

## Site Visit Overview

The purpose of the site visit is two-fold: (1) to ensure compliance with the state's requirements for Prevention Initiative (PI) programs and (2) to give feedback to programs on strengths of their program planning and implementation and ways in which they can improve the quality of their services. To that end, program monitors collect data using online surveys, interviews, observations, and document review and report back on four different but compatible tools. This information collected is used to score the Prevention Initiative Compliance Checklist (PICC), the Prevention Initiative Quality Rating Instrument (PIQRI), and the Home Visit Observation Rating Scale 2.1 (HOVRS A+ 2.1). Additionally, the monitoring will include an observation of a scheduled group that focuses on parent-child interactions and group facilitation, along with a short interview with the group facilitator.

## Pre-Site Visit Activities

**Online Home Visitor Staff Surveys:** Prior to the site visit, all staff members who conduct home visits are asked to complete an online survey. Each survey takes approximately 20 minutes to complete and should be completed in one sitting. It is important to note that the home visitor will not be allowed to resubmit or save the survey.

To access the survey, home visitors will go to the main monitoring [website](#) and select the link for *Home Visitor Survey*. They will then verify the program to which they belong using the dropdown list and continue on to take the survey. Only home visitors from programs that have a visit scheduled will be allowed to take the survey.

The survey questions include information about staff educational and professional background, basic information about the home visitor's caseload, workplace environment, and supervision. In order to maintain home visitor confidentiality, home visitors will only enter the program site name; they **do not** need to register by name on the site to complete the survey.

**Online Program Director Survey:** Prior to the site visit, program directors are also asked to complete an online survey. Program directors will receive an email with directions on how to access the survey on the ISBE monitoring website. Once registered, they will be able to access the Program Director Survey link. This survey asks program directors about program training and materials. Only one director survey will be submitted per site. The program director is encouraged to consult with other staff who share management responsibilities to assist in completing the survey if he or she is not able to answer all questions, or if the questions fall out of his or her role. Since the program director survey is behind a secured login, the director can save the survey and come back to it at a different time.

**Home Visit Recordings:** As part of your participation in the ISBE Birth to Three Prevention Initiative Program Monitoring process, a number of your home visitors will video record home visits with two families on their caseload. The recordings allow home visitors to capture what an actual home visit would look like. This recorded observation is an important part of the monitoring process. In order to make sure the videos represent an accurate sample

from your program, the lead monitor will assist you in determining which home visitors and families to recruit for this component of the monitoring process. The lead monitor will be in touch with you by phone to do this, as well as to answer any additional questions you might have about the video recording process.

The recordings should capture typical home visits that occur within your program. The tool used to assess videos (HOVRS A+ 2.1) focuses on parent-child interactions. For this reason, prenatal visits or visits that include a structured or developmental assessment **do not** work well for scoring and evaluation purposes. Home visiting staff should avoid recording these types of visits.

### ***Recording and Downloading Video***

Shortly after your visit is scheduled, your program will receive a video camera with instructions for recording and downloading videos to a flash drive. The flash drive will be collected at the time of your site visit by the program monitor. These recordings should be recent, within the timeframe of receiving the camera to the day before the site visit. Additionally, programs are encouraged to make and keep a copy of the videos in order to use the recordings for supervision and professional development. Cameras will remain with programs for future use. If you wish to submit video recordings prior to the site visit, please reach out to the lead monitor for further instructions.

### ***Consent and Confidentiality***

Consent from the participating home visitors and families is required prior to video recording a home visit. **This documentation will be provided for you within this initial email as an attachment.** The consent forms detail the purposes and uses of the recordings as well as a FAQ sheet for you to share with families. You may give the home visitor and family consent forms to your lead monitor during the site visit or scan and email them back to your program monitor.

In order to maintain confidentiality, the signed and recorded videos will be identified by a code number. Project staff will score the home visit using the HOVRS A+ 2.1. These results will be summarized across the programs and will receive feedback based on this summary.

