, and enhances consumer trust in products and services.

Data Privacy and Security: In the digital age, data privacy and security have become crucial concerns. Regulatory compliance frameworks, such as the General Data Protection Regulation (GDPR), enforce strict guidelines for handling personal data. Compliance helps safeguard sensitive information, maintain privacy, and prevent data breaches.

Ethical Standards: Compliance extends beyond legal obligations and encompasses ethical standards. It encourages organizations to adopt ethical business practices, such as fair competition, anti-corruption measures, and environmental sustainability. Compliance frameworks often incorporate ethical guidelines to promote responsible conduct.

Industry Standards: Many industries have specific regulatory compliance requirements tailored to their unique characteristics

and risks. Compliance with industry-specific regulations ensures safety, quality, and standardization within the sector. Examples include regulations in healthcare, finance, energy, and manufacturing.

Reputation and Trust: Compliance with regulations builds a positive reputation for individuals and organizations. It demonstrates commitment to legal and ethical standards, fostering trust among customers, investors, and other stakeholders. A strong reputation for compliance can lead to increased business opportunities and competitive advantage.

Legal Consequences: Non-compliance with regulatory requirements can have severe legal consequences, including fines, penalties, sanctions, and legal liabilities. Violations can result in damaged reputation, loss of business licenses, and even criminal charges. Compliance helps organizations avoid legal pitfalls and maintain a good standing with regulatory authorities.

Global Business Landscape: With increasing globalization, organizations often need to navigate complex regulatory frameworks across multiple jurisdictions. Understanding and complying with international regulations is essential for expanding businesses, facilitating international trade, and avoiding legal disputes.

Continuous Improvement: The theory of regulatory compliance emphasizes the need for continuous improvement. Compliance programs encourage regular monitoring, self-assessment, and adaptability to evolving regulations. This fosters a culture of compliance and enables organizations to stay up to date with changing legal requirements.

In summary, the theory of regulatory compliance plays a vital role in promoting legality, ethical conduct, risk management, and trust in various domains. It ensures adherence to laws,

protects consumers, mitigates risks, and helps organizations thrive in a complex regulatory landscape.

Here are additional more recent posts from RIKINotes that I wanted to include in this handbook because they really help to round out the discussion on licensing measurement and monitoring systems and keep it current.

When it comes to licensing measurement and monitoring systems, risk assessment is the driving force in making licensing decisions, remembering the mantra: “Do No Harm“. There have been several posts giving examples in how one does this with risk assessment and key indicator methodologies which are the predominant approaches to differential monitoring. These methodologies are derived by two very different mathematical models, one based upon Likert scaling and weighting; the other based on predictive scaling and regulatory compliance history. However, what they have in common is a basic risk aversion.

With risk assessment rules, the selection process via a weighting methodology is critical in selecting those rules that place individuals at greatest risk of harm, and then making certain that these rules are always in regulatory compliance. With predictive rules, the selection process is through regulatory compliance history in general as well as with each individual rule. The key here is to make certain that the effect size is sufficiently large so that there are no false negatives.

The licensing decision process needs to ensure at all times that there is no regulatory non-compliance with the risk assessment rules and that there are no false negatives where general regulatory non-compliance is found with some other rule when the predictive rules are all in-compliance. In order to have an effective and efficient differential monitoring approach both these conditions must be met for the licensing system to work as it is intended with abbreviated inspection reviews. It is only by having this in place will a licensing agency feel confident

that the necessary risk mitigation has been implemented in making licensing decisions.

The next two posts are intimately tied together and should be read at the same time to understand the methodologies presented.

Risk Assessment and Key Indicator methodologies are two approaches utilized in differential monitoring systems for generating an abbreviated inspection by only looking at a core set of rules based upon statistical predictor or risk assessment algorithms. In this post the matrix (pictured below) utilized to generate these core sets of rules are depicted and with a matrix that determines their respective validation status based upon subsequent studies.

The first matrix display (KIM Matrix) deals with the Key Indicator Methodology (KIM) and demonstrates how key

indicator rules are determined by measuring each potential rule and comparing it to the regulatory compliance history for the respective set of all rules for a given jurisdiction in which the programs are grouped into either a high (Full or substantial regulatory compliance with all rules) or low compliant groups (several or more violations of rules). From the matrix, it is clear that for a rule to become an indicator rule, there needs to be a very high correlation between the rule being in compliance with the high group and out of compliance with the low group. It is only when this occurs that the rule will distinguish between high and low compliance and be a predictor rule. The other two cells should occur less frequently but there will be some occurrences when these do occur and when they do, these rules will not make the threshold of becoming indicator rules. So Key Indicator Predictor Rules increase performance by predicting overall regulatory compliance.

The second matrix display (RAM Matrix) deals with the Risk Assessment Methodology (RAM) and demonstrates how risk

assessment rules are determined by measuring each potential rule by the amount of risk of morbidity or mortality a client is placed in because of non-compliance with the specific rule and how likely will this occur. As one can see, the cell which contains high risk rules, and they are likely to occur would be included on the risk assessment tool. All the other cells are color coded in decreasing risk and likelihood categories and a jurisdiction can determine the appropriate thresholds. More risk rules would be included for a risk averse approach while less risk rules would be included for a more lenient approach or because the number of key indicator rules are sufficient to ensure the health and safety of the clients being served. So, Risk Assessment Rules decrease risk to clients but are not predictive rules of overall regulatory compliance.

The last matrix display (KIM/RAM Validation Matrix) is used after the KIM and RAM tools are actually used to validate that they are working as intended. KIM should be statistically predicting overall compliance with all the rules (Rules in

Compliance cell), while RAM should be mitigating risk in the program by always having the high-risk rules in compliance (also Rules in Compliance cell). Part of the KIM validation strategy is that the opposite should also occur in that when the KIM tool has indicator rules out of compliance, it should statistically predict rules out of compliance with other rules (the Rules Out of Compliance cell). Something that can occur but needs to be eliminated are the false negatives in which the KIM is in compliance but there is non-compliance detected elsewhere in the rules. When full compliance is used for the high compliant group in the KIM Matrix, this eliminates this from happening. But if substantial compliance is used as the criterion for the high compliant group, then this can become problematic. If substantial compliance is used as the threshold for the high compliant group, a multiplier needs to be applied to rule out the likelihood of false negatives (please see the blog post on this algorithm adjustment posted back in January of this year or look at the description provided below the matrices). False positives are possible also but are not of overall concern

from a safety point of view but are a concern from a psychometric standpoint and additional research needs to be done to determine the cause.

