

Leaders Shaping Personnel Policy: New Directions for Success



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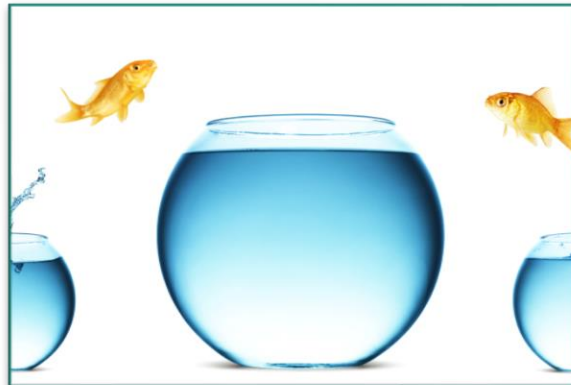
Agenda

1

Making Sense of Policy Processes

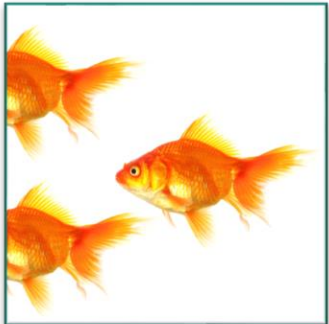
2

Public Policy Engagement



Public Policy Working Definition

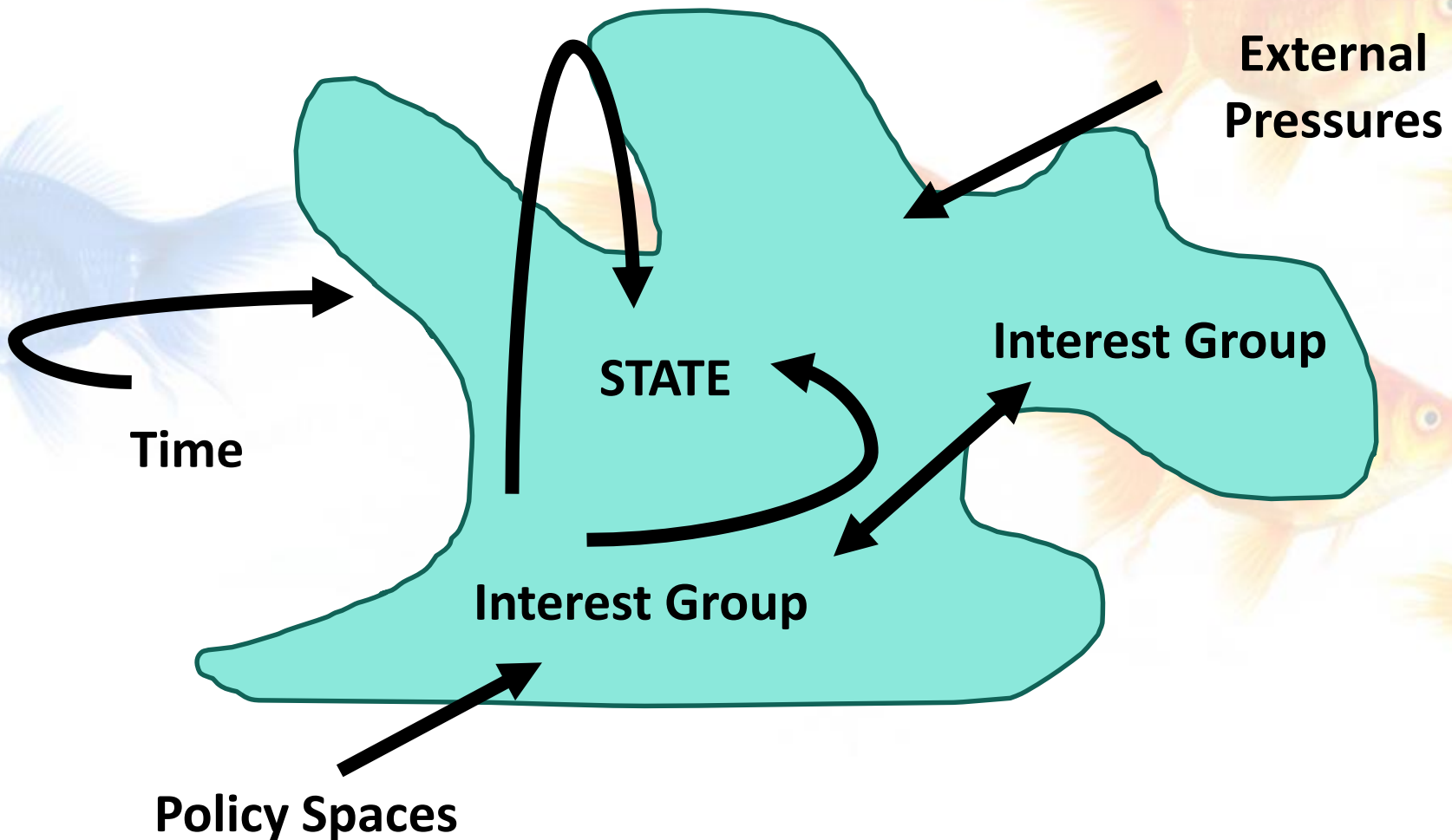
The way policy reforms are planned, designed, implemented and evaluated.