## **Validation Research Study**

Please note that sites are being asked to voluntarily participate in a validation research study conducted by Erikson Institute. This will **not** involve additional data collection. The primary goal is to understand how effectively the PIQRI evaluates home visiting program quality. We will ask for permission to use the information already gathered through the PIQRI interviews and surveys as well as the recorded home visits for this validation work. For this reason, all home visitors are asked to provide their date of birth at the end the survey, interview, and video documentation. This will allow us to confidentially link the information of the home visitors who agree to participate in the validation study (without identifying them by name).

**Documentation Preparation Phone Call:** ISBE requires a review of both program documents and child/family files in order to meet the state's compliance requirements. To best assist in the preparation process, the lead monitor will follow up with an email to schedule a pre-visit phone call. We ask that you take the time to review the sections under Site Visit Preparation Guide and the Quick Reference Guide (beginning on page 4), so that the monitor may answer any additional questions during the scheduled call.

## Site Visit Activities

**Program Director/Management Interviews:** Program management staff (managers and/or supervisors) identified by the program director as most suitable to answer questions will be interviewed about a variety of program operations, including: program service delivery, content, supervision, management, and evaluation. Program directors/management staff will also be asked to help in facilitating reviews of program documents/materials (by identifying location of relevant information, etc.). Please see the interview guide at the end of this document for sample questions (page 12).

**Home Visitor Interviews:** Up to four home visitors selected by the lead monitor will be interviewed during the site visit. Each interview will take approximately one hour to complete. Home visitors will be asked questions about their work with families and asked to respond to case vignettes. These interviews can be conducted in either English or Spanish, as preferred by the home visitor. For confidentiality reasons, we ask that you prepare a private room where these interviews may be conducted. Please see the interview guide at the end of this document for sample questions (page 13).

**On-Site Documentation Review:** The program monitors will independently conduct a review of program documents and materials needed for the quality-rating tool and the compliance checklist. The monitors will not be able to collect any additional documentation once the site visit has been completed. You are encouraged to send as many documents as are available electronically to Erikson for review ahead of your site visit. This will save time and help the site visit be more efficient. Additional descriptions for this part of the site visit are found under the Documentation Preparation Guide on page 4. If your program uses a data management system to record child and family data, this information can also be provided electronically for several areas of compliance (see page 6 for the Quick Reference Guide).

**Observation of Parenting Group:** The program monitors will observe a regularly scheduled parenting group and talk briefly with the group leaders. We do not expect programs to organize a parenting group for the purposes of monitoring; instead, we hope to observe one as scheduled by the program.

## Documentation Preparation Guide

**Documentation Review:** The lead monitor will assist programs in identifying specific documents and materials required. A review of program procedures and policies, which guide your staff and programming are typically found in a policy and procedure manual(s) or employee manual(s). In addition, monitors will review other documentation such as supervision records, referral systems, collaboration policies and procedures, MOU's, community engagement plans, continuous quality improvement documentation, and the professional development plans for staff.

### ***On-Site Review of Active Case Files***

Upon arrival, program monitoring staff will randomly select up to 15 child/family files from your active (open) case load lists from all home visitors. The file review will be conducted for the entire enrollment period of each family/child caseload chosen, not just the information for the current year.

### ***On-Site Review of Closed Case Files***

Program monitoring staff will randomly select up to 15 child/family files from cases that have closed in the past 12 months. If programs do not have 15 files that have closed in the last 12 months, the lead program monitor may advise programs to pull files from the last 24 months.

### ***Confidentiality***

In order to protect the confidentiality of the clients, if possible, remove names or other identifying information from the documents that are sent for this monitoring. If documentation with identifying information are received, the information will be redacted before storing electronically. For detailed descriptions of documents and required documentation, please refer to the PICC and related resources such as the PI Monitoring and Compliance Information document.

