

PEPNet and Other Quality Programs: A Comparison

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Introduction

PEPNet's origins are deeply tied to the Malcolm Baldrige National Quality Award administered by the U.S. Commerce Department. The national emphasis on quality standards and excellence in the workplace has been embraced by nearly every field including business, health care, education, and youth employment. This background paper gives roundtable attendees a brief comparison of other awards, accreditations and quality standards that can provide a degree of comparison for PEPNet. It asks whether PEPNet's processes and benchmarks achieve the same level of rigor and impact as other standards. It addresses the lessons that can be learned from these quality standards and awards of excellence that could inform: the development of criteria/questions and outcome/performance benchmarks; the selection and training of reviewer; the overall review process (including the value of site visits); and appeals and vetting processes.

This paper provides examples from other quality standards processes and criteria as a means of informing PEPNet's development. A variety of processes are reviewed, including those that are well-known in the U.S., to a particular industry, or that have some connection to workforce development or education. This paper is meant to provide a context for a discussion on the direction of PEPNet and how the current process achieves a similar degree of rigor to other quality standards movements.

Six certification or award processes were selected to compare to PEPNet in this paper:

- American Correctional Association (ACA)
- American National Standards Institute (ANSI)
- Commission on Accreditation of Rehabilitation Facilities (CARF)
- Council on Occupational Education (COE)
- Malcolm Baldrige Award
- U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration (SAMSHA)

The primary criterion for inclusion was that the certification process is well-known to those in its industry. In each case, these are certification processes to which many organizations and agencies strive to achieve. Also, all processes included have a review phase that determines whether or not applicants are awarded or certified.

Information contained in this paper was obtained through phone calls with a senior staff person familiar with and responsible for the program, source books and materials and from the organization's web site(s).

For ease of reading, information is presented in tables and flow charts throughout the paper. As we consider future directions for PEPNet, this information should provide important context on how other well-known quality processes work.

Thanks to the individuals who reviewed and/or contributed to this paper.

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Common Uses of Awards/Certification Processes

Common uses of awards/certification processes include their utility to:

1. *Recognize institutions* – Council of Occupational Education (COE) is a national accrediting body that follows the norms approved by the U.S. Department of Education and states to recognize post-secondary education institutions. Commission on Accreditation of Rehabilitation Facilitation (CARF), an accrediting body for US and international rehabilitation facilities, and American Correctional Association's (ACA) standards division, are also accrediting bodies.
2. *Recognize programs* – PEPNet recognizes programs or initiatives within institutions or institutions themselves.
3. *Recognize products and services* -- American National Standards Institute (ANSI), a non-governmental organization, is the United States' international representative on a wide array of standards-setting bodies (e.g. ISO) and is used by manufacturing and technical industries and professional organizations (e.g. chemical, welding, construction) to establish standards, including worker requirements for industry.
4. *Promote Quality within the Sector* – the President of the U.S. confers the Malcolm Baldrige award to businesses, education and health care organizations. Congress established the award program to recognize organizations for their achievements in quality and performance and raise awareness about quality. Baldrige is now a quasi-governmental organization. Another example is the U.S. Department of Health and Human Services' Substance Abuse and Mental Health Services Administration, which recognizes state and Federally-funded treatment and prevention programs. PEPNet falls into this category as well.
5. *National Affiliation Recognition* – There are national affiliates that award recognition to local programs. While these may be for the purpose of partnering and leveraging other resources. These programs are not within the scope of this paper.

Table 1
Quality Processes Examined in this Paper

Name	Who is awarded?	What is awarded?	What does award indicate?	Additional Notes
Promising and Effective Practices Network (PEPNet)	Youth employment/development programs	Recognition	Youth program/initiative recognition of effectiveness	Program of the National Youth Employment Coalition, a membership network that promotes policies and initiatives to help youth succeed.
American Correctional Association (ACA)	Adult and juvenile correctional institutions	Accreditation	Quality institutional standards	Standards are available to those who purchase them
American National Standards Institute (ANSI)	Standards developers, certification bodies and technical advisory groups	Accreditation	Body meets quality standards of International Organization for Standardization (ISO) or International Electrical Commission (IEC)	Emphasis of review is openness, balance, consensus and due process. In 2002 there were approximately 10,000 American National Standards

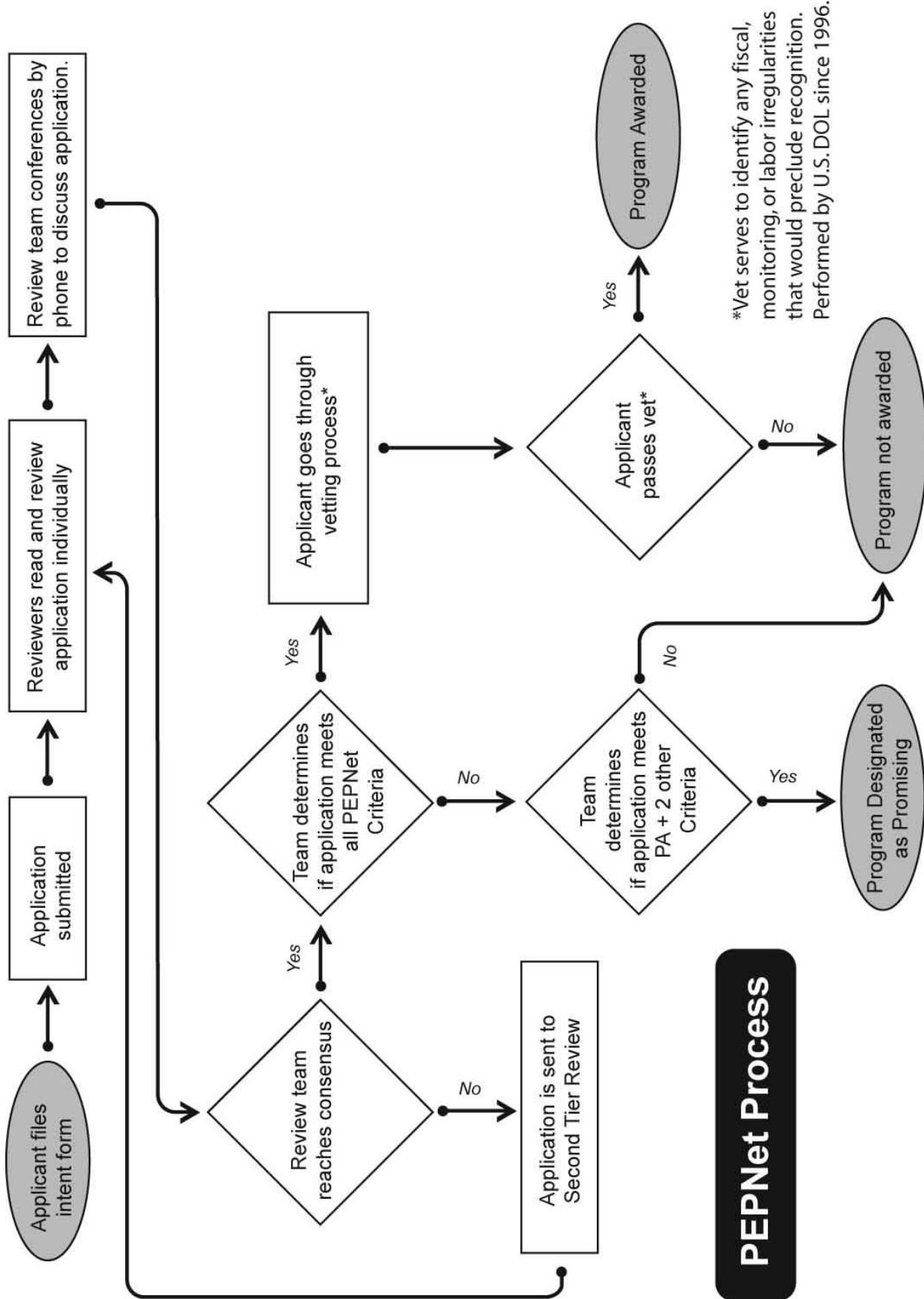
Name	Who is awarded?	What is awarded?	What does award indicate?	Additional Notes
Commission on Accreditation of Rehabilitation Facilities (CARF)	National and international rehabilitation facilities, including employment and community services program facilities	Accreditation	For providers and users, ensures the highest industry standards possible, providing risk reduction and accountability	CARF standards have evolved and been refined over 37 years with active support of providers, consumers and purchasers of services. Standards are maintained as “international consensus standards” rather than being derived from research base.
Council on Occupational Education (COE)	Non-degree-granting and applied associate degree-granting postsecondary occupational education institutions	Accreditation	High quality educational offerings	Most of the publications for applicants and reviewers and general public open and accessible via web site