Hopefully this post helps licensing administrators, licensing researchers, and regulatory scientists to see the logic behind the differential monitoring methodologies of key indicator and risk assessment and how best to take advantage of both.

There are two other blog posts on the risk assessment (RAM) and key indicator (KIM) matrices posted last year (2022) and the year before (2021) demonstrating differences and similarities. In this post, there is an attempt to build upon the previous posts and to enhance some of these differences and similarities. Let's start with a narrative description followed by a chart/matrix comparison.

Risk Assessment (RAM) is generally depicted as a 3 x 3 matrix (pictured below) with risk on one axis and prevalence on the

other axis; while Key Indicators (KIM) is generally depicted as a 2 x 2 matrix in which one axis measures individual rule compliance and the other axis measures overall regulatory compliance or compliance history. RAM deals with individual rules with a weight while KIM deals with aggregate rules and high and low regulatory compliance. RAM rules are heavily weighted while KIM rules are medium weighted. RAM is hardly ever out of compliance while KIM has a good deal of non-compliance to distinguish the high compliant group from the low compliant group. RAM uses likert scale and means; KIM uses correlational analyses and prediction. RAM is expert opinion while KIM is data driven.

RAM/KIM Matrix: Risk Assessment and Key Indicators

High Risk/High Prevalence	High Risk/Med Prevalence	<i>High Risk/Low Prevalence</i>
Med Risk/High Prevalence	Med Risk/Med Prevalence	Med Risk/Low Prevalence
Low Risk/High Prevalence	Low Risk/Med Prevalence	Low Risk/Low Prevalence

3x3 Matrix Demonstrating Relationships between **KIM** and *RAM*

In the above 3 x 3 Matrix: Risk x Prevalence are listed across the axis, in which *RAM* is preventing high risk, high prevalence but in reality *RAM rules* are very low prevalence, low non-compliance. **KIM rules** are usually med risk and prevalence.

The above matrix and narrative provides additional enhancements to the differences and similarities between risk assessment and key indicator rules. As one can see, there are some basic differences but at the same time there is a deep common structure that underlies both. These are important

attributes to consider before using these statistical methodologies as part of a differential monitoring approach. But the bottom line when using either RAM or KIM, or RAM+KIM, all RAM and KIM rules must be in compliance at all times. Remember it is not about more or less rules in total, it is about compliance with the right rules.

Let's take this to the next step and think about this more broadly and relate it to the larger research literature dealing with businesses. Risk assessment and key performance indicators (KPIs) are two important concepts in business management. Risk assessment is the process of identifying, evaluating, and managing risks to an organization's objectives. KPIs are metrics that measure an organization's performance against its objectives.

The two concepts are related in that risk assessment can help organizations identify and prioritize risks that could impact their KPIs. For example, if an organization's KPI is to increase

sales by 10%, then risk assessment can help the organization identify risks that could prevent it from achieving this goal, such as a competitor launching a new product or a change in customer behavior.

Once risks have been identified, organizations can develop mitigation strategies to reduce the likelihood or impact of those risks. KPIs can be used to track the effectiveness of these mitigation strategies. For example, if an organization is concerned about a competitor launching a new product, it could track its sales data to see if there has been a decrease in sales since the competitor launched its product.

By integrating risk assessment and KPIs, organizations can improve their ability to identify, manage, and mitigate risks to their objectives. This can help organizations achieve their goals and objectives more effectively.

Here are some examples of how risk assessment and KPIs can be used together:

- A bank might use risk assessment to identify the risks of fraud and theft. The bank could then use KPIs to track the number of fraudulent transactions and the amount of money lost to fraud. This information could be used to develop mitigation strategies, such as implementing new security measures or training employees on how to spot and prevent fraud.
- A manufacturing company might use risk assessment to identify the risks of product recalls and safety incidents. The company could then use KPIs to track the number of product recalls and the number of safety incidents. This information could be used to develop mitigation strategies, such as improving product quality or implementing new safety procedures.
- A retail company might use risk assessment to identify the risks of natural disasters and supply chain disruptions. The company could then use KPIs to track

the number of natural disasters that occur in its region and the number of supply chain disruptions that occur. This information could be used to develop mitigation strategies, such as developing contingency plans or building up inventory.

By integrating risk assessment and KPIs, organizations can improve their ability to identify, manage, and mitigate risks to their objectives. This can help organizations achieve their goals and objectives more effectively.

I want to continue the discussion related to the relationship between risk assessment and key performance indicators. I have posted about this relationship and other assorted concepts and ideas related to it in several previous blog posts I posted earlier this year. In this post I would like to see if I can tie some of these ideas and concepts together and show how risk and performance are more closely related and how to take advantage of this relationship.

These ideas percolated from a conversation and discussions I have been having with a colleague about a webinar we will be doing together where he suggested the use of a graphic to help to explain the essence of key performance indicators. His graphic was to be an airplane cockpit and all the gauges present on the dashboard that a pilot is looking at. A great deal of data and information to process but s/he focused on about 5-6 gauges that were the most important in flying the plane and really told the pilot if things were ok or not and when s/he needed to check the other gauges because these key performance indicator and risk assessment gauges were telling s/he something was not quite right. I would guess that two of these gauges were the altimeter and speed gauges which I would include as risk assessment gauges and a third gauge would have been the fuel gauge which I would include as a key performance indicator.

Why did I break these gauges down into the two major areas of risk assessment and key performance? Here is my thinking: the

altimeter tells the pilot how close to the ground and a potential crash and the speed helps to prevent a stall of the aircraft. Both are high risk factors and things we would want to mitigate. The fuel tank is important to know how much fuel the pilot has left; in, and of itself, not necessarily a risk factor unless it becomes too low but will impact performance because it determines how far the pilot can fly the plane.

A similar scenario could be played out with driving a car. Speed is the risk factor as it increases, while the gas tank gauge is the key performance indicator determining how far we can go and how much we are getting per gallon of gas which is an indicator on many newer models.

Let's try this out in a totally different industry and scenario, such as the pharmaceutical/drug industry. When finding out if a new drug will work or not, there is a delicate balance of risk-benefit or risk-performance. Same concept, just different terminology being used. For risk assessment, either not taking

the drug or taking too much of the drug will not be in the best interest of the patient. Too little or not at all the patient dies because the disease progresses. If the patient takes too much of the drug, given the side effects, the patient dies. The key performance indicator or benefit is finding the right target dosage of the drug which effectively keeps the patient alive and gets better or at least not any worse.