Reality of Policy Processes

In practice *policy processes are complex and messy*

Policy Processes Often Look Like an Amoeba!



Why are Policy Processes Complex & Messy?

1

Involve different types of actors.

2

Are influenced by practice/experimentation, events, learning from mistakes, actor's networks, etc.

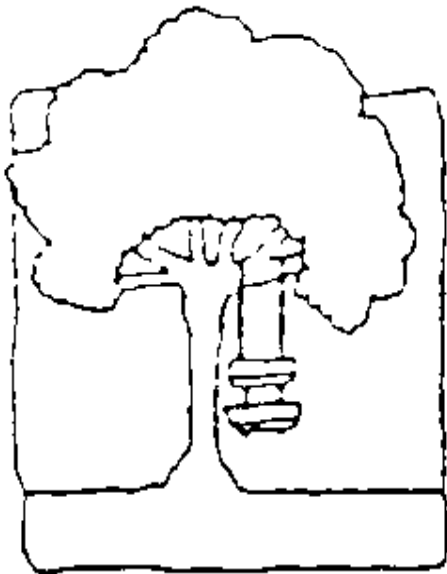
3

Are shaped by discourses and narratives.

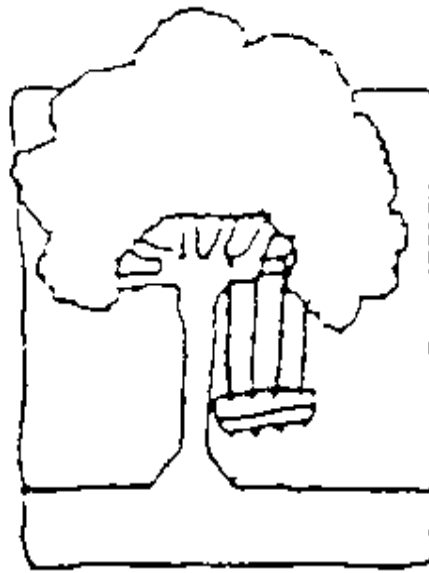
4

Have a highly political character.