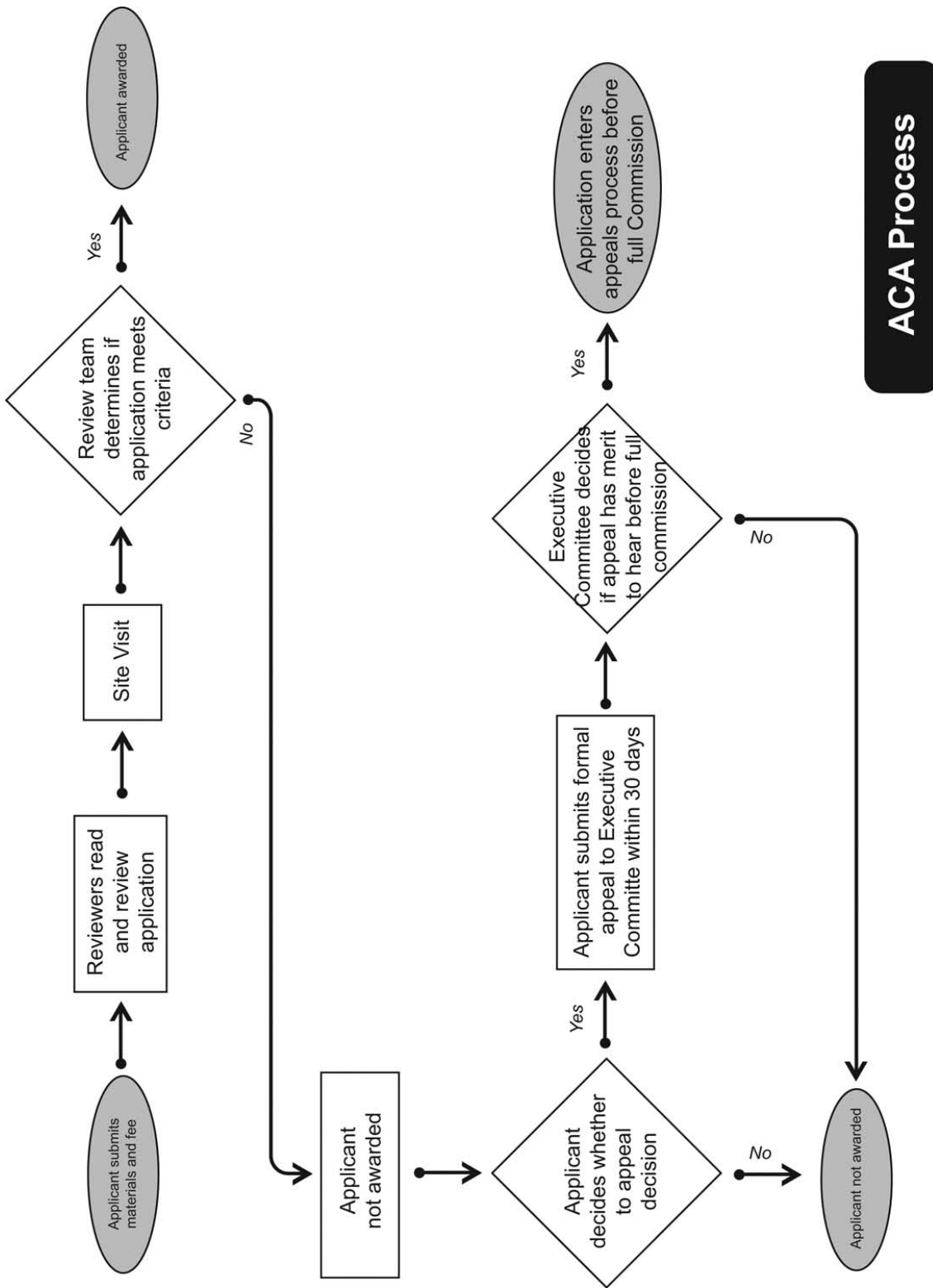
Name	Who is awarded?	What is awarded?	What does award indicate?	Additional Notes
Malcolm Baldrige Award	Businesses (manufacturing and service), educational and health care institutions	Recognition	Quality management and performance excellence	Given by President of the US; housed in US Department of Commerce; Established by Congress in 1987 to recognize and raise awareness of performance excellence in US businesses. Limited to three awards in each category per year
US Department of Health and Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA)	Substance abuse prevention, treatment, rehabilitation and mental health programs throughout the US	Recognition	Scientific approach to measurement including existence of outcome data, replicability and methods of disseminating program results and methods	Much of the work occurs through subcontracting . HHS most involved in early work to establish the parameters of programs and now to disseminate information through the National Registry of Effective Programs (NREP)

For a more detailed description of each of these, see Attachment B.

