



Contract Management (PA-CON)

2026 Updates for Public Agencies

Purpose

The agency safeguards agency resources and promotes the quality and effectiveness of purchased services through contracting practices that are transparent, consistent, and aligned with the agency's mission.

Introduction

Contract management is a critical administrative function in public agencies that shapes service quality, resource allocation, and accountability. Accountability is maintained through clearly defined oversight responsibilities, consistent monitoring of provider performance, and alignment of contracting practices with the agency's mission and service goals. Effective contract management strengthens collaboration with providers and ensures that resources are directed to programs and services that achieve the greatest impact for individuals and families served.

Interpretation: Public agencies may operate within governance structures where some or all contracting functions are centralized or externally managed. In such cases, the agency's role will be focused on collaborating and communicating regularly with contracting partners to share information, clarify expectations, and promote sound practices that support agency objectives. Standards should be interpreted within this context, and agencies should clearly document which contracting functions are subject to external control.

Interpretation: The standards in PA-CON refer specifically to contracting for the purchase of direct services or supports provided to or on behalf of persons served, including related staff training or technical assistance essential to service delivery. Contracts for administrative, maintenance, or other non-service functions (e.g., IT support, janitorial services, or office supplies) are outside the scope of these standards.

Note: Please see the PA-CON Reference List for the research that informed the development of these standards

NA: The agency does not purchase social or human services or staff training from other organizations or independent contractors.

PA-PQI ~~6~~CON 1: Contracting Practices

The agency enters into contracts as a purchaser of services with due regard for practices that promote positive service recipient outcomes and efficient use of resources.

NA State-administered agency regional office

~~Interpretation: The standards in PA-PQI 6 apply to all contracts entered into by the agency in which it acts as a purchaser of (1) social and human services or (2) staff training and other personnel development services. This includes contracts with provider organizations as well as contracts with independent contractors.~~

Table of Evidence		
Standard Code	Evidence Type	Description
PA-PQI 6 CON 1	On-Site Activities	<p>County/Municipality Administered Agency, State Administered Agency (Central Office), or other Public Entity</p> <ul style="list-style-type: none"> Interviews may include: <ol style="list-style-type: none"> 1. Agency head 4.2. <u>In-house counsel</u> 2.3. Contract manager(s) 3.4. Contracted providers including independent contractors <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> Evaluated at the Central Office only
PA-PQI 6 CON 1	On-Site Evidence	<p>County/Municipality Administered Agency, State Administered Agency (Central Office), or other Public Entity</p> <ul style="list-style-type: none"> Additional contracts <u>upon request of the peer review team</u> <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> Evaluated at the Central Office only
PA-PQI 6 CON 1	Self-Study	<p>County/Municipality Administered Agency, State Administered Agency (Central Office), or other Public Entity</p> <ul style="list-style-type: none"> Contracting and procurement policies, procedures, and applicable regulations

		<ul style="list-style-type: none"> List of applicable contracts Sample of three applicable contracts <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> Evaluated at the Central Office Only
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Rating Indicators

Rating	
1	<p>Full Implementation, Outstanding Performance A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity, <u>as indicated by full implementation of the practices outlined in the PA-CON 1 Practice standards.</u></p> <p>All elements or requirements outlined in the standard are evident in practice, with rare or no exceptions; exceptions do not impact service quality or agency performance.</p>
2	<p>Substantial Implementation, Good Performance A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement, <u>as noted in the ratings for the PA-CON 1 Practice standards.</u></p> <p>The majority of the standards requirements have been met and the basic framework required by the standard has been implemented.</p> <p>Minor inconsistencies and not yet fully developed practices are noted; however, these do not significantly impact service quality or agency performance.</p>
3	<p>Partial Implementation, Concerning Performance A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement, <u>as noted in the ratings for the PA-CON 1 Practice standards.</u></p> <p>The agency has not implemented the basic framework of the standard but instead has in place only part of this framework.</p> <p>Omissions or exceptions to the practices outlined in the standard occur regularly, or practices are implemented in a cursory or haphazard manner.</p> <p>Service quality or agency functioning may be compromised.</p> <p>Capacity is at a basic level.</p>