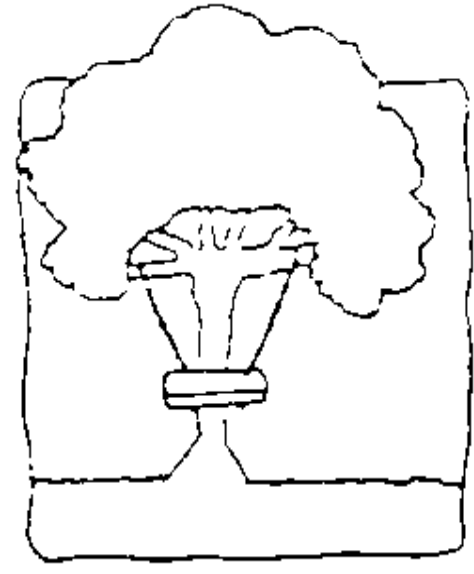
How a Bill Becomes Law



AS INTRODUCED



AS AMENDED IN
COMMITTEE

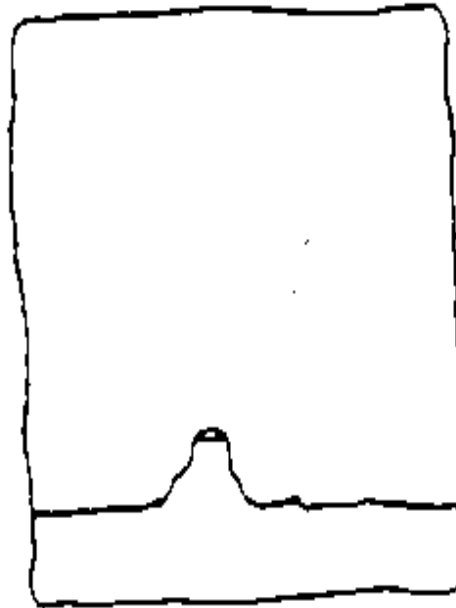


AS AMENDED ON
SECOND READING

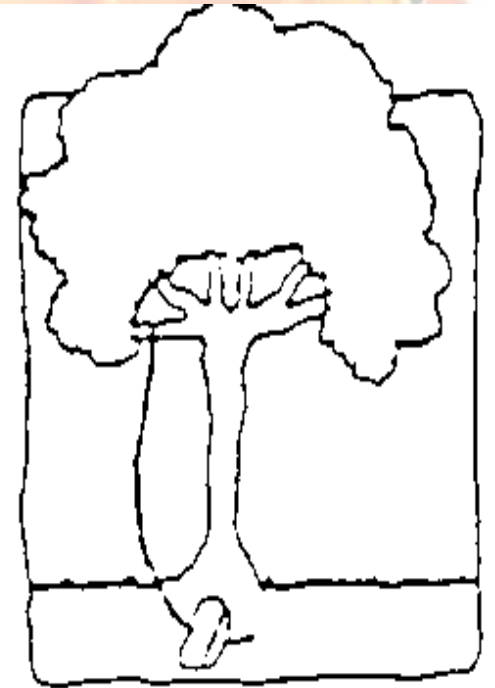
How a Bill Becomes Law



AS ENACTED

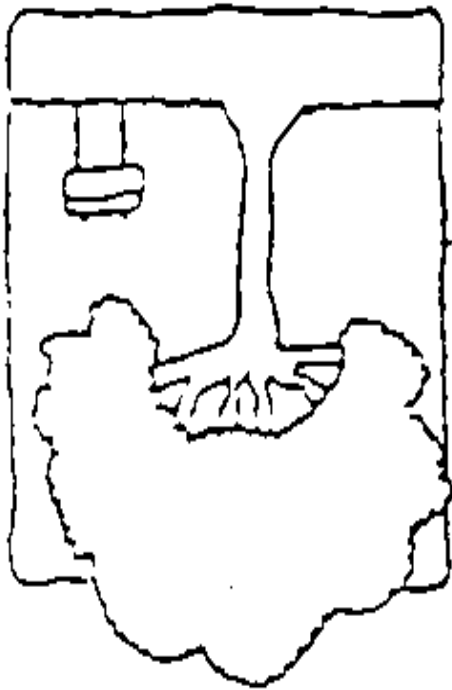


AS FUNDED BY JOINT
BUDGET COMMITTEE

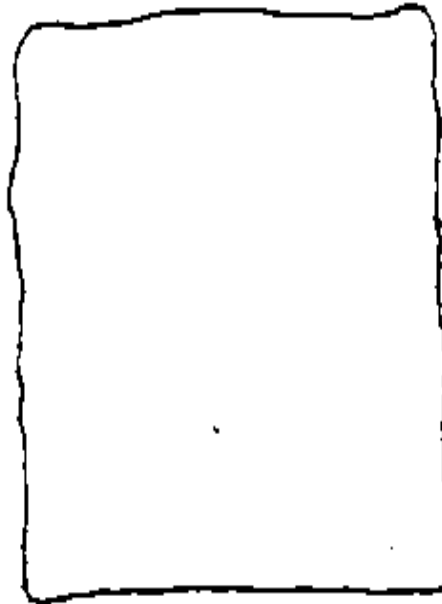


AS IMPLEMENTED BY
THE STATE AGENCY

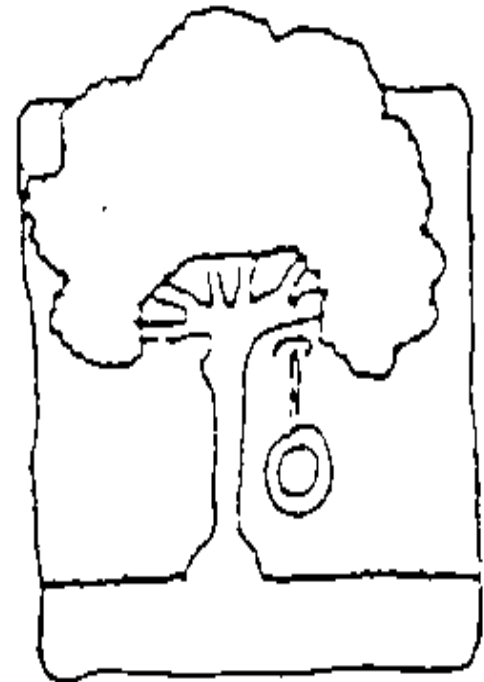
How a Bill Becomes Law



AS REPORTED BY THE MEDIA



AS UNDERSTOOD BY THE PUBLIC



WHAT WAS ACTUALLY NEEDED

Actors Who Lead: What is Leadership?

1

“The act or an instance of leading a group, organization, nation, etc.” – Merriam-Webster

2

“Leadership is the art of getting someone else to do something you want done because he wants to do it.” – Dwight D. Eisenhower

3

“Leaders are people who do the right thing: managers are people who do things right.” – Warren G. Bennis

Leadership Images

1

A political leader, pursuing a passionate, personal cause.

2

An explorer, cutting a path through the jungle for the rest of his group to follow.

3

An executive, developing her company's strategy to beat the competition.

4

An early childhood professional, ensuring every child with a disability and their family has access to highly effective professionals, guaranteeing high quality outcomes! 😊

Effective Leaders

1

Create an inspiring vision of the future.

2

Motivate and inspire people to engage with that vision.

3

Manage delivery of the vision.

4

Coach and build a team.

Leadership Myths?

True or False?

1

Leadership is innate?

2

Leadership is possessing power over others?

3

Leaders are positively influential?

4

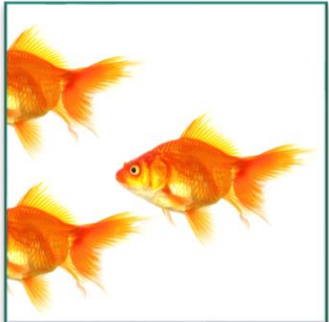
All groups have a designated leader?

5

Group members resist leaders?

Leadership Myths

Although largely talked about, leadership has been described as one of the least understood concepts across all cultures and civilizations. (Gardner, 1965)



Leadership Characteristics

Pair/Share Activity

1

List 3 words that describe your most positive leadership characteristics. Identify your most positive characteristic.

2

Share with your neighbor.

3

Write the one characteristic that is your most positive on a fish card.