**Table 2
Presence of Key Components Found
In Quality Standards Initiatives**

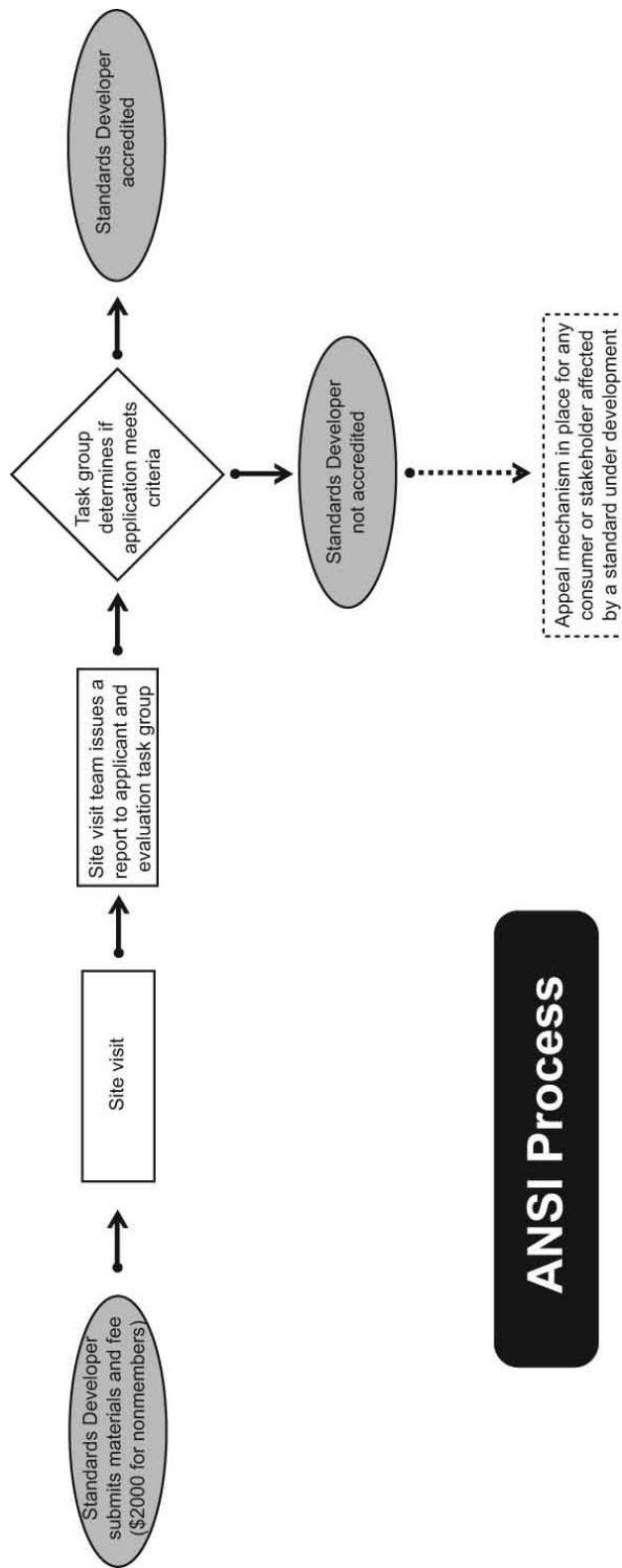
	PEPNet	ACA	ANSI	CARF	COE	Baldrige	SAMHSA
Key Component	Recognizes intermediate status or levels?	•			•	•	•
	Provides assistance to applicant	•	•	•	•	•	•
	Trains reviewers	•	•	•	•	•	•
	Reviewers are provided specific benchmarks to look for under criteria					•	
	Pays for reviewer expenses and/or time		•		•	•	•
	Requires submission fee		•	•	•	•	
	Requires outside evaluation					•	
	Requires site visit		•		•	•	•
	Requires other form of vetting	•	•	•		•	•
	Includes appeals process		•	•	•	•	•
	Requires renewal	•	•	•	•	•	In progress