Another example, one that I share somewhat reluctantly because some people may take offense but I think it is an effective example, the Ten Commandments. I actually have posted this earlier in a blog post as an example if one is interested in looking at this in more detail (May 2022). With the Ten Commandments, think of “Thou Shalt not Kill” as a risk assessment rule and “Thou Shall not Steal” as a key performance indicator. Obviously the consequences of the first are much greater than the second where one is literally stealing someone’s life, which is the underlying structure of the

relationship between risk assessment and key performance indicators.

So let's delve into this relationship of performance and risk mitigation based upon the above examples and see how they are all tied together. Risk mitigation (Do No Harm) is sort of the book ends of the relationship, too much or too little is not a good thing, while key performance (Do Good) is somewhere in between balancing effectiveness with efficiency and finding the right balance of rules and recommended standards (The essence of the Theory of Regulatory Compliance). Remember I am addressing regulatory compliance data and not social science data in general although it would be interesting to see how this relationship of performance and risk assessment plays out in the larger context of the social sciences. I have a funny feeling that many relationships of social science variables are more nonlinear than linear in nature.

How are risk assessment and key performance indicators determined? Risk assessment rules are generally determined by expert opinion and group consensus either using or not using a Likert type Scale (*Stepping Stones to Caring for Our Children* and *Caring for Our Children Basics* are examples). Key performance indicators are determined from actual data, generally regulatory compliance history utilizing a regulatory compliance statistical methodology that results in the rule's predictive ability (the statistical methodology is highlighted on this website in the publications section as well as on the **National Association for Regulatory Administration's (NARA) website** <https://www.naralicensing.org/key-indicators>)(*ASPE's Thirteen Quality Indicators* and the *Early Childhood Program Quality Indicators Scale* are examples (see previous blog posts on all these)). From a licensing measurement perspective, risk assessment rules are generally always in regulatory compliance because the rules place clients at such great risk; while key performance indicators do not place clients at high risk as with risk assessment rules, generally

have some non-compliance, just enough to distinguish between the high performers and the mediocre performers.

This relationship is made possible because of the regulatory compliance theory of diminishing returns/the ceiling effect between regulatory compliance and program quality where we are really forced to look for a paradigm shift when it comes to licensing and program monitoring. The “One Size Fits All” a very absolute approach needs to be replaced with a more relative approach, such as “Differential Monitoring” and once this paradigm shift is made it naturally leads us to identifying risk assessment rules and key performance indicator rules. It really changes our frame of reference in establishing a proper balance between regulatory compliance and program quality standards.

To summarize, too few or too many rules are not a good outcome, it is finding the proper balance of the “right rules”, finding that balance between effectiveness and efficiency,

between risk mitigation and optimum performance. Let me leave you with this statement as an algorithm where TRC = Theory of Regulatory Compliance; RA = Risk Assessment; KI = Key Performance Indicator; RC = Regulatory Compliance; and PQ = Program Quality:

$$TRC = \Sigma(RA + KI) \Rightarrow \Sigma(RC + PQ)$$

**The Public Policy Implications of the Regulatory
Compliance Theory of Diminishing Returns, Regulatory
Compliance Scaling, and the Program Quality Scoring
Matrix along with Integrative Monitoring**

This technical research note/abstract provides a data matrix (below table) depicting the relationship between regulatory compliance and program quality. The data clearly demonstrate the regulatory compliance theory of diminishing returns which depicts the ceiling or plateau effect in this relationship between regulatory compliance data and program quality data. It also shows the difficulty one will have in distinguishing program quality differences at the full and high regulatory compliance levels but the ease in distinguishing program quality between low regulatory compliance and high regulatory compliance levels.

This abstract unifies several separately developed regulatory compliance metrics and concepts by combining them into a single technical research note. The Regulatory Compliance Theory of Diminishing Returns (2019), The Regulatory Compliance Scale (2022), Integrative Monitoring (2023), and the Ten Principles of Regulatory Compliance Measurement (2023) have all been presented separately (all these papers are available for the interested reader on [SSRN](https://www.ssrn.com/index.cfm/en/) (<https://www.ssrn.com/index.cfm/en/>) *or the Journal of Regulatory Science* (<https://regsci-ojs-tamu.tdl.org/regsci/>)). This abstract shows how they are all related and their importance in moving forward with regulatory compliance measurement in the future. The four jurisdiction's (US National, Southern State, Western State, Canada) final reports are available at <https://www.naralicensing.org/key-indicators> for the interested reader.

**Relationship of Regulatory Compliance Scale and Program Quality
in Four Jurisdictions Matrix**

Reg Comp Scale	US National	Southern State	Western State	Canada
Full	3.03 (75)	3.40 (15)	4.07 (82)	37.4 (44)
High	3.13 (135)	4.00 (20)	4.28 (69)	38.5 (33)
Mid	2.87 (143)	3.16 (32)	4.17 (163)	29.1 (36)
Low	2.65 (28)	2.38 (2)	3.93 (71)	-----
Significan	<i>p</i> < .001	<i>p</i> < .05	<i>p</i> < .001	<i>p</i> < .01

Legend:

US National = CLASS-IS scores

Southern State and Western State = ECERS-R scores

Canada = Canadian Program Quality Tool scores

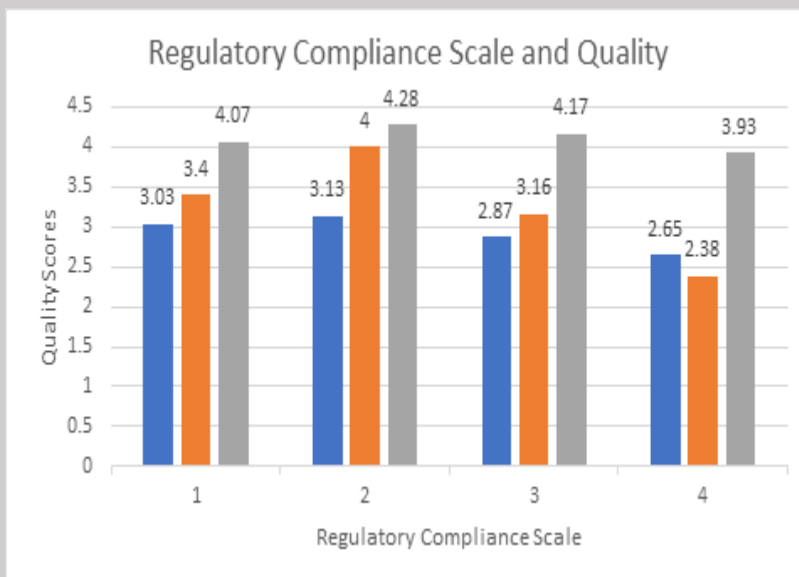
One-way ANOVA was performed on the data in each jurisdiction.