4	<p>Unsatisfactory Implementation or Performance</p> <p>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all, <u>as noted in the ratings for the PA-CON 1 Practice standards.</u></p> <p><u>The agency's observed administration and management infrastructure and practices are weak or non-existent; or show signs of neglect, stagnation, or deterioration.</u></p>
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PA-PQ1-6CON 1.01

The pursuit of contracts is:

- a. consistent with the agency's mission and practice model;
- b. aligned with, and supportive of, the agency's service array and resource development goals; and
- c. responsive to the identified needs and desired outcomes of persons served.

<u>Rating Indicators</u>	
<u>Rating</u>	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u></p> <p><u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u></p> <p><u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Contract pursuits are aligned with mission and service goals, but there are occasional gaps in documentation.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u></p> <p><u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Some contracts appear inconsistent with the agency's service array or practice model; or</u> • <u>Needs assessments are not consistently used to guide contracting decisions.</u>

<u>Rating Indicators</u>	
<u>Rating</u>	
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all; e.g.,</u></p> <ul style="list-style-type: none"> <u>Contracting activities show little or no connection to the agency's mission, goals, or identified community needs.</u>

PA-PQ16CON 1.02

The agency:

- a. establishes a system of standardized contracting practices;
- a.b. pursues contracts and business arrangements that serve the agency's and service recipients' best interests, not private interests; and
- c. conducts due diligence in contracting activities, including review of possible risks as part of its broader risk prevention and management system.

<u>Rating Indicators</u>	
<u>Rating</u>	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> <u>Standardized contracting practices are in place, but some procedures may not be fully implemented across all divisions; or</u> <u>The scope of the risk review could be more comprehensive.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> <u>Standard contracting practices are not implemented across the agency; or</u> <u>Due diligence is inconsistent.</u>

<u>Rating Indicators</u>	
<u>Rating</u>	
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all.</u></p>

PA-PQI-6CON 1.03

The agency has a process for verifying that prospective contractors:

- a. have sufficient human and financial resources to fulfill the terms of the contract;
- b. are licensed or otherwise legally authorized to provide the contracted services;
- c. employ appropriately qualified staff; ~~and~~
- d. have capacity to track and report on performance outcomes specified in the contract; and
- ~~d.e.~~ _____ have a history of satisfactory performance under previous contracts with the agency, as applicable.

Interpretation: *The agency should have a process for verifying the qualifications of independent contractors or personnel employed by contracted providers including confirmation that providers:*

- a. *possess relevant licenses and/or credentials;*
- b. *have the desired expertise and competencies for the contracted service, including cultural responsiveness and sufficient experience delivering services to the population served; and*
- c. *receive professional or clinical supervision appropriate ~~supervision~~ to their discipline and the services they are providing.*

<u>Rating Indicators</u>	
<u>Rating</u>	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>

<u>Rating Indicators</u>	
<u>Rating</u>	
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> <u>Verification of contractor qualifications occurs, but one of the standard's elements is not fully addressed.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> <u>One of the standard's elements is not addressed at all.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all; e.g.,</u></p> <ul style="list-style-type: none"> <u>The agency does not have a process to verify contractor qualifications.</u>

PA-CON 1.04

The agency ensures that cost analyses of contracted services are conducted at established intervals and the information is used to analyze operational effectiveness and efficiency and to monitor trends, current experiences, and changes in costs.

~~NA The agency is a network management entity.~~

~~NA State-administered agency regional office~~

Interpretation: When some or all contracting or finance functions are centralized or externally managed, the agency remains responsible for collaborating and communicating regularly with contract and finance partners to share information, clarify expectations, and promote sound contracting and financial practices.