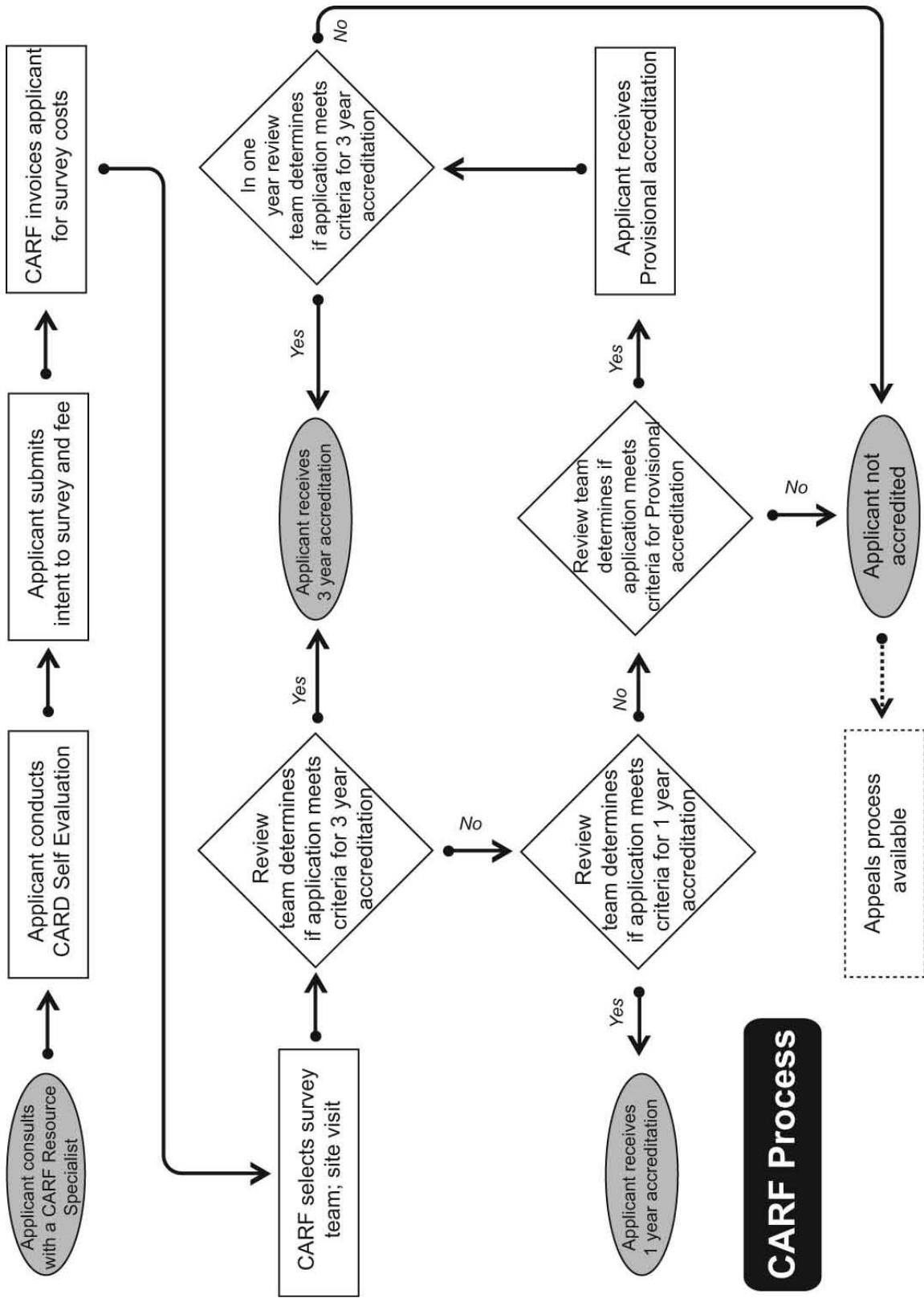
ACA Process

This summary flow chart is a working document. It has been prepared by NYEC and is based on our best understanding of the process. Any errors, inaccuracies, or omissions are unintentional.

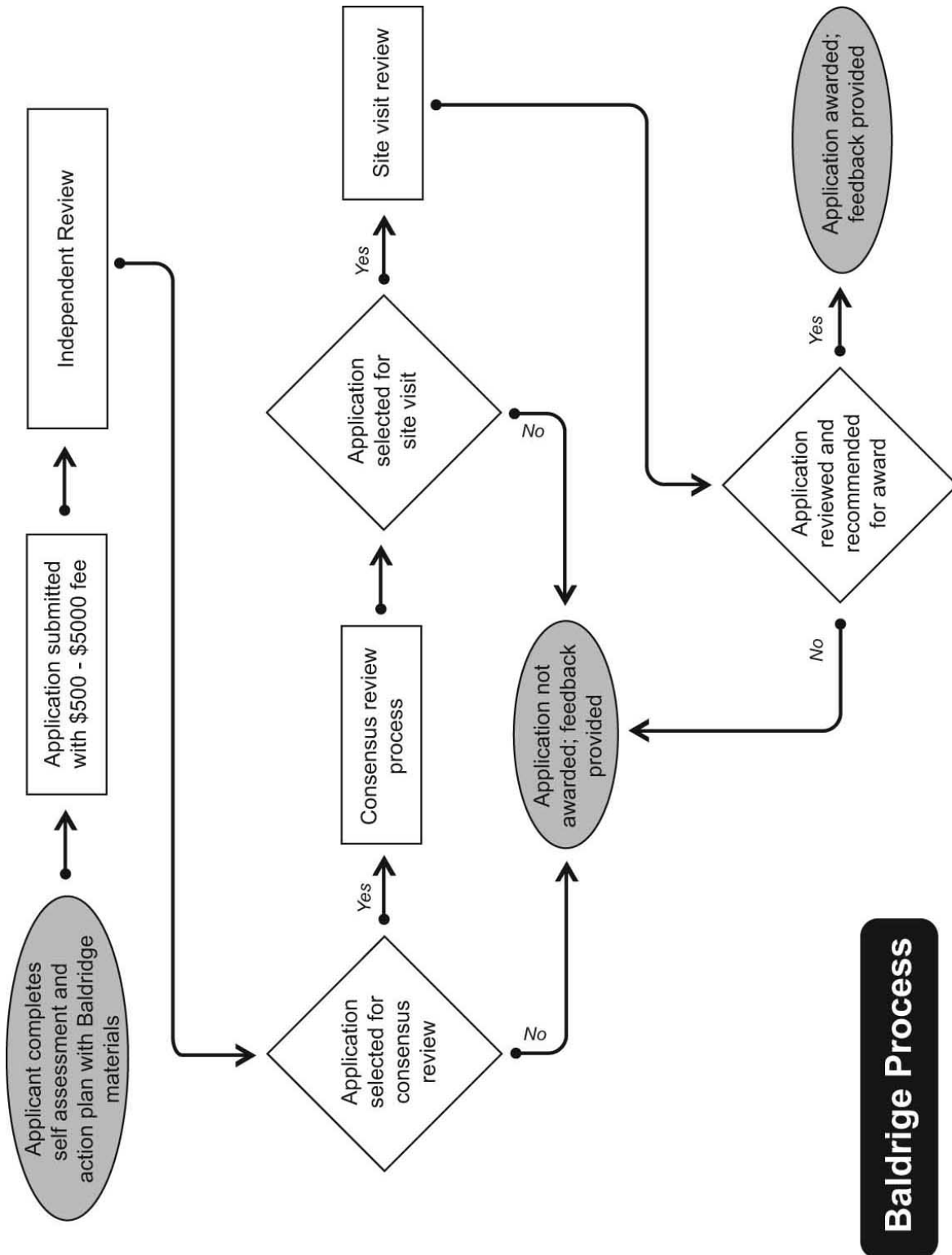


ANSI Process

This summary flow chart is a working document. It has been prepared by NYEC and is based on our best understanding of the process. Any errors, inaccuracies, or omissions are unintentional