Regulatory Compliance Scale (Reg Comp Scale (RCS)):

Full = 0 violations (100% regulatory compliance with all rules/regulations)

High = 1-2 violations; Mid = 3-9 violations; Low = 10+ violations

The number in parentheses is the number of programs assessed in each jurisdiction.



Legend: 1 = Full; 2 = High; 3 = Mid; 4 = Low.

Blue = US National; Orange = Southern State; Gray = Western State. Canada was left off because of different scaling.

The above data matrix display is important for the early care and education (ECE) field because it demonstrates the relationship between licensing via regulatory compliance data measurement and program quality scores via CLASS, ERS, and the Canadian Quality Tool. The CLASS and ERS are well grounded ECE program quality tools while the Canadian Quality Tool is a new addition to the field.

The data displayed show that a ceiling or plateau effect (quality scores did not change significantly as was generally the case with lower levels of regulatory compliance) occurred in all four jurisdictions when the regulatory compliance levels or the absence of rule/regulatory violations were compared to program quality scores as one moves from high regulatory compliance to full regulatory compliance (0 violations or 100% regulatory compliance with all rules). From a public policy point of view, it would lead us to believe that licensing is not the best avenue to program quality and that another intervention, such as Quality Rating and Improvement Systems

(QRIS), would be necessary to enhance quality programming. What regulatory compliance and licensing does do is prevent harm and keep children in healthy and safe environments (please go to <https://rikinstitute.com> for examples to support this claim). So, from a public policy point of view, licensing is accomplishing its goals. But don't expect licensing to address quality programming. For that to occur, either we need to continue our present system of licensing and Quality Initiatives, such as QRIS, as an add on; or infuse quality into the rules and regulations which has been suggested via a new form program monitoring called: integrative monitoring.

There are some other takeaways from the above data matrix that are significant contributions to the regulatory compliance measurement research literature, such as, how skewed the data are. Focus more on the number of programs rather than their quality scores for each of the Regulatory Compliance Scale levels. You will notice that most programs in each of the jurisdictions are either in full or high regulatory compliance and

that there are few programs at the low end of the regulatory compliance scale. There is an unusually very high percentage of programs at full compliance. This also contributes to a lack of variance in the upper end of the regulatory compliance scale which can be problematic as indicated in the previous paragraph in distinguishing between the quality levels of programs.

The importance of these four studies and the summary matrix above is to provide a context in how licensing and regulatory compliance data should be used in making public policy decisions, for example: is it more effective and efficient to require high or substantial regulatory compliance than full regulatory compliance with all rules and regulations to be granted a full license to operate? It appears prudent to continue with the US emphasis on QRIS as an add on quality initiative, especially in states where rules/regulations are at a minimal level. In Canada their emphasis has been more in line with an integrative monitoring approach in which quality elements are built in or infused within the rules and regulations themselves.

This approach appears to work in a similar fashion and is an effective public policy initiative. Either approach appears to be an effective modality to increasing program quality; but are both equally efficient.

The purpose of this last RIKINotes post is to point out the intersections, differences and similarities of integrative, differential/inferential and coordinated monitoring as used in the monitoring of human service programs. Program monitoring has changed over the years in that not only has it grown in the types of monitoring done, such as process, compliance, outcome monitoring, etc.; but also, in the functional aspects of monitoring as delineated with integrative, differential, and coordinated monitoring. Much has been written in the research literature about the types of monitoring but not as much regarding the functional aspects of monitoring probably because it is much newer and has grown with the various types of monitoring being used in different contexts.

Coordinated monitoring deals with monitoring across similar service types, for example, in early care and education, monitoring would be done using similar standards in Head Start, child care, preschool, etc. This is an effective and efficient approach which has been demonstrated through the creation and dissemination of *Caring for Our Children Basics* as a core set of standards for all these various settings. The US Dept of Health and Human Services has advocated this particular approach.

Differential monitoring focusing on the use of abbreviated or targeted inspections of programs that have a history of high regulatory compliance with specific rules or standards. It means spending more time and doing a more comprehensive review of those programs having difficulty complying with specific rules, these can be based upon risk assessment or predictive value of overall compliance. This is a very efficient approach which has been demonstrated to save time in monitoring reviews. Many states in the USA and provinces in Canada use this approach.

The US Office of Head Start has experimented with the approach.

Instrument-based program monitoring utilizes instruments, tools, or checklists for recording all data when a review or inspection is completed. It is different from the case review or anecdotal type of record keeping. This approach started in the late 1970's, early 1980's when it was introduced by the Children's Services Monitoring Transfer Consortium, a federally funded research project consisting of California, Michigan, West Virginia, Pennsylvania and New York City. Its development occurred parallel with the development of differential monitoring but with particular emphasis on the metrics or measurement domain when it came to tool development. The *Child Development Program Evaluation Scale* was a major tool developed from this initiative.

Integrative monitoring is a relatively new approach to monitoring in which the emphasis is on integrating regulatory

compliance rules with quality programming standards. Note the emphasis is on the rules and standards and not on who gets applied to those rules and standards nor how they get applied. However, combining integrative monitoring with differential monitoring is an interesting research focus which could be a very effective and efficient approach in combining these two perspectives. In the past, licensing and quality programming have generally been in their own silos when it comes to program monitoring. Integrative monitoring removes them from these silos and suggests building a continuous metric that starts with the health and safety aspects of rules and adds in the quality pieces on top of the rules. Presently, quality initiatives, such as Quality Rating and Improvement Systems, Accreditation, and Professional Development systems are examples of standards that could be used to build upon health and safety licensing rules.

There appears to be interest in pursuing an integrative monitoring approach in several jurisdictions in the early care

and education field but this interest extends beyond and has been suggested more broadly by a recent article published in the *Journal of Regulatory Science* by Freer & Fiene (2023). *Regulatory compliance and quality programming: Constraints and opportunities for integration*, Volume 11, Number 1, 1-10 ([*Journal of Regulatory Science*](#)). The interested reader may want to take a look at the article, it does provide a unique model for pursuing integrative monitoring. Also, this eHandBook on *Licensing Measurement and Monitoring Systems: Regulatory science applied to human services regulatory administration* available at <https://RIKInstitute.com>. provides the basics of licensing measurement and program monitoring metrics.