<u>Rating Indicators</u>	
<u>Rating</u>	

<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> ▪ <u>Contract cost analyses are performed at set intervals and used to inform efficiency and service delivery decisions, with limited exceptions.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> ▪ <u>Cost analyses of contracted services occur irregularly or without applying findings to improve operational efficiency.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all.</u></p>

PA-PQI-7CON 2: Contract Monitoring and Quality Improvement

The agency monitors, evaluates, and enhances the quality and effectiveness of services purchased from other provider organizations or independent contractors.

Interpretation: *Contracting for services does not relieve the public agency of their responsibility to ensure that high quality, effective services are being delivered. Contract monitoring practices ensure contracted providers ~~comply~~are in compliance with applicable law and regulation, ~~providing~~ high quality services, ~~achieving~~ identified deliverables, and ~~meeting~~ desired outcomes.*

Interpretation: *Public agencies must have a well-defined monitoring process that is laid out in its contract monitoring procedures. For state-administered agencies, this includes identifying the role of regional offices in implementing each of the contract monitoring ~~and quality improvement~~ activities identified in this Core Concept. For example, when case responsibility is shared by the regional office or when the contract originates at the regional office, it may be appropriate for the region to be more directly involved in contractor monitoring ~~and quality improvement~~.*

Table of Evidence		
Standard Code	Evidence Type	Description

<p>PA-PQI <u>7CON 2</u></p>	<p>On-Site Activities</p>	<p>County/Municipality Administered Agency, State Administered Agency (Central Office) or other Public Entity</p> <ul style="list-style-type: none"> • Interviews may include: <ol style="list-style-type: none"> 1. Agency leadership 2. In-house counsel 3. Contract manager(s) 4. PQI personnel 5. Contracted providers <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> • Interviews may include: <ol style="list-style-type: none"> 1. Regional Director 2. PQI personnel 3. Contracted providers
<p>PA-PQI <u>7CON 2</u></p>	<p>On-Site Evidence</p>	<p>County/Municipality Administered Agency, State Administered Agency (Central Office) or other Public Entity</p> <ul style="list-style-type: none"> • See contracts in PA-PQI<u>6CON 1</u> • Additional <u>Sample of three</u> contract monitoring plans • <u>Sample of contractor improvement plans</u> • Documentation of technical assistance to contracted providers • <u>Sample of contractor progress reports</u> • Training curricula for contract manager(s) • Sample of three job descriptions for contract manager(s) • <u>Documentation tracking contract managers' completion of required trainings</u> • <u>Documentation of technical assistance provided to contracted providers</u> <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> • Documentation of reporting/information sharing between the region and the central office regarding the quality of services from contracted providers

<p>PA-PQI <u>7CON 2</u></p>	<p>Self-Study</p>	<p>County/Municipality Administered Agency, State Administered Agency (Central Office) or other Public Entity</p> <ul style="list-style-type: none"> • Contract monitoring procedures • Sample of three contract monitoring plans • Contract monitoring tools and scoring mechanisms • Information provided to contractors • Sample of three contractor improvement plans • Sample of three contractor progress reports <p>State Administered Agency (Regional Office)</p> <ul style="list-style-type: none"> • <i>No Self-Study Evidence</i>
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Rating Indicators	
Rating	
<p>1</p>	<p>Full Implementation, Outstanding Performance A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity, <u>as indicated by full implementation of the practices outlined in the PA-CON 2 Practice standards.</u></p>
<p>2</p>	<p>Substantial Implementation, Good Performance A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement, <u>as noted in the ratings for the PA-CON 2 Practice standards.</u></p>
<p>3</p>	<p>Partial Implementation, Concerning Performance A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement, <u>as noted in the ratings for the PA-CON 2 Practice standards.</u></p>
<p>4</p>	<p>Unsatisfactory Implementation or Performance A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all, <u>as noted in the ratings for the PA-CON 2 Practice standards.</u></p>

PA-PQI-7CON 2.01

Written contracts ~~contain~~ outline all significant terms and conditions, ~~in accordance with applicable law.~~