### ***Options for Submitting Data Management Reports***

The following tables are intended to assist sites with options for providing documentation for PICC and PIQRI requirements. Programs using a data management system such as Visit Tracker, Penelope, or NewOrg will find guidance on reports that can be sent electronically, when applicable. Unless otherwise specified, ***data reports provided should be for the last 12 months of program operation.***

If electronic documentation and data reports are not available, monitors will conduct the review of documentation and child and family files on site. The ISBE excel sheet provided can also be used to collect some of the information, should data report not be accessible. Program monitors will request caseloads lists and work with programs to get a representative sample. Refer to the PICC for full descriptions of documentation requirements for ISBE compliance items.

Documentation can be emailed or scanned to [ISBE@Erikson.edu](mailto:ISBE@Erikson.edu) or can be **uploaded** to the website: <http://isbepi.erikson.edu/> under your site name.

### ***Additional Information and Resources on ISBE PI Monitoring***

In conjunction with our state counterparts, various webinars can be found on the [Monitoring Process Overview](#), the [Prevention Initiative Quality Rating Instrument \(PIQRI\)](#), and the [Home Visit Rating Scales \(HOVRS\)](#) to assist programs in preparation for their site visit.

The current version of the [Prevention Initiative Compliance Checklist \(PICC\)](#) can be referenced to ensure that you have the necessary information easily available to verify your compliance with the state's mandate. Please review [ISBE's Accountability Tab](#) for additional details and the latest information for Prevention Initiative programs.

*See additional web links below:*

- [PI Monitoring and Compliance Information](#)
-  [Prevention Initiative Spreadsheet](#) (for Service Initiation, Completion of Intended Visits, Frequency and Length of Services)

Please do not hesitate in asking your assigned lead monitor additional questions that may arise as you begin to organize information for the site visit. In order to best capture information about your program with the most accurate results, we encourage strong communication between programs and Erikson staff to help your program in preparation for your site visit.

## Quick Reference Guide for PIQRI & PICC Documentation

Item Number	PIQRI/ PICC Issue	Documentation Description	Documentation Options to Provide Electronically (Choose as applicable)
PIQRI B1.2 (PICC 7)	Guidelines for service initiation	Written formal guidelines with timelines and services. Policy and procedures manual, employee handbook.	<ul style="list-style-type: none"> <li>• Provide electronically before site visit</li> <li>• On Site Document Review</li> </ul>
PIQRI B1.3	Service initiation	Program data tracking the time lapse between initial contact and service initiation for currently enrolled families for the last 12 months.	<p><a href="#">Prevention Initiative Spreadsheet</a>  OR</p> <p><b>Electronic Reports</b></p> <ul style="list-style-type: none"> <li>• <b>Visit Tracker:</b> Visit Frequency Report by Child</li> <li>• <b>Penelope:</b> Family Info Record</li> <li>• <b>NewOrg:</b> Initial Contact/Enrollment/1<sup>st</sup> Date of Service</li> </ul>
PIQRI B2.2	Prenatal enrollment	Percentage of families enrolling prenatally for the last 12 months.	<p><a href="#">Prevention Initiative Spreadsheet</a>  OR</p> <p><b>Electronic Reports</b></p> <ul style="list-style-type: none"> <li>• <b>Visit Tracker:</b> Family Report w/ enrollment date &amp; DOB</li> <li>• <b>Penelope:</b> Family Info Record w/ enrollment &amp; DOB</li> <li>• <b>NewOrg:</b> Initial Contact/Enrollment/1<sup>st</sup> Date of Service &amp; Child DOB</li> </ul>
PIQRI B3.3	Length of enrollment	Average length of family enrollment for the last 12 months.	<p><a href="#">Prevention Initiative Spreadsheet</a>  OR</p> <p><b>Electronic Reports</b></p> <ul style="list-style-type: none"> <li>• <b>Visit Tracker:</b> Child Exit Summary Report</li> <li>• <b>Penelope:</b> Open/Closed Service File</li> <li>• <b>NewOrg:</b> Enrollment to Exit Report</li> </ul>