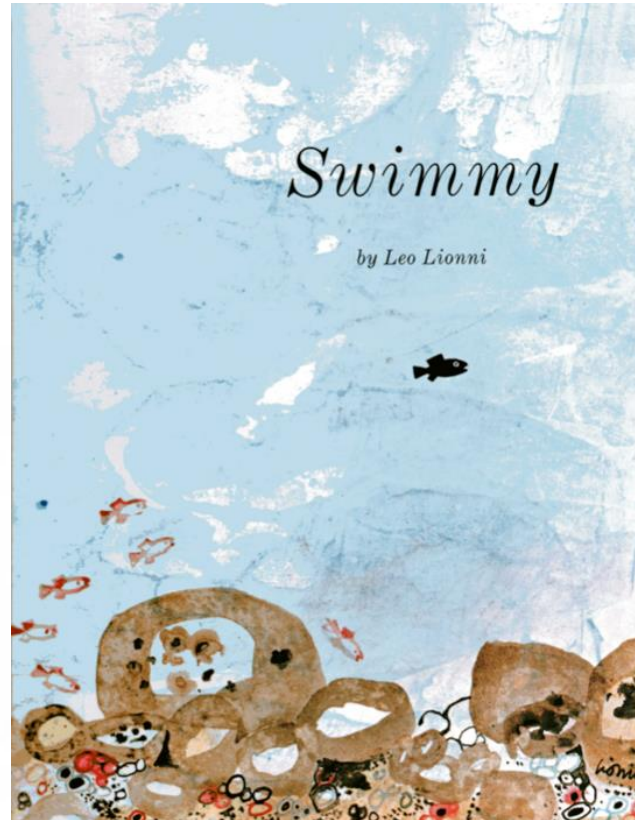
4

Be ready to share 1 characteristic with the larger group.

Leadership



Swimmy's Leadership



Swimmy shows his friends how – with ingenuity and team work – they can overcome any danger

Dancing Guy Leadership



[link](#)

CEC's Professional Preparation Standards

◆ Define the specialized expertise special educators must master for the safe and effective practice of early intervention and special education.

◆ Inform preparation programs, accreditation organizations, and certification and licensure agencies.

◆ CEC Partners with the Council for the Accreditation of Educator Preparation (CAEP) – national educator preparation program accreditor, to recognize preparation programs that prepare teachers/provides based on their meeting of standards established by CEC.

CEC's Professional Preparation Standards



Initial Standards

Advanced Standards

7 standards
28 elements

Initial Standards Sets

Advanced Standards Sets

CEC's Professional Preparation Standards

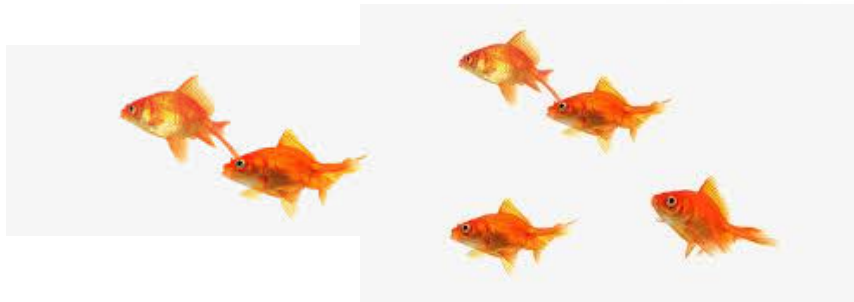
Specialty Sets

INITIAL

Blind and Visual Impairments
Deaf and Hard of Hearing
Deafblindness
Developmental Disabilities and Autism Spectrum Disorder
Early Childhood Special Education/Early Intervention
Emotional and Behavioral Disorders
Individualized General Curriculum
Individualized Independence Curriculum
Individualized General Curriculum and Individualized Independence Curriculum
Learning Disabilities
Physical, Health, and Multiple Disabilities

ADVANCED

Special Education Academic Intervention Specialist
Special Education Administration Specialist
Special Education Behavior Intervention Specialist
Special Education Deaf and Hard of Hearing Specialist
Special Education Developmental Disabilities and Disorder Specialist
Special Education Diagnostician Specialist
Special Education/Early Intervention in Early Childhood Specialist
Special Education Inclusion Specialist
Special Education Learning Disabilities Specialist
Special Education Technology Specialist
Special Education Transition Specialist



New Development - Early Childhood Special Education Personnel Standards

◆ DEC, CEC, and ECPC partnering to develop NEW professional practice – based on early childhood special education (ECSE) standards

◆ Development Timeline – May 2018 – July 2020

◆ Numerous public feedback opportunities

CEC Draft Professional Standards

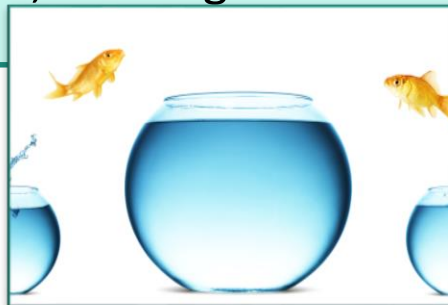
Engaging in Professional Learning and Practice within Ethical Guidelines

1

Standard 1:

Engaging in Professional Learning and Practice within Ethical Guidelines

Candidates practice within ethical and legal guidelines; engage in ongoing self-reflection to design and implement professional learning activities; and advocate for improved outcomes for individuals with exceptionalities and their families while considering their social, cultural, and linguistic diversity.