~~NA Contracting is managed by an external department.~~

Interpretation:- “Significant terms” can include, as appropriate to the type of contract:

- a. *roles and responsibilities of participating agencies;*
- b. *services to be provided;*
- c. *service authorization including eligibility criteria;*
- d. *provisions and/or requirements for provider training and technical assistance, as necessary;*
- e. *duration of contract including delineation of follow-up services;*
- f. *policies and procedures for sharing information including access to case record provisions;*
- g. *methods for resolving disputes;*
- h. *utilization management protocols;*
- i. *performance and quality improvement responsibilities;*
- j. *a plan and procedure for timely payment and consequences for failure to pay;*
- k. *documentation necessary for, and means of reporting to, funding or oversight bodies;*
- l. *required levels of insurance; and*
- m. *conditions for termination of the contract.*

Rating Indicators	
Rating	
<u>1</u>	<u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u>
<u>2</u>	<u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u> <ul style="list-style-type: none">• <u>One or two of the significant terms and conditions could be more clearly described.</u>

Rating Indicators	
Rating	
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Contracts are missing several key terms; or</u> • <u>Contracts include vague provisions that limit enforceability and oversight.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all.</u></p>

PA-PQI-7CON 2.02

The agency integrates contract monitoring into its performance and quality improvement activities by developing a plan for monitoring contractor progress that:

- a. is developed in partnership with the provider and tailored to the service being provided;
- b. establishes goals and performance measures for service quality, consumer satisfaction, and outcomes;
- c. specifies monitoring activities including frequency and responsible parties;
- d. establishes specific requirements for provider participation in performance and quality improvement activities including qualitative and quantitative data reporting and corrective action;
- e. outlines how performance data will be monitored and reported out; and
- f. establishes mechanisms for ongoing, regular communication between the public agency and the contracted provider.

Interpretation: *Regarding element (d), the collection, analysis, and distribution of contract monitoring data should be aligned with the agency's performance and quality improvement system, ensuring that incoming data is used to inform continuous quality improvement of purchased services.*

Examples: *Regarding element (e), in addition to sharing findings with relevant staff within the public and private agency, the agency may also wish to tailor reports for additional stakeholder groups that have an impact on, or vested interest in, performance achievement such as the public, courts, provider networks, citizen review boards, and legislators.*

Examples: *Monitoring activities include, but are not limited to:*

- a. review of performance reports from contracted providers to track progress and identify trends/concerns;
- a-b. review of fiscal and compliance documentation;
- c. case reviews;
- b-d. feedback from persons served and other stakeholders;
- e-e. meetings; and
- d-f. visits to the program.

Rating Indicators	
Rating	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Monitoring plans are in place and aligned with PQI, but one of the standard's elements is not fully addressed.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Two of the standard's elements are not addressed at all.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all; e.g.,</u></p> <ul style="list-style-type: none"> • <u>The agency does not integrate contract monitoring into PQI.</u>

PA-PQI 7CON 2.03

Contracted providers receive information on:

- a. agency mission, principles, logic models, and system-wide performance indicators;
- b. relevant service-delivery policies and procedures;
- c. relevant federal and state requirements;

- d. technical assistance procedures;
- e. the conflict resolution and provider appeal process; and
- f. ~~other information necessary to establish consistent practice and policy implementation.~~

~~NA Contracting is managed by an external department.~~

~~Examples: Technical assistance can include providing the support needed to:~~

~~use the information management system for data reporting;~~

~~understand how data will be used to track performance;~~

~~ensure service continuity and quality; and~~

~~support implementation of system-wide practice initiatives.~~

Rating Indicators	
Rating	
<u>1</u>	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
<u>2</u>	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Contractors receive required information, but one of the elements is not fully addressed.</u>
<u>3</u>	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Two of the standard's elements are not addressed at all.</u>
<u>4</u>	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all</u></p>

PA-PQI-7CON 2.04

Systems are in place to collect and respond to contractor performance concerns identified by public agency staff at all levels, including frontline staff and supervisors, and when areas of concern are identified, the agency:

- a. develops an improvement plan in conjunction with the contractor;
- b. ensures contractor follow-up and remediation; and
- c. terminates contracts if contractors do not comply with improvement action/remediation plans.