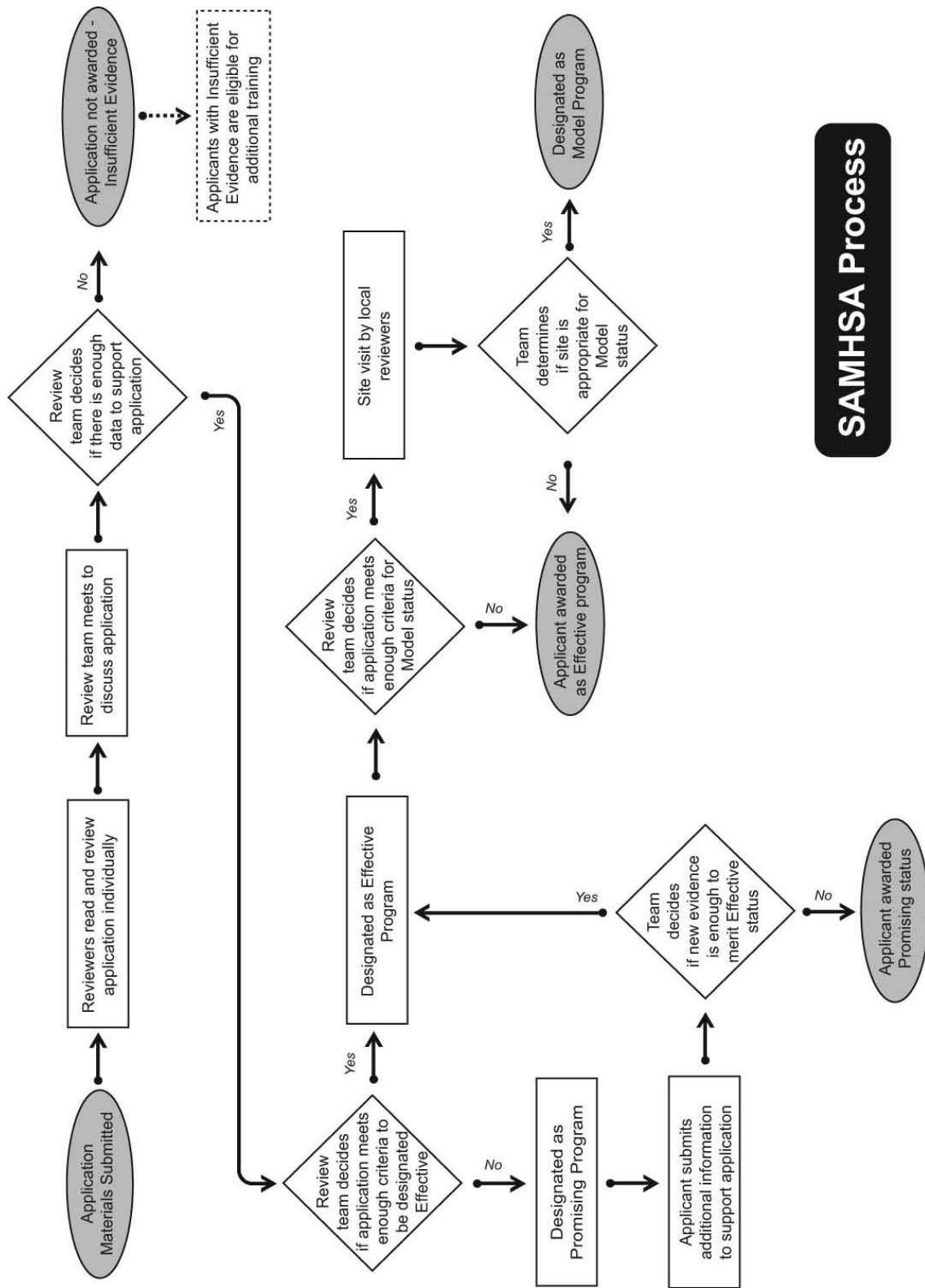


This summary flow chart is a working document. It has been prepared by NYEC and is based on our best understanding of the process. Any errors, inaccuracies, or omissions are unintentional



Baldrige Process

This summary flow chart is a working document. It has been prepared by NYEC and is based on our best understanding of the process from <http://www.baldrige.nist.gov/Overview.htm>. Any errors, inaccuracies, or omissions are unintentional.



SAMHSA Process

This summary flow chart is a working document. It has been prepared by NYEC and is based on our best understanding of the process. Any errors, inaccuracies, or omissions are unintentional

**Table 3
Intermediate Levels and Applicant Assistance**

Name	Awards Intermediate Levels or Status?	Assistance to Applicant
Promising and Effective Practices Network (PEPNet)	PEPNet Builder – program has completed self assessment (no application required) PEPNet Promising Program – program has undertaken application process and reviewers find it meets three of PEPNet’s five categories of criteria	Written Materials. <i>Criteria Workbook</i> , Self Assessment, application timelines and recommendations; Volunteer Application Mentors (“Buddies”), PEPNet reviewers or awardees, who provide advice and comment on a draft of the application
American Correctional Association (ACA)	No	Written and verbal communication; on-site assistance; will provide knowledge from auditors if traveling through area.
American National Standards Institute (ANSI)	No	Manager will review developers’ procedures before application for accreditation is submitted. Executive Standards Council may also have questions for applicant even before application submitted. Classes are offered to developers by ANSI’s Education and Training Manager
Commission on Accreditation of Rehabilitation Facilities (CARF)	Yes, one-year accreditation award (as distinct from standard, three-year accreditation)	Available by phone, to provide examples; accredited providers are available for applicants to connect with; direct staff contacts work with territories; trainings as requested by states or One-Stops
Council on Occupational Education (COE)	Pre-accreditation status-- Institutions meeting all candidacy eligibility requirements, but not all requirements for accreditation, may be accepted as a candidate for accreditation. Institutions awarded pre-accreditation status have three years to gain accreditation	Written materials. Self-Study Guide, Manual with recommendations, Handbook on Accreditation (authoritative book on COE accreditation) and Policies and Rules of the Commission. Applying institutions required to attend self-study workshop 6-8 months before a site visit

Name	Awards Intermediate Levels or Status?	Assistance to Applicant
Malcolm Baldrige Award	No	<i>Getting Started</i> booklet: step-by-step guide on conducting self-assessment and developing organizational action plan; <i>Criteria for Performance Excellence</i> booklet: self-assessment system; also, Consultants, including members of the Board of Examiners, may provide paid services on performance management and/or Award process (consultants may not also serve on the review team)
US Department of Health and Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA)	Intermediate status dependent not on applicant's desire, but the result of numeric scores based on rigor of the program's evaluation and practicality of the evaluation's findings. SAMSHA designates Promising, Effective and Model programs to recognized programs and based on replicability and level of applicant's program dissemination	Once application is received, workshops are provided and critique of application is available as assistance to help improve and revise. Beginning in 2004, Science-to-Service grants are available to applicants to pay for the cost of revisions for resubmission (Science-to-Service grants are not strictly part of SAMHSA budget, applicants are encouraged to apply).

**Table 4
Reviewers**

Name	Who are the reviewers?	How are they selected?
Promising and Effective Practices Network (PEPNet)	Professionals in the youth employment/development field, including a mix of perspectives (practitioners, researchers, policymakers, government, associations)	Professionals volunteer. Only criterion is that they have some depth of experience in the field, preferably at least five years of experience. New reviewers are required to provide a resume
American Correctional Association (ACA)	Correctional administrators	Recommended by heads of their agencies
American National Standards Institute (ANSI)	Executive Standards Council, the accrediting body, is made up of members from the council sectors.	Nominees are drawn from the council sectors, nominated to the Executive Standards Council, then voted on by the general membership. Emphasis is on openness and balance.
Commission on Accreditation of Rehabilitation Facilities (CARF)	Experienced practitioners in the field who can take 10-12 days off from their jobs each year	Reviewers needed with urban, rural perspectives; look at references, education and employment background; 5-day training is required
Council on Occupational Education (COE)	Team members have expertise in the programs offered by the institutions and knowledge of the standards, criteria, conditions, policies, and procedures of COE. They are: (a) Administrators and instructors of occupational education institutions accredited by the Commission. (b) System wide supervisors, coordinators, and directors of occupational education. (c) Teacher educators, student personnel specialists, and lay personnel (who have expertise in occupational education).	Team Members (a) Must be recommended by a team leader, a school director, a state or county department of education representative, or the Commission staff. (b) Must have expertise or experience relevant to the field of occupational education. (c) Must have filed a biographical data sheet with the Commission. (d) Must attend a workshop for team members prior to becoming a team member and must attend a team member workshop at least once every five years.