CEC Draft Professional Standards

1.2 Candidates **advocate for improved outcomes** for individuals with exceptionalities and their families while addressing the unique needs of those with **diverse social, cultural, and linguistic backgrounds**.

Supporting Explanation:

Candidates advocate for resources and the professional learning conditions to help individuals with exceptionalities meet instructional, behavioral, social, and transition goals and outcomes. For example, they work with colleagues, families, and others to adapt curricular materials, ensure service provisions, implement principles of universal design, and speak on behalf of children with exceptionalities in situations where their voice has been absent. They evaluate new technology options given student needs and advocate for administrative support in technology implementation. Additionally, candidates respectfully advocate for social, legal, and environmental changes for students and families of people with exceptionalities recognizing students' multiple identities. For example, candidates recognize that students with exceptionalities may also come from a different cultural background, speak another language than the dominant culture, come from a unique racial or ethnic group, or identify as a different gender or sexual orientation. Candidates should understand barriers that exist for students with exceptionalities within educational settings and work with decision makers to remove them.

DEC Draft Professional Standards

Standard 2: Partnering with Families

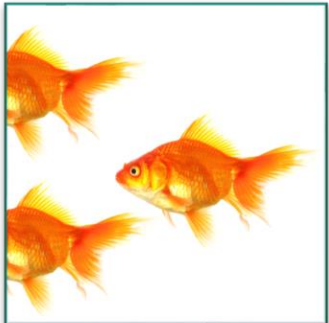
2

Candidates use their knowledge of family-centered practices and family systems to develop reciprocal partnerships with families. They apply family capacity-building practices as they support families to make informed decisions and advocate for their children. They engage families in opportunities that build on existing strengths, reflect current goals and foster family competence and confidence to support children's development and learning.

Component:

2.2

Candidates communicate clear, comprehensive, objective information about resources and supports to prepare families to make informed decisions and advocate for access, participation and equity in natural and inclusive environments.



DEC Draft Professional Standards

Standard 7: Professionalism and Ethical Practice

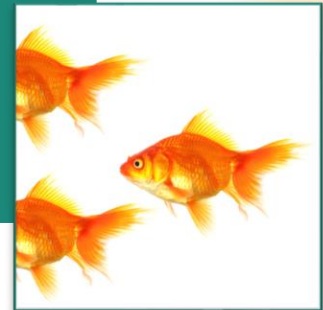
7

Candidates identify and engage with the profession of early intervention and early childhood special education by exhibiting professional dispositions and advocacy and leadership skills while adhering to ethical and legal guidelines. Evidence-based practices are promoted and used by candidates.

Component:

7.4.

Candidates advocate for children, families, and the profession including the promotion and use of evidence-based practices and decision making.



Public Policy Engagement

1

Definition of Public Policy

2

Phases of the Public Policy Life Cycle

3

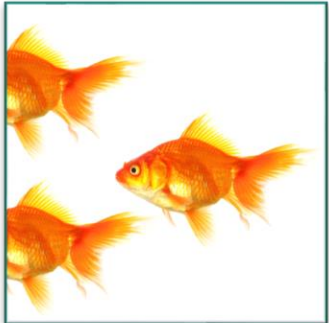
How to Engage in Public Policy

4

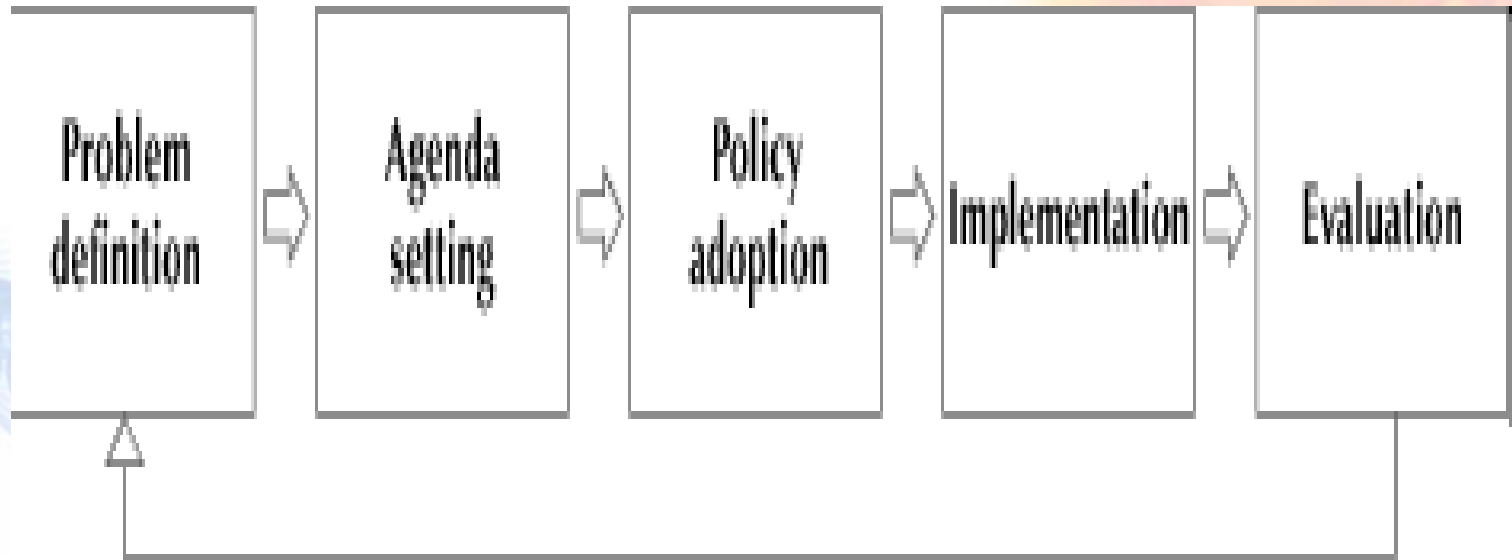
Types of Public Policy

Definition of Public Policy

Public Policy: A decision of action of government that address problems and issues.