So where does all this lead to. Potentially to an expansion of the *Regulatory Compliance Scale* to a new proposed *Licensing and Quality Scale*.

Previous RIKINotes posts have introduced the Regulatory Compliance Scale (RCS), in this post, based upon the latest

regulatory science research, this RCS can be expanded to a more comprehensive and all-inclusive Licensing and Quality Scale (LQS) which will have seven components related to licensing the program quality.

The seven components are the following: the Regulatory Compliance Scale, risk assessment rules, key indicator rules, quality indicator standards, complaints about the facility, key indicator criteria being satisfied, and overall regulatory compliance history.

The Regulatory Compliance Scale (RCS) is a Likert type scale that has 1 – 7 scaling where 7 = full regulatory compliance (no rule violations); 5 = substantial regulatory compliance (1-2 rule violations); 3 = moderate regulatory compliance (3-9 rule violations); and 1 = low regulatory compliance (10+ rule violations). The RCS is based upon 40 years of research and the corresponding international regulatory compliance and quality databases.

Risk Assessment Rules (RAR) are those rules which have been determined to place children at greatest risk for mortality/morbidity. These identified rules are generally always in full regulatory compliance.

Key Indicator Rules (KIR) are those rules that are statistically predictive of overall regulatory compliance with all rules. These identified rules are generally in the mid-range of regulatory compliance and are very predictive between distinguishing those high-quality programs vs those that are not.

Quality Indicator Standards (QIS) are those standards that are statistically predictive of overall program quality on various dimensions such as staffing, curriculum, parental involvement, and teacher behaviors in the classroom.

Complaints can be any indications that there are issues at the specific facility that a concerned individual is reporting to the

state licensing agency which require follow up and an abbreviated inspection review.

Key Indicator Criteria are the specific criteria which make programs eligible for a Key Indicator Abbreviated Inspection.

Examples of Key Indicator Criteria are the following: no change in director, less than 10% enrollment change, less than 20% staff turnover, no change in corporate sponsorship, etc...

And lastly, Compliance History should either demonstrate a very low level of non-compliance or a constant regulatory compliance improvement over time. See following equation.

$$\text{LQS} = \sum \text{RCS} + \sum \text{RAR} + \sum \text{KIR} + \sum \text{QIS} + \sum \text{Complaints} + \sum \text{KI Criteria} + \sum \text{Compliance History}$$

The RCS should have a score either at a 7 or 5 level, Full or Substantial regulatory compliance. This should occur both at the aggregate and individual rule levels.

The RAR should have no violations.

The KIR should have no violations.

The QIS should have a score in the range of 28-36+ on the Quality Scale.

There should be no complaints about the program.

All KI Criteria should have been met.

And the Compliance History should have very few non-compliances and always be improving

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About the Author:

After a long career in governmental service and academia, mostly in Pennsylvania; and consulting, nationally and internationally, Dr Rick Fiene continues to write and research about regulatory science topics (such as measurement, instrument development, math & statistical modeling, differential monitoring, risk assessment, key performance indicators) as they relate to early care and education, the human services, and has been delving into other social sciences as well.

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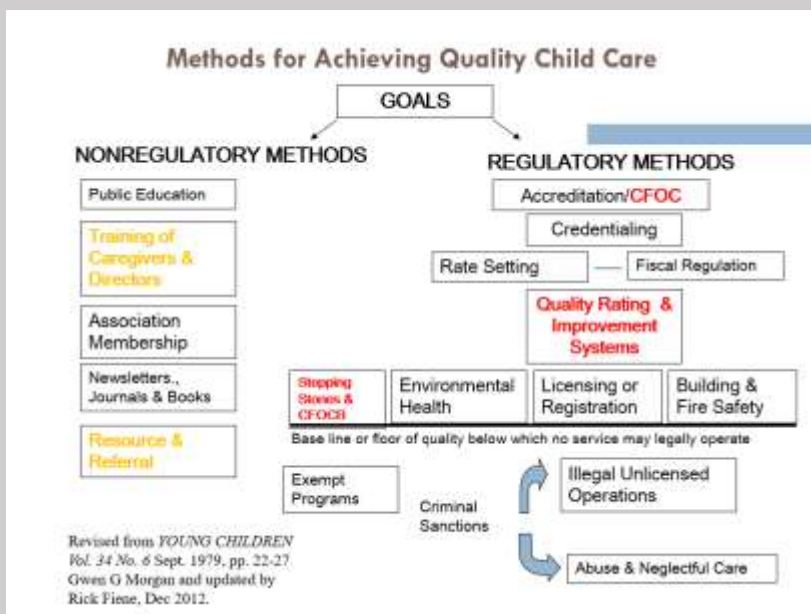
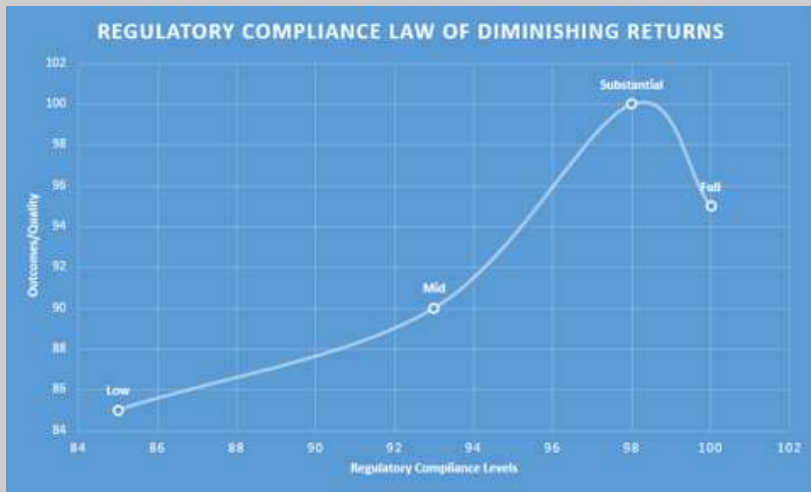
The below graphics, figures and displays help to support and depict various portions of text in Chapters 1-7.