Name	Who are the reviewers?	How are they selected?
Malcolm Baldrige Award	Independent Board of Examiners composed of different kinds of representatives of each award category.	Potential reviewers apply each year and can remain on Board for as many as five years. Broad range of reviewers. Each team should have balance in criteria knowledge, award process experience and industry/sector expertise. Reviewers must be demonstrate availability to participate in the entire review process including the final site visit, if an application proceeds that far
U.S. Dept of HHS Substance Abuse and Mental Health Services Administration (SAMHSA)	Doctoral-level scientists expert in prevention, treatment, and rehabilitative research methodology and programs	Reviewers are often current and former National Institutes of Health grantees. They are selected by a SAMHSA subcontractor at Columbia University

**Table 5
Reviewer Training**

Name	How are reviewers trained?	Are Reviewers provided specific benchmarks to look for under criteria?
Promising and Effective Practices Network (PEPNet)	Every reviewer–new or previous–must attend a one day training. Trainings are held on east coast, west coast, and middle of country to make them easier to attend. Reviewers have 4-5 hours of preparatory materials before the training	Reviewer guidelines discuss what to look for, but do not require existence of specific minimums
American Correctional Association (ACA)	Training provided during ACA annual meetings or at special request	Administrator interviewed reports that problems common to institutions are highlighted by auditors and that auditors then look for institutions’ ability to meet these criteria upon inspection
American National Standards Institute (ANSI)	Many of the Executive Council members have been involved in writing process even before being nominated. Members must prepare through study and staff prepare members with set of operating procedures.	Executive Council looks to standards developers to document criteria benchmarks, if necessary
Commission on Accreditation of Rehabilitation Facilities (CARF)	Internship training follows a five-day training workshop	See CARF’s Employment and Community Services Manual, June 1, 2003-June 30, 2004. Benchmarks are not identified, although criteria are extensive

Name	How are reviewers trained?	Are Reviewers provided specific benchmarks to look for under criteria?
Council on Occupational Education (COE)	<p>Reviewers are trained on how to validate 10 standards in description of the institution’s self-study report. The team reviews the institution’s operation, educational programs and the documents on file on site.</p> <p>Reviewer training centers on assuring that the institution has conducted an extensive self-study, and that the report reflects an accurate assessment of the institution based on its own mission and the standards of COE.</p>	<p>Criteria are examined by Review Team members in each of the following areas. Written evidence, such as Policies and procedures, are required:</p> <ul style="list-style-type: none"> • Institutional Mission and Objectives • Educational Programs • Program and Institutional Outcomes • Evaluation and Planning • Learning Resources • Physical Resources • Financial Resources • Human Resources • Organizational Structure • Student Services and Activities
Malcolm Baldrige Award	<p>(“Examiner”) training includes webcasts on consensus-building guidelines, worksheets, scorebooks, resources and training for site visits. Case studies are used to prepare Examiners for the interpretation of the Criteria and the Scoring System. “Steps in the Consensus Process from a Team Member’s Perspective” is a document intended to help a review team member prepare for review and reach consensus</p>	<p>Baldrige emphasizes “evidence-based management.” The Criteria have been strengthened in 2003 to better measure an evaluative framework. Reviewer questions ask about current levels and trends in key measures or indicators of the operational performance, including school capacity to improve student performance, student development, the education climate, indicators of responsiveness to student or stakeholder needs.</p>

Name	How are reviewers trained?	Are Reviewers provided specific benchmarks to look for under criteria?
U.S. Dept of HHS Substance Abuse and Mental Health Services Administration (SAMHSA)	Scientists prepare for review through training and hands-on program reviews. Approximately 8 hours training per reviewer is required.	Reviewers score 17 criteria but do not weight these criteria. A final score and designation (Promising, Effective or Model) do depend on replicability and dissemination.

**Table 6
Fees and Finances**

Name	Reviewer Expenses or Time Paid?	Submission Fees	Overall Funding
Promising and Effective Practices Network (PEPNet)	No	None	US Department of Labor, Ford Foundation, Charles Stewart Mott Foundation, Pinkerton Foundation and William T. Grant Foundation
American Correctional Association (ACA)	Reviewers are granted an honorarium and paid expenses	Yes, fee is approximately \$11,000	Accreditation fees (though ACA is a membership organization, standards and accreditation division is funded entirely by application fees)
American National Standards Institute (ANSI)	No, expenses paid by own company	No cost to apply although developers must become a member of ANSI or pay an annual equivalent in order to maintain accreditation (current annual dues are \$2,295)	Dues and publications sales
Commission on Accreditation of Rehabilitation Facilities (CARF)	Yes, travel and honorarium of \$15/day	Application fee \$750; then \$1,200 per surveyor per site fee (total cost typically ranges from \$5,500-\$7,500 per accreditation)	Application fees, income from sales of standards, training programs to prepare for accreditation

Name	Reviewer Expenses or Time Paid?	Submission Fees	Overall Funding
Council on Occupational Education (COE)	Yes, actual expenses only	Institutions that have applied to and have been accepted as Candidates for Accreditation pay annual dues of \$1,000. Non-public institutions pay a deposit of \$1,500 for site visit then \$3,000 for full accreditation. Examples of other fees are: Alternate Procedure for Initial Accreditation 1,000; Warning Status 250; Probation Status 250; Any Change in Operation that Requires Review Visit 500; Application for Contract Training of Incarcerated Individuals 500	Dues and Fees
Malcolm Baldrige Award	No, with exception that reexaminer may request travel reimbursement if employer does not support expenses	Range from \$500 for education; \$2,000 for small businesses (50 or fewer employees); \$5,000 for large businesses (more than 50 employees). Applicants also pay for on-site expenses of reviewers range from \$20,000-30,000 for businesses. Fees for visits are set once a visit is scheduled.	NIST provides \$5.2 million
U.S. Dept of HHS Substance Abuse and Mental Health Services Administration (SAMHSA)	Yes	No	Centers for Disease Control and National Cancer Institute (both HHS); approximately \$200,000 budgeted for program content and implementation, \$200,000 for dissemination