Phases of the Public Policy Life Cycle

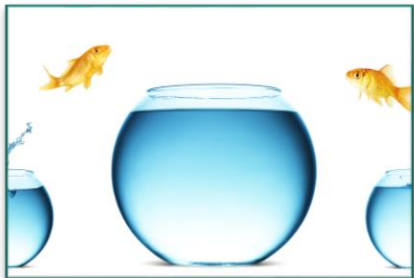


This life cycle is only a framework – not all policy is formed according to this linear model. However, all policy creation is incremental and builds upon prior developments and activities.

Phases of the Public Policy Life Cycle

1

Problem definition: A problem is identified and examined, and possible solutions are explored through research and analysis.



Phases of the Public Policy Life Cycle

1

Agenda setting: Efforts used to raise the profile of the problem and possible solutions among the public and decision makers.

2

Agenda setting strategies may include:

- Community organizing
- Public education
- Media and communications
- Convening stakeholders
- Building coalitions



Phases of the Public Policy Life Cycle

1

Policy adoption: Discussion of options and possible solutions, which leads to the either new policy or amend existing policy.

2

Common strategies used to impact policy adoption include:

- Issue advocacy
- Regulatory advocacy
- Community organizing
- Public/private partnership creation

Phases of the Public Policy Life Cycle

1

Implementation: Implementation is an essential phase during which critical decisions are made which ultimately determine the policy's effectiveness.

2

Approaches used include:

- Issue advocacy
- Regulatory advocacy
- Litigation
- Public/private partnership creation

Phases of the Public Policy Life Cycle

1

Evaluation: Policy research and analysis are strategies to evaluate whether the policy meets its original intents and if there are any unintended outcomes. If the policy is not successful on any level, evaluation findings can be used during a new phase of problem definition. The policy life cycle begins again and continues until an effective policy is created and successfully implemented.



How to Engage in Public Policy

How should one determine which strategy(ies) to use?

1

Which phase of the policy life cycle (problem definition, agenda setting, policy adoption, implementation, evaluation) is the policy currently in? Different strategies are more effective at different stages of the policy formation process.

2

What is the current political climate, including any changes in executive and/or legislative leadership?

3

Which jurisdiction (local, state, national) do you wish to impact?

How to Engage in Public Policy

1

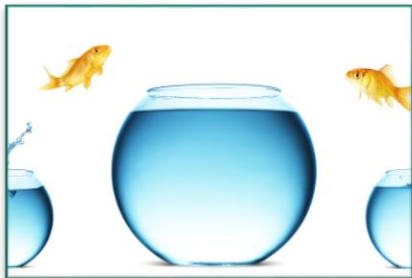
Building coalitions: Coalitions are often key players during the public policy life cycle. Coalitions can foster the development of new ideas and inform and shape public policies. Through coalitions and networks, individuals and organizations can share resources, knowledge, and skills.



How to Engage in Public Policy

2

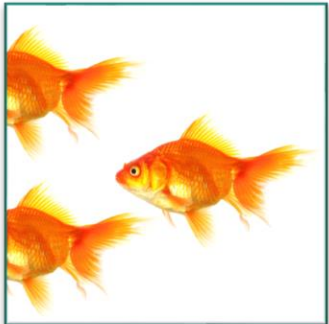
Community organizing: A powerful strategy used to raise the profile of the issue among community members and decision makers. Community organizing can influence the agenda setting, and policy adoption phases.



How to Engage in Public Policy

3

Convening Stakeholders: Encouraging stakeholders to meet and discuss public policy issues is often an effective strategy during the problem definition, agenda setting, and policy adoption phases.



How to Engage in Public Policy

4

Funding demonstration projects:

Successful demonstration projects can be persuasive to policymakers. However, while support for pilot programs is often a good way to demonstrate new innovations, groups need to come to a different understanding of what sustainability entails. Funding demonstration projects is often an effective strategy in the policy adoption, and implementation phases.

How to Engage in Public Policy

5

Issue advocacy: Advocacy can be broken down into two categories: lobbying and non-lobbying activities.

Both types of issue advocacy, lobbying and non-lobbying, are often used during the phases of agenda setting, policy adoption, and implementation.



How to Engage in Public Policy

6

Lobbying involves directly communicating with legislators or voters in order to influence legislation; grassroots lobbying means communicating with the public to encourage them to make their voices heard on a particular piece of legislation or issue.