Rating Indicators	
Rating	
1	<p><u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u></p>
2	<p><u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Processes exist for addressing performance concerns, but one of the standard's elements is not fully addressed (e.g., follow up timelines are not always clearly communicated.)</u>
3	<p><u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u></p> <ul style="list-style-type: none"> • <u>Performance concerns are not consistently addressed across programs and divisions; or</u> • <u>Improvement plans are not always monitored.</u>
4	<p><u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all; e.g.,</u></p> <ul style="list-style-type: none"> • <u>There is no structured process for identifying or addressing contractor performance issues; or</u> • <u>Performance issues are not addressed when they are identified.</u>

PA-PQI 7CON 2.05

A qualified staff member is assigned to oversee and monitor each contract and receives initial and ongoing training and supervision ~~is trained and supervised~~ on:

- a. how to facilitate ~~facilitating~~ partnership and collaboration;
- b. the principles of performance-based contracting;

~~b-c. understanding and using~~ data collection and monitoring tools;

~~d.~~ the relationship between the PQI system, contract monitoring, and quality service delivery;

~~e-e.~~ the coordination and delivery of technical assistance to providers;

~~d-f.~~ report writing; and

~~e-g.~~ contract requirements.

Interpretation: *When monitoring responsibilities are spread across divisions, personnel should work collaboratively to ensure their efforts are aligned, findings are shared, and duplication of effort is minimized.*

Interpretation: Training should be updated as needed to reflect changes in laws, policies, and best practices.

Rating Indicators	
Rating	
<u>1</u>	<u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u>
<u>2</u>	<u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u> <ul style="list-style-type: none"><u>Qualified staff are assigned to monitor each contract, but two of the standards elements are not fully addressed by provided trainings or supervision.</u>
<u>3</u>	<u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u> <ul style="list-style-type: none"><u>Several contracts are not assigned to qualified staff; or</u><u>Staff lack sufficient training.</u>
<u>4</u>	<u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all.</u>

PA-CON 2.06

The agency ensures that, when a need is indicated, contracted service providers receive tailored, ongoing technical assistance that is:

- a. designed to address identified capacity gaps and support high-quality and effective service delivery;
- b. tied to contract performance expectations; and
- c. provided early enough to prevent service delivery interruptions or the need for corrective action.

Examples: *Technical assistance can include providing the support needed to:*

- a. use the information management system for data reporting;
- a.b. understand how data will be used to track performance;
- b.c. ensure service continuity and quality; and
- d. support implementation of system-wide practice initiatives.

<u>Rating Indicators</u>	
<u>Rating</u>	
<u>1</u>	<u>Full Implementation, Outstanding Performance</u> <u>A rating of (1) indicates that the agency's practices fully meet the standard and reflect a high level of capacity.</u>
<u>2</u>	<u>Substantial Implementation, Good Performance</u> <u>A rating of (2) indicates that an agency's infrastructure and practices are basically sound but there is room for improvement; e.g.,</u> <ul style="list-style-type: none"><u>• Technical assistance is offered but is not always delivered in a timely or proactive way.</u>
<u>3</u>	<u>Partial Implementation, Concerning Performance</u> <u>A rating of (3) indicates that the agency's observed infrastructure and/or practices require significant improvement; e.g.,</u> <ul style="list-style-type: none"><u>• Technical assistance is not typically aligned with contractual benchmarks or tailored to contractor needs.</u>
<u>4</u>	<u>Unsatisfactory Implementation or Performance</u> <u>A rating of (4) indicates that implementation of the standard is minimal or there is no evidence of implementation at all.</u>