Item Number	PIQRI/ PICC Issue	Documentation Description	Documentation Options to Provide Electronically (Choose as applicable)
PIQRI B3.1 C3.2  (PICC Issue 9)	Frequency and intensity of services	The program can provide report(s) that demonstrate information about services for the last <b>12 months of service which meet the following:</b> <ul style="list-style-type: none"> <li>• Caseload and assignments by staff</li> <li>• Enrollment date of participant (when approved to enroll)</li> <li>• Date of First Visit where services began</li> <li>• Intensity of services for each case (e.g. weekly, bimonthly)</li> <li>• The rate of completing the intended visits</li> </ul>	<a href="#">Prevention Initiative Spreadsheet</a>  OR  <b>Electronic Reports</b> <ul style="list-style-type: none"> <li>• <b>Visit Tracker</b> <ul style="list-style-type: none"> <li>○ Caseload reports</li> <li>○ Visit Frequency Report by Child</li> </ul> </li> <li>• <b>Penelope</b> <ul style="list-style-type: none"> <li>○ Family Info Record with personal visits show in events</li> </ul> </li> <li>• <b>NewOrg</b> <ul style="list-style-type: none"> <li>○ PI-Family Agency Report (frequency &amp; intensity)</li> <li>○ Child Personal Encounters (Intended to completed)</li> </ul> </li> <li>• <b>HFI:</b> <ul style="list-style-type: none"> <li>○ Report 4.2.b and caseload/leveling information</li> </ul> </li> </ul>
<b>NOTE: Please refer to the <a href="#">PICC Document</a> or the <a href="#">PIIM</a> for details on how to meet the following regulatory standards</b>			
PICC Issue 1	Program Framework	Evidence of year round or partial year programming, months of limited service and service offered during limited programming, if applicable.	<ul style="list-style-type: none"> <li>• Program Calendar</li> <li>Employee paystubs</li> </ul>
PICC Issue 1& 2	Program Model; Fidelity and Quality	Identification of program model for parent education; identification of fidelity and quality.	<ul style="list-style-type: none"> <li>• Model Endorsement</li> <li>• Model Quality Certification</li> </ul>
PICC Issue 4	Mission statement	Mission statement is developed and publicly available.	<ul style="list-style-type: none"> <li>• Program Brochure</li> <li>• Policies and Procedure Manual</li> </ul>
PICC Issue 5	Collection of fees	Evidence the program does not charge for participation in the program	<ul style="list-style-type: none"> <li>• Program brochure, information</li> <li>• Policies and Procedure Manual</li> </ul>

Item Number	PIQRI/ PICC Issue	Documentation Description	Documentation Options to Provide Electronically (Choose as applicable)
PICC Issue 6	Qualified Staff in accordance to program model & staff structure	Evidence the program employs qualified staff according to program model. Staff meets program model standards. Program implements employment structured for direct service staff as agreed by.	<ul style="list-style-type: none"> <li>• Model training certification per staff</li> <li>• Time and Effort documentation</li> <li>• Organizational chart</li> </ul>
	Administrative supervision	The program provides and offers administrative supervision.	<ul style="list-style-type: none"> <li>• Supervision notes or records</li> </ul>
	Reflective supervision	The program regularly offers reflective supervision and identifies a staff member responsible for providing supervision.	<ul style="list-style-type: none"> <li>• Reflective supervision documentation in accordance to ISBE standards.</li> </ul>
PICC Issue 7	Program written policies and procedures	Employee handbook and/or Policy and Procedure manual with guidance for staff on mandated reporting laws and program guidance for service delivery on all topics as required by 9 RFP components.	<ul style="list-style-type: none"> <li>• Program Policy Procedure Manual or Employee Handbook</li> <li>• District or Agency P&amp;Ps (if relevant)</li> </ul>
PICC Issue 8	Eligibility screening , enrollment and implementation	The program meets all RFP requirements for screening participants, has enrolled participants that meet eligibility (including income), and enrolls by highest priority on waitlist.	<ul style="list-style-type: none"> <li>• Program waitlist</li> <li>• Program list of Caseload with priority points</li> <li>• <b>File Review will also be conducted</b></li> </ul>
	Parent Interview Form (PIF)	Program must demonstrate <b>on-site</b> each family/child file with Parent Interview Form conducted at eligibility with proof they live outside of the City of Chicago/CPS.	<ul style="list-style-type: none"> <li>• Sample PIF documentation may be sent</li> </ul>
	Program Screening Procedures	The program participates in community wide screening or coordinated intake. Should include definitions as required.	<ul style="list-style-type: none"> <li>• ALL copies of program screening charts for current fiscal year</li> <li>• Evidence of coordinated intake system or participation (MOU or agreement, iGrow, etc.)</li> </ul>