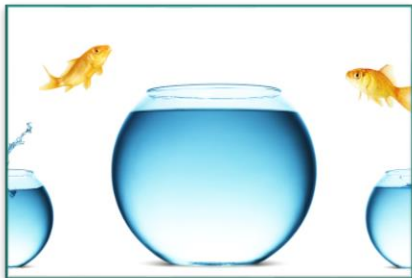
Lobbying is not limited to politically driven groups. Except for private foundations, all 501c(3) organizations can lobby, although there are legal limitations on lobbying and its funding. Private foundations are strictly prohibited from lobbying directly; however, they are able to support organizations that lobby.

How to Engage in Public Policy

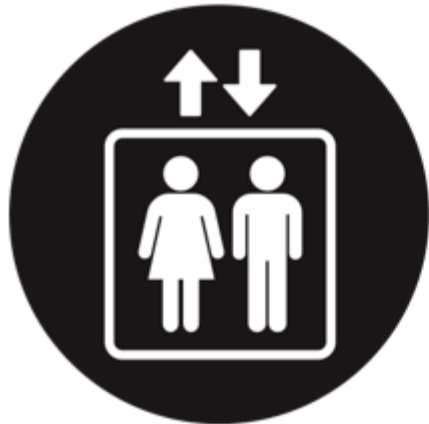
7

Non-lobbying advocacy does not focus on a particular legislation or action. There are no legal limitations on general advocacy activities.

- Nonpartisan research
- Technical assistance



ELEVATOR



PITCH

Elevator Pitch Definition and Process of Delivering

- ❖ Short summary used to quickly and simply define a process, product, service, organization or event and its value proposition.
- ❖ Deliver the summary in the time span of an elevator ride, or approximately thirty seconds to two minutes.
- ❖ If the conversation in those few seconds is interesting and value adding, the conversation will either continue via referral to resources or a content expert, exchange of business cards, a scheduled meeting or action on the “ask”.

Elevator Pitch (EP) Report Card

Strategies for a Great Elevator Pitch (EP)

Full Funding of IDEA

Frame EP around view of person

Plain simple English, No Jargon

Piqued interest

Passionate, concise and succinct

How to obtain policy and additional resources

Brief summary of policy

End the EP with Call to ACTION!



H.R. 4107 Funding Early Childhood is the Right IDEA

◇ 7/30/2019 Congressman Mark DeSaulnier (D-CA) and Congressman Rodney Davis (R-IL) introduced H.R. 4107 and referred it to the House Committee on Education Labor

- ◇ Provides authorization levels for IDEA Section 619 and Part C
- ◇ Authorizes a five year glide path to fully fund IDEA section Grants and Part C-Infant and Toddler Grants

H.R. 4107 Funding Early Childhood is the Right IDEA

- ◇ Funding for IDEA Section 619 and Part C has eroded over the last 25 years:
 - ◇ IDEA Section 619 – high of \$1,484 per child in 1992 to \$529 in 2017, adjusted for inflation
 - ◇ IDEA Part C – high of \$1768 per child in 1999 to \$645 per child in 2017



- ◇ Over 30 disability, family and education groups support the bill

ELEVATOR



PITCH

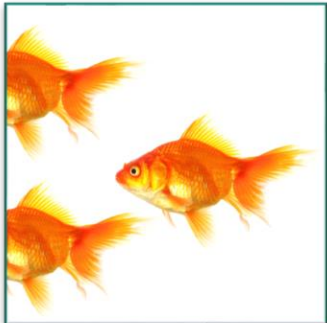
Interactive Activity

- ❖ You are on the elevator, the door opens and President ??? gets on. **You need an elevator pitch!**
- ❖ Prepare an elevator pitch to advocate for full funding of IDEA
- ❖ Appoint someone from your team to present the elevator pitch.

How to Engage in Public Policy

8

Leadership development: Encouraging individuals to lead public policy efforts can be an effective way to support long-term public policy engagement. Strong leaders are instrumental during the problem definition, agenda setting, and policy adoption phases.



How to Engage in Public Policy

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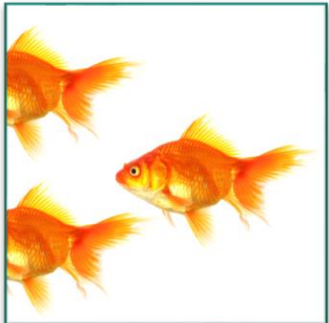
Litigation: Individuals can provide key support for litigation about current law. Litigation is often an effective strategy during the implementation, and evaluation phases.



How to Engage in Public Policy

10

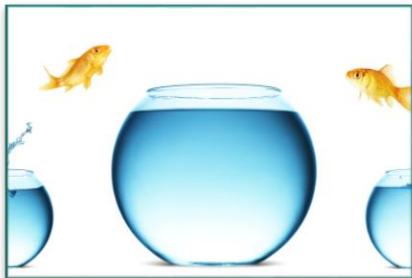
Media and communications: Public policy issues conceptualized through general advocacy using media and communications. These vehicles are often important during the problem definition, agenda setting, and policy adoption phases.



How to Engage in Public Policy

11

Policy research and analysis: Individuals and groups may provide nonpartisan analysis and research to legislators and other decision makers, and to the public. Policy research and analysis is often useful during the problem definition, agenda setting, and evaluation phases.