**Table 7
Evaluation and Site Visits**

Name	Outside Evaluation as Part of Application Process?	Site Visit Required?	Other Form of Vetting?
Promising and Effective Practices Network (PEPNet)	Encouraged, not required	No	Programs recommended for recognition by reviewers undergo a “vet” to ensure that the initiatives have no fiscal, monitoring, or labor irregularities that would preclude them receiving the award. The US Department of Labor, PEPNet’s chief funder, has performed the vet each year since 1996. Those that pass the vet receive the award.
American Correctional Association (ACA)	No	Yes	Yes, Board of Commissioners has final approval
American National Standards Institute (ANSI)	No	No	Public review/public comment period requires that any standards developer applicant must respond to all questions during public comment period prior to accreditation. Also, following Executive Standards Council approval, final approval, withdrawal, revision or reaffirmation of an American National Standard occurs through a Board of Standards Review (BSR)

Name	Outside Evaluation as Part of Application Process?	Site Visit Required?	Other Form of Vetting?
Commission on Accreditation of Rehabilitation Facilities (CARF)	No	Yes, site visit and report is followed by Board review	Focused review team visits occur when certain substantive applications are received or when, in the judgment of the Commission, a re-evaluation of the institution's compliance with the Commission's standards, criteria, conditions, policies, and/or procedures is necessary. Focused review visits may require from one to five days on campus. They are announced or unannounced visits
Council on Occupational Education (COE)	Encouraged but not required. These documents are requested in advance of Review Team visit: evaluations of effectiveness of procedures used in identifying students in educational programs; studies of enrollment trends and/or statistics; state, regional, county, city studies	Yes, and all costs are paid for by applying institution	Yes, after Accreditation Team submits a written report of findings to the Executive Director within 30 days of the date of site visit, report sent to applicant, applicant responds to report; 20-member Board, elected by membership, votes on final accreditation

Name	Outside Evaluation as Part of Application Process?	Site Visit Required?	Other Form of Vetting?
Malcolm Baldrige Award	No	Yes, and site visit may or may not result in award	Board of 9 judges reviews all notes, site visit recommendations, fiscal, administrative, background checks individuals and organizations. Board of judges submits recommendation to Secretary of Commerce then has authority to approve/not approve winners
U.S. Dept of HHS Substance Abuse and Mental Health Services Administration (SAMHSA)	Required; level of recognition (Promising, Effective or Model) is dependent on presence	Site visits meant to verify rating scores before programs are advanced to “Model” status. Absent site visits (due to lack of funds), programs are rated on the basis of submitted materials, including technical reports, grant final reports, published and unpublished manuscripts, and similar archival documents.	After reviewer team members meet as a group to compare their assigned ratings and clarify any areas of disagreement, the program undergoes rating reliability.

Table 8
Appeals and Renewal

Name	Appeals Process?	Renewal?
Promising and Effective Practices Network (PEPNet)	No	Every four years Awardees reapply and complete process again
American Correctional Association (ACA)	Yes, an agency may request reconsideration of a decision not to accredit on the basis of arbitrary or capricious decision, or based on incorrect facts, misinterpretation of the facts or that the facts have changed. The agency submits a reconsideration within 30 days then Executive Committee determines whether a hearing before the full Commission is warranted.	Yes, required every three years
American National Standards Institute (ANSI)	Standards developers themselves must have written procedures that contain an identifiable, realistic, and readily available appeals mechanism for the impartial handling of procedural complaints regarding any action or inaction. ANSI requires that appeals are addressed promptly and a decision made expeditiously.	Required to consistently adhere to a set of procedures known as the “ANSI Procedures for the Development and Coordination of American National Standards.” Staff may also issue to accredited programs a compilation of changes to the standards developing process that have been approved by the Institute’s Board of Directors and specifying a date by which all programs must be in full compliance with the approved revisions
Commission on Accreditation of Rehabilitation Facilities (CARF)	Yes, one year appeal process that asks CARF to take another look	Yes, every three years

Name	Appeals Process?	Renewal?
Council on Occupational Education (COE)	<p>Based on one or more of the following grounds:</p> <ul style="list-style-type: none"> a. Errors and/or omissions in applying the standards, criteria, and/or conditions made by the evaluation team(s) and/or the Commission b. Demonstrable bias or prejudice displayed by one or more members of the Commission c. Documentation before the Commission at the time of the negative decision was materially in error d. Decision of the Commission was contrary to the substantial weight of the documentation <p>Appeal panel of five people and one alternate, hear the appeal;</p> <p>Appeal costs to institutions -- \$27,500; payment must accompany a formal letter of appeal.</p>	<p>Accreditation is for one year; continued accreditation determined annually by Commission approval of annual reports submitted by institutions and indicating compliance with COE's standards, criteria, and conditions. Reaffirmation of accreditation must occur from two to six years after initial accreditation. Institutions must meet the same requirements for reaffirmation as required for initial accreditation.</p>
Malcolm Baldrige Award	No	No, and may not apply for another award again for at least five years
U.S. Dept of HHS Substance Abuse and Mental Health Services Administration (SAMHSA)	Yes, and the agency is figuring out how to provide resources like training, workshops and seminars to those who do not meet program standard and to those who appeal	Discussions underway now on this point. Internal reviews are likely to occur every three years. Programs are strongly encouraged to relay new data to SAMHSA

Attachment A
Criteria for Recognition by Quality Standards Programs

Standard	Criteria
PEPNet	<ul style="list-style-type: none"> • Purpose and Activities: PA1 Mission, PA2 Target Youth, PA3 Activities • Organization and Management: OM1 Leadership, OM2 Staff Development, OM3 Collaboration, OM4 Continuous Improvement, OM5 Funding • Youth Development: YD1 Youth/Adult Relationships, YD2 Building Youths' Responsibility and • Leadership Skills, YD3 Individual Focus and Age/Stage Appropriate Outlook, YD4 Family and Peer Support, YD5 Supportive Services and Opportunities, YD6 Building Sense of Self and of Group • Workforce Development: WD1 Career Awareness, Planning and Readiness, WD2 Employer Engagement, WD3 Work and Learning Connection, WD4 Competencies Emphasis, WD5 Extended Follow-up • Evidence of Success: ES1 Descriptive Data, ES2 Outcome Data, ES3 Comparative Measures
ACA	<p>ACA standards and accreditation division was willing to provide these at a cost. The criteria are not readily available on the organization's web site or from those individuals interviewed.</p>

Standard	Criteria
ANSI	<p>Accreditation shall be based on compliance with the following criteria:</p> <ul style="list-style-type: none"> a) operating procedures used for the development of evidence of consensus for approval, revision, reaffirmation, or withdrawal of standards as American National Standards shall satisfy the essential requirements; b) the applicant shall agree to: <ul style="list-style-type: none"> 1) provide continuity of administrative oversight and support of its standards activities; 2) provide for designation, publication, and maintenance of the standard(s) produced; 3) provide for an appeals mechanism; 4) cooperate with ANSI in standards planning and coordination activities of mutual interest; 5) advise ANSI of the initiation and scope of new standards activities and revisions of existing standards expected to result in candidate for ANSI; 6) submit to ANSI for public comment the requisite information concerning activities related to new candidate American National Standards and the national adoption of ISO or IEC standards as American National Standards as well as the revision, reaffirmation, or withdrawal of American National Standards; 7) consider applicable international standards; 8) comply with the procedures contained herein with respect to the national adoption of ISO and IEC standards as American National Standards; and 9) pay to ANSI all relevant fees. c) as appropriate to the extent to which the applicant is involved with standardization, the applicant shall consider participation in international standards activities through ANSI; and d) with respect to submitting proposed American National Standards to ANSI for Board of Standards Review (BSR) approval, the applicant shall agree to comply with the normative policies and administrative procedures.