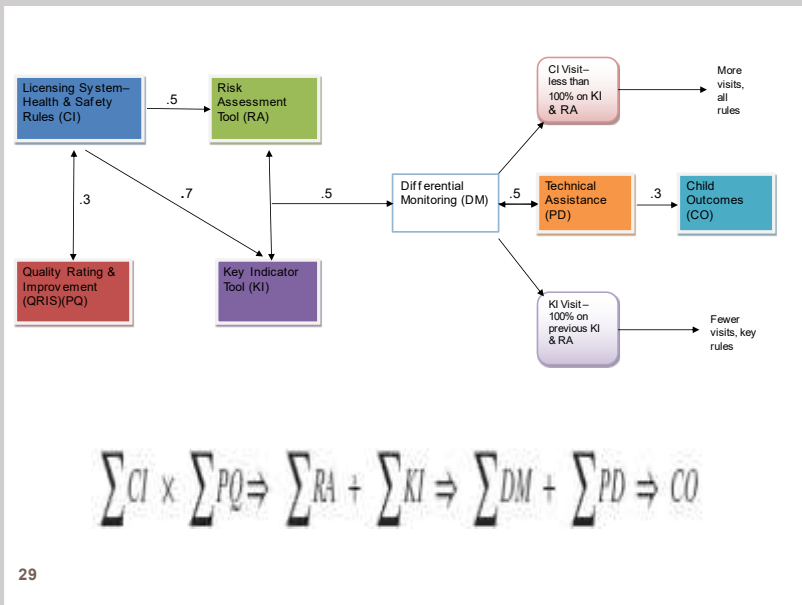
They depict the regulatory compliance theory of diminishing returns, the overall regulatory compliance and program quality model as described by Gwen Morgan, the ECPQIM: Early Childhood Program Quality Improvement and Indicator Model that depicts the relationship of regulatory compliance and program quality monitoring systems; a brief logic model of when risk assessment and key indicator methods can and cannot be used; the RAM: Risk Assessment Matrix decision matrix; the relationship of comprehensive reviews and abbreviated reviews, such as, risk assessment and key indicator reviews; data distributions for regulatory compliance, and program quality as depicted with QRIS and ERSs; ECPQIM theory; Key indicator and non-compliance relationship depicting the relationship between effectiveness and efficiency; the key indicator and risk assessment methodologies within a single

matrix format; the use of Caring for Our Children in depicting the relationship between compliance and quality; the Regulatory Compliance Scale; the absolute and differential regulatory paradigms key elements; International study of child care comparing rules and regulations; Key indicator formula; examples of two data distributions from Head Start (skewed) and ECERS (normally distributed); ECPQIM version 5 which demonstrates the use of integrated monitoring.

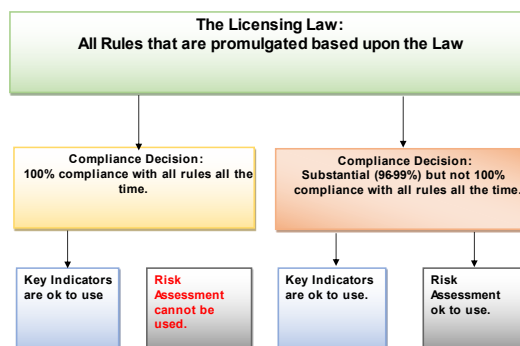
There are also a series of figures that summarize the contents of this ehandbook and have been used in various formats for webinars and presentations. And, finally, there is a trilogy of matrices that depict the key logic of KIM and RAM and are key to several of the RIKINotes posts in the Appendices.

Figures, Graphs, Charts, Displays





When Key Indicators and Risk Assessments Can Be Used



Risk Assessment Matrix (RAM)

		Risk Assessment (RAM) Matrix Revised		
		High	Medium	Low
Risk/Severity	Immediate	4	3	2
	Short term	3	2	1
	Long term	2	1	1
		Probability		
Regulatory Compliance (RC): # of Rules out of compliance and in compliance		8+ rules out of compliance, 92 or less regulatory compliance.	5-7 rules out of compliance, 91 - 97 regulatory compliance.	3 or fewer rules out of compliance, 98 - 99 regulatory compliance.

***Regulatory Compliance (RC)(Prevalence/Probability/History + Risk/Severity Level)**

Tier 1 = ((RC = 93 - 97) + (Low Risk)); ((98 - 99) + (Low Risk)) = Tier 1

Tier 2 = (RC = 92 or less) + (Low Risk) = Tier 2

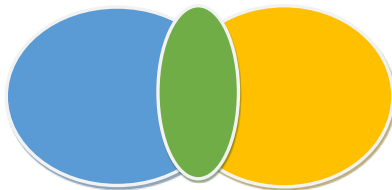
Tier 3 = ((RC = 93 - 97) + (Medium Risk)); ((98 - 99) + (Medium Risk)) = Tier 3

Tier 4 = (RC = (92 or less) + (Medium Risk)) = Tier 4; ((93 - 97) + (High Risk)) = Tier 4; ((98 - 99) + (High Risk)); ((92 or less) + (High Risk)) = Tier 4+

Using RAM to make licensing decisions

Relationship of Comprehensive Reviews (CR) to Key Indicator (KI) or Risk Assessment (RA) Rule Non - Compliance

Key Indicator Rule Both Risk Assessment Rule



Prediction

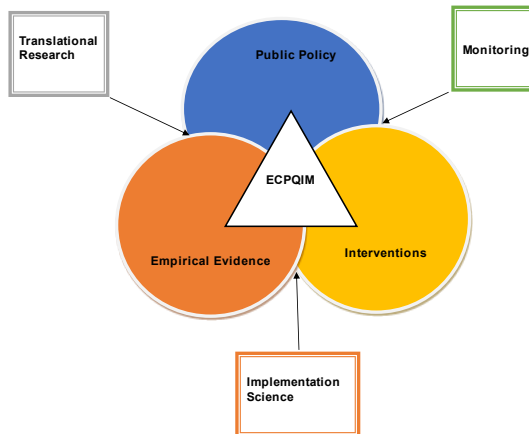
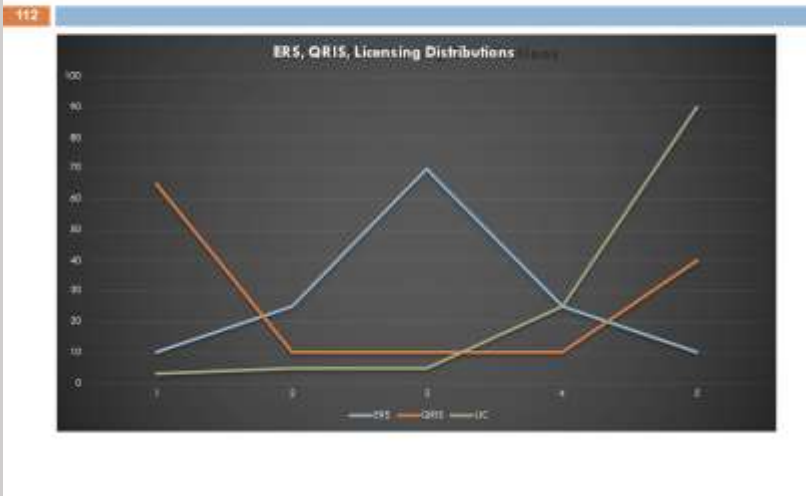
Non-Compliance
 2+ Rules = CR
 1 Rule = Section
 Absolute scoring 1/0