How to Engage in Public Policy

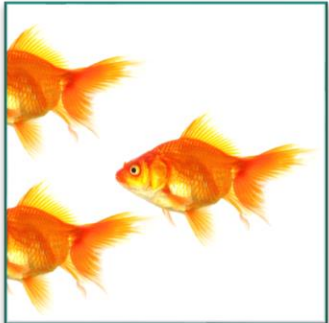
12

Public education: Public education, including framing and messaging, is a key role in the agenda setting phase. Individuals and groups can play an integral role in translating complex policy information. Polling and focus groups can be used to develop effective public education messages.

How to Engage in Public Policy

13

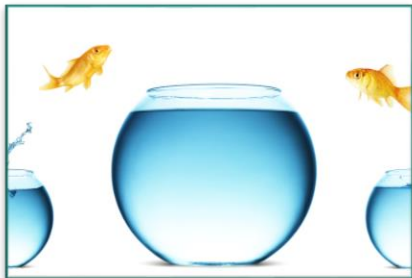
Public/private partnerships: Public/private partnerships are effective ways to leverage resources, most notably during the policy adoption and implementation phases.



How to Engage in Public Policy

14

Regulatory advocacy: Regulatory advocacy occurs after the passage of legislation, to ensure fair and proper implementation of public policies. This area of public policy engagement is an often ignored, yet critical strategy.



How to Engage in Public Policy

15

Voter engagement: Groups and individuals can engage in a number of nonpartisan activities such as registering and educating voters, and getting out the vote. These activities can lead to short-term policy adoption in the case of both initiatives, and long-term agenda setting, as policy will likely reflect voters and the issues they care about.

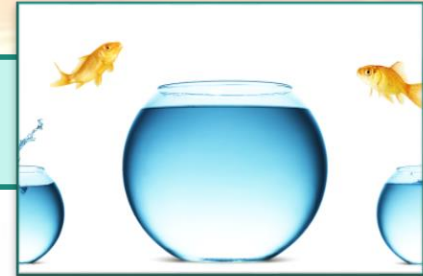
Types of Public Policy

Type	Scope	Applicable	Duration	Process Characteristics	Primary Policy Makers
Statutory Constitution/Charter Laws Appellate Court Decisions	Societal Norm	Governs Practice of Individuals & Organizations Throughout Jurisdiction (i.e. State/Nation)	In Force Until Succeed by <ul style="list-style-type: none"> • Constitutional Amendment • New Law • Appellate Court Decision 	Public Deliberation & Notice	Plenary Body <ul style="list-style-type: none"> • Electorate • Elected Officials • Appellate Judges
Fiscal Annual Budget Acts & Resolution	Policy Implementation	Resources For Priority Policies	<ul style="list-style-type: none"> • Fiscal Period • Subject to Revision or By Plenary Body 	Public Deliberation & Notice	<ul style="list-style-type: none"> • Legislative & Executive Approval • University Trustees
Regulatory Administrative Rules	<ul style="list-style-type: none"> • Within Scope of Primary Policy • Force of Law 	Governs Practices of Individuals & Organizations in a Specific Policy Area	Subject to Revision or Repeal By Plenary Body	<ul style="list-style-type: none"> • Agency Action • Public Notice • Legislative Approval. 	Cabinet Officers & Agency Directors
Institutional Policy Manual & Standards. Tenure & Appointment Articulation Agreements	<ul style="list-style-type: none"> • Define Operation Policies • Professional Standards 	Govern Agency/Institutional Staff & Consumers	Subject To Revision Repeal By Plenary Body or Agency Action	<ul style="list-style-type: none"> • Internal Organization al Process • Limited Public Notice 	<ul style="list-style-type: none"> • Agency Officials • University Trustees & Administration Faculty

Policy Identification Activity

1

IDEA is “up” for reauthorization.



2

Make a list of statutory changes relative to a well qualified supported workforce (10 minutes).

3

Turn to your neighbor, share your list and confirm that the recommendations are statutory (10 minutes).

Interactive Activity - Comprehensive System of Personnel Development (CSPD)

1

Recruitment and Retention

- Strategies to hire and maintain a qualified workforce

2

Personnel Standards

- Discipline specific knowledge, skills and competencies for EC workforce

3

Pre-Service Training

- Formal programs of study at an IHE to prepare the EC workforce

4

In-Service Training

- Ongoing learning activities to build and maintain and build the competence of the EC workforce

5

Leadership, Coordination and Sustainability

- Ongoing support of all personnel development activities

Interactive Activity - New Policy Process Worksheet - CSPD

Policy Process Worksheet
Developing New Policy
Comprehensive System of Personnel Development (CSPD)

CSPD Policy Component: _____

(Handout #1 – Choose 1 Component)

CSPD Specific Policy for Analysis: _____

(Handout #1 – Identify a specific policy under component identified above)

Policy for Analysis	Policy Option Source						Policy Option Type Statute, Regulation, guideline, procedure, etc.	Analysis Rating			Strategies	Outcome	Stakeholders		Timelines	
	Level			Branch				Program Impact	Feasibility	Economic & Budgetary			Lead Agency	Team Members Agency	Start	End
	Fed.	State	Local	Jud.	Leg.	Exec.										
Policy 1										1.	1.					
										2.	2.					
										3.	3.					
Policy 2										1.	1.					
										2.	2.					
										3.	3.					
Policy 3										1.	1.					
										2.	2.					
										3.	3.					

Kid President – For the Heroes!



Questions?



Contact Information

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