Standard	Criteria
CARF	<p>The standards in this section assert basic practices and capabilities that should be demonstrated by any organization seeking accreditation in the area of employment services.</p> <p>The intent of the 20 employment standards for organizations and for employers is that customers, in order to be informed, make choices, should be able to get accurate and current information about the organization’s potential to deliver services relevant to their needs and desires. Information is provided about the variety of service options available or support approaches to a service need and the volume of services an organization can support, which may be number of consumers, geographical coverage, goals.</p> <p>Applying organization must be able to demonstrate that it has the capabilities, either through its own resources or through contracts, partnerships, networks, or referral, to fully perform every standard applicable to the services it is seeking to accredit.</p>
COE	<p>Standard 1 - Mission and Objectives</p> <p>Standard 2 - Educational Programs: A. Admissions/Recruiting B. Programs C. Instruction</p> <p>Standard 3 - Program and Institutional Outcomes</p> <p>Standard 4 - Evaluation and Planning</p> <p>Standard 5 - Learning Resources: A. Media Services B. Instructional Equipment C. Instructional Supplies</p> <p>Standard 6 - Physical Resources</p> <p>Standard 7 - Financial Resources</p> <p>Standard 8 - Human Resources: A. General B. Faculty C. Administrative and Supervisory Personnel D. Instructional Support Staff E. Non-instructional Support Staff/Services</p> <p>Standard 9 - Organizational Structure</p> <p>Standard 10 - Student Services and Activities</p>
Malcolm Baldrige	<p>There are seven categories for Education Criteria for Performance Excellence, within which there are 19 items, each focusing on a major criterion:</p> <ol style="list-style-type: none"> 1 Leadership 2 Strategic Planning 3 Student, Stakeholder, and Market Focus 4 Measurement, Analysis, and Knowledge Management 5 Faculty and Staff Focus 6 Process Management 7 Organizational Performance Results

Standard	Criteria
SAMHSA	<p>Four categories of program criteria exist. The criteria for Substance Abuse and Treatment programs include 21 Methodological and Appropriateness criteria:</p> <ul style="list-style-type: none"> • Conceptual underpinnings/Hypothesis • Evidence measuring fidelity or adherence to program curriculum • Extent to which process evaluation methods and measures are used to assess implementation of intervention, including contextual variables that explain findings, participation levels; • Success of outreach activities • Extent to which research design was suitable to testing outcome effects • Sample size and method of assignment • Evidence of sample quality based on information about who drops out of program • Methods that address program dropout • Degree to which biases are addressed • Relevance of outcome measures in context of target population, theory or conceptual framework, and intervention goals • Reliability and validity of outcome measures • Missing data and treatment of missing data • Outcome data collection • Integrity and Utility • Replicability and dissemination • Age, gender, cultural appropriateness

Attachment B

Quality Standards Reviewed

American Correctional Association. The Standards and Accreditation Department of the American Correctional Association (ACA) serves a dual mission of providing services for ACA and the Commission on Accreditation for Corrections (CAC). These services include the development and promulgation of new standards, revision of existing standards, coordination of the accreditation process for all correctional components of the criminal justice system, semi-annual accreditation hearings, technical assistance to correctional agencies, and training for consultants who are involved in the accreditation process. Contact: Robert Verdeyne, American Correctional Association, 301.918.1800

American National Standards Institute. ANSI provides the forum for over 270 standards developers representing approximately 200 distinct organizations in the private and public sectors. The organization accredits standards developers, certification bodies and technical advisory groups to the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC). ANSI works to develop voluntary national consensus standards and American National Standards. In 2002, there were approximately 10,000 such documents. www.ansi.org

Commission on Accreditation of Rehabilitation Facilities. CARF accreditation is offered for health and rehabilitation facilities. CARF accredits only those programs that meet the rigorous standards established by CARF. Currently more than 38,000 services have earned CARF accreditation based on meeting standards of quality. The award indicates nationally and internationally recognized service standards providing risk reduction and accountability. Contact: www.carf.org

Council on Occupational Education. The Council became a fully operational agency when all assets and the membership were transferred from the Southern Association of Colleges and School (SACS). The Commission is composed of 19 members functions as the governing board and the decision-making body for all accreditation actions of the Council. Throughout its history, the Council and its predecessor agency have been recognized by the U.S. Secretary of Education as a reliable authority on the quality of education offered by the institutions it has accredited. Its current scope of recognition is as a national institutional accrediting agency for the accreditation of non-degree-granting and applied associate degree-granting postsecondary occupational education institutions. Its mission is “assuring quality and integrity in career and workforce development.” Contact: www.council.org

Malcolm Baldrige. The Baldrige Award is given by the President of the United States to businesses—manufacturing and service, small and large—and to education and health care organizations that apply and are judged to be outstanding in seven areas. Congress established the award program in 1987 to recognize U.S. organizations for their achievements in quality and performance and to raise awareness about the importance of quality and performance excellence as a competitive edge. Baldrige established the Education award in 1999. Any for-profit or not-for-profit public or private organization that provides educational services in the U.S. is eligible

to apply. Three awards may be given annually in each of these categories: manufacturing, service, small business, education and health care. Contact: www.quality.nist.gov/index.html

SAMHSA. The mission of the US Department of Health and Human Services' Substance Abuse and Mental Health Services Administration (SAMHSA) is to bring effective substance abuse and mental health programs to every community. SAMHSA carries out its mission by compiling prevention, treatment, and rehabilitation knowledge, identifying and promoting evidence-based programs, and building capacity at the State and regional levels to infuse prevention, treatment, and rehabilitation knowledge and programs into every community in the United States. To assist its practice and policy making constituents in learning more about evidence-based programs, SAMHSA's Center for Substance Abuse Prevention (CSAP) created a National Registry of Effective Programs, a resource to review and identify effective programs. Toward identifying programs, SAMHSA seeks candidate prevention programs from the practice community and from the archival scientific literature. Contact: www.samhsa.gov