Non-Compliance
 1 Rule = CR

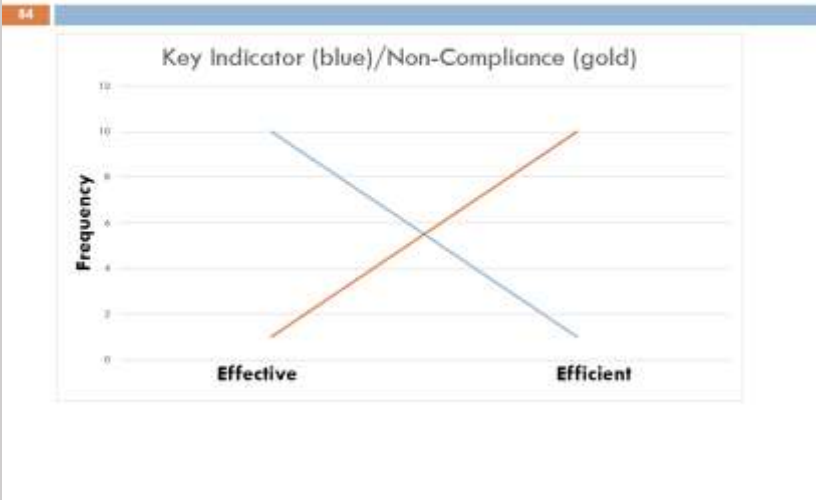
Risk to Children

Non-Compliance
 Point System = CR
 1 Extreme Rule = CR
 Relative scoring 1/9

ERS, QRIS, Licensing Comparisons



Key Indicator/Non-Compliance Relationship



KIM (Key Indicator Matrix) and RAM (Risk Assessment Matrix) Matrices Integration Into One Platform

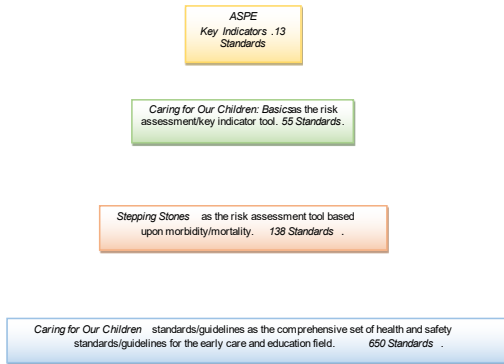
83

KIM	Low Group	High Group		Severity:
Compliance	1	2	3	Low
Non-Compliance	4	5	5	Medium
	7	8	9	High
Prevalence:	Low	Medium	High	RAM

This technical research note will integrate the Key Indicator Matrix (KIM) and the Risk Assessment Matrix (RAM) into one platform to clearly demonstrate their statistical modeling overlap. Key Indicators deal with the ability to predict overall compliance or performance based on existing data. Risk Assessment Indicators do not predict but determine a risk score based upon prevalence and severity measures. Their purposes are different but when integrated together the two matrices are a powerful tool in determining the health of the measured entity.

The above matrix integrates the two matrices of KIM and RAM and shows that KIM scores are generally at the lower end of risk but having sufficient prevalence when it comes to non compliance. RAM scores have a larger variance and are most concerning at the higher end of the continuum

Relationship of Health and Safety Rules/Regulations, Standards, and Guidelines in Early Care and Education by using the Caring for Our Children Publications



41

Regulatory Compliance Scale (RCS)

37

Regulatory Compliance Scale Levels	Definitions & Compliance Levels	Number of Rule Violations
7	Full 100% Compliance	0 Violations
5	Substantial Compliance	1-3 Violations
3	Mediocre Compliance	4-9 Violations
1	Low/Non-Optimal Compliance	10+ Violations

Regulatory Paradigms

28

Absolute (Class, 1957)

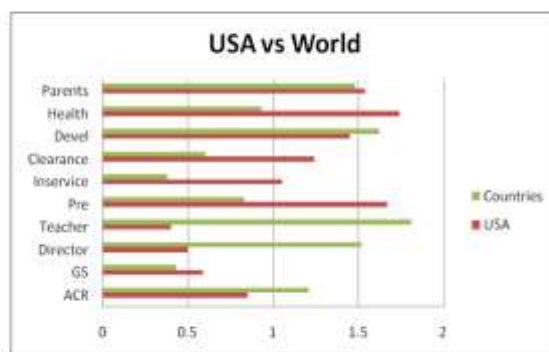
- All rules are created equal.
- 100% Compliance = Full License.
- PC + PQ = Linear.
- All rules are reviewed all the time.

Relative/Differential (Fiene, 1985)

- All rules are not created equal.
- Full 100% + Substantial Compliance = Full License.
- PC + PQ = Not Linear.
- Selected key rules are reviewed all the time.

International Study of Child Care Rules (Fiene, 2013a)

30



Key Indicator Statistical Methodology

87

$$\phi = (A)(D) - (B)(C) \div \sqrt{(W)(X)(Y)(Z)}$$

A = High Group + Programs in Compliance on Specific Compliance Measure.

B = High Group + Programs out of Compliance on Specific Compliance Measure.

C = Low Group + Programs in Compliance on Specific Compliance Measure.

D = Low Group + Programs out of Compliance on Specific Compliance Measure.

W = Total Number of Programs in Compliance on Specific Compliance Measure.

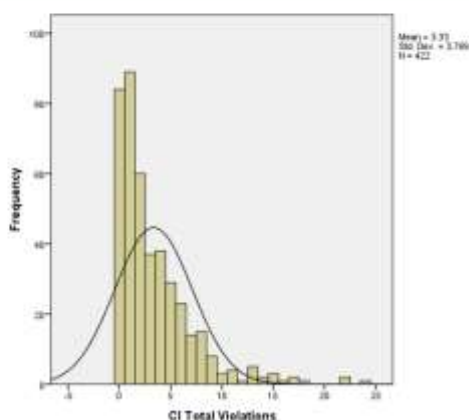
X = Total Number of Programs out of Compliance on Specific Compliance Measure.

Y = Total Number of Programs in High Group.

Z = Total Number of Programs in Low Group.

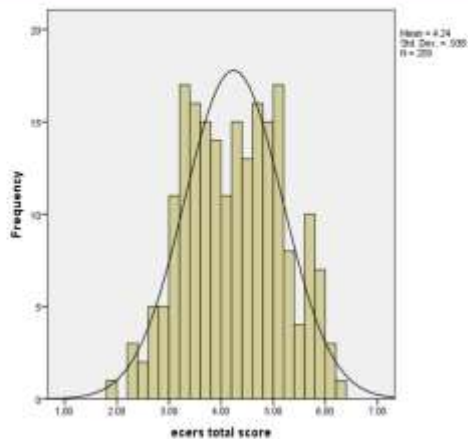
Head Start Performance Standards

111



ECERS Total Scores

108



ECPQIM5: Early Childhood Program Quality Improvement/Indicator Model Version 5



Introduction to Licensing Measurement

- The need for addressing licensing measurement and monitoring systems. Why now?
- Regulatory science is a relatively new science.
- Regulatory science, the FDA, and the medical arena.
- History of licensing measurement.
- History of standards/rule development in early care & education.
- NARA's *Licensing Curriculum*.
- NARA's Course on licensing measurement and systems.
- The bottom line: Licensing data are very unique, not like most of the social science data we encounter.

Conceptual/Theoretical Foundation

- Regulatory compliance theory of diminishing returns.
- Differential monitoring.
- From theory to conceptual.
- Methods for achieving quality child care model.
- Early childhood program quality improvement & indicator model.
- Regulatory compliance paradigms: Absolute vs Differential.
- Ten elements of regulatory compliance paradigms.
- The balancing act.

Ten Elements of Regulatory Compliance Paradigms

- 1) Substantial versus Monolithic.
- 2) Differential Monitoring versus One size fits all monitoring.
- 3) Not all standards are created equal vs All standards are created equal.
- 4) "Do things well" versus "Do no harm".
- 5) Strength based versus Deficit based.
- 6) Formative versus Summative.
- 7) Program Quality versus Program Compliance.
- 8) 100-0 scoring versus 100 or 0 scoring.
- 9) QRIS versus Licensing.
- 10) Non-Linear versus Linear

Regulatory Compliance & Program Quality

- Quality initiatives
- Quality rating and improvement systems.
- Accreditation.
- Professional development.
- Relationship of regulatory compliance and program quality based upon the regulatory compliance theory of diminishing returns.
- The ten elements of regulatory compliance and program quality continuum.
- Implications for monitoring systems.

Principles of Instrument Design

- Anecdotal & case record keeping.
- Introduction of instrument-based program monitoring.
- Reliability.
- Validity and validation studies.
- Statistical methods.
- Data bases.
- Nominal data measurement.
- Nominal to ordinal measurement.
- Lack of variance in the data.
- Need for weighting.
- Limitations of nominal measurement.

Ten Elements of Regulatory Compliance and Program Quality Continuum

- 1) "Do no harm" versus "Do good".
- 2) Closed system versus Open system.
- 3) Rules versus Indicators.
- 4) Nominal versus Ordinal measurement.
- 5) Full versus Partial compliance.
- 6) Ceiling effect versus No Ceiling effect.
- 7) Gatekeeper versus Enabler.
- 8) Risk versus Performance.
- 9) Structural versus Process Quality.
- 10) Hard versus Soft Data

Evolution of Monitoring Systems

- Compliance monitoring, process monitoring.
- Coordinated monitoring systems.
- Qualitative monitoring systems.
- Instrument-based program monitoring
- Differential/Inferential program monitoring.
- Key indicator approach.
- Risk assessment approach.
- Integrative program monitoring: Regulatory compliance x quality.

What Research Tells Us and Doesn't

- Idiosyncracies of licensing data.
- Skewed distributions and potential reasons why.
- Ceiling/plateau effect.
- Curvi-linear/non-linear data vs linear data: Common assumption.
- The dichotomization of data, why it is warranted.
- Limitations of nominal data measurement.
- Dealing with false negatives and false positives.
- The need for validation studies.
- Exploring regulatory compliance and quality interactions.
- International data base is available for researchers.

Future Directions

- Continue validating monitoring systems.
- Nominal to ordinal measurement.
- Balance between efficiency and effectiveness.
- Balancing act between regulatory compliance and quality.
- Continued development and validation of quality indicators.
- Further development of the international data base of regulatory and quality indicators.
- Continued development of statistical methods to deal with skewed data distributions, false negatives, and the other licensing data idiosyncracies.
- Ability to better distinguish between the high quality performers and mediocre performers because of the ceiling/plateauing effect.

Licensing and Quality Scale (LQS) (Fiene, 2023)

- $LQS = RCS + RAR + KIR + QIS + \text{Complaints} + \text{KI Criteria} + \text{Compliance History}$
- *The RCS should have a score either at a 7 or 5 level, Full or Substantial regulatory compliance.*
 - *The RAR should have no violations.*
 - *The KIR should have no violations.*
- *The QIS should have a score in the range of 28-36+ on the Quality Scale.*
 - *There should be no complaints about the program.*
 - *All KI Criteria should have been met.*
- *And the Compliance History should have very few non-compliances and always be improving.*

KIM Matrix

KIM Generator	High Compliant Group	Low Compliant Group
Rule In Compliance	Yes: OK	No
Rule Out of Compliance	No	Yes: OK

RAM Matrix

High Risk/High Likely	High Risk/Med Likely	High Risk/Low Likely
Med Risk/High Likely	Med Risk/Med Likely	Med Risk/Low Likely
Low Risk/High Likely	Low Risk/Med Likely	Low Risk/Low Likely

KIM/RAM Validation Matrix

KIM/RAM Validator	Rules In Compliance	Rules Out of Compliance
KIM/RAM In Compliance	Yes/Yes: OK KIM/RAM	Yes/No: False Negative
KIM/RAM Out Compliance	No/Yes: False Positive	No/No: OK KIM