Item Number	PIQRI/ PICC Issue	Documentation Description	Documentation Options to Provide Electronically (Choose as applicable)
PICC Issue 9	Frequency and intensity of services	Adheres to program-model recommend frequency and intensity of services.	<ul style="list-style-type: none"> <li>• See PIQRI B3.1, C3.2. or</li> <li>• Caseload list with frequency of visits</li> </ul>
	Interaction groups, workshops, workshops	Program provides interaction groups and/or workshops as required.	<ul style="list-style-type: none"> <li>• Program sign-in sheets</li> <li>• Group lesson plans/notes</li> <li>• Interaction sheets</li> </ul>
PICC Issue 10	Developmental Screening instrument and activities	Program obtains proper documentation and information to assess all aspects required. Program implements each developmental screen regularly and maintains information as required. Program also implements a parent-child interaction assessment.	<p>Summarized reporting may be helpful to submit before the site visit, if available; however, these compliance issues <b>(10 &amp; 11)</b> will <b>require on-site documentation review</b>.</p> <p><a href="#">Prevention Initiative Spreadsheet</a>  OR</p>
PICC Issue 11	Developmental monitoring procedures	Records for health, hearing and vision are maintained and updated regularly.	<p><b><u>Electronic Reports</u></b></p> <ul style="list-style-type: none"> <li>• <b>Visit Tracker:</b> <ul style="list-style-type: none"> <li>○ Visit Frequency Report by Child (summary)</li> <li>○ Child Service Record (individual child)</li> </ul> </li> <li>• <b>Penelope:</b> <ul style="list-style-type: none"> <li>○ Family Info Record w/enrollment date</li> <li>○ Child Health Record w/enrollment date,</li> <li>○ Developmental Screening Records</li> </ul> </li> <li>• <b>NewOrg:</b> <ul style="list-style-type: none"> <li>○ Screening Assess History/ Child's DOB</li> </ul> </li> </ul>
	Authentic assessment, data collection, and planning guidance.	The program conducts authentic assessment for each child and maintains evidence as applicable. The program also uses that information to guide instruction and/or the IFGP.	<p>Reviewed as applicable:</p> <ul style="list-style-type: none"> <li>• <b>Baby TALK:</b> IELG Observation form</li> <li>• <b>PAT:</b> Milestone Observation sheet</li> <li>• <b>HFA:</b> CHEERS documentation</li> </ul>

Item Number	PIQRI/ PICC Issue	Documentation Description	Documentation Options to Provide Electronically (Choose as applicable)
PICC Issue 12	Family Centered Assessments, Individual Family Goal Plans (IFGP)	Evidence program uses an approved Family Centered Assessment. Program also develops IFGPs in partnership with families.	<p>Summarized reporting may be helpful to submit before the site visit, if available; however, this compliance issue (12) will <b>require on-site documentation review</b>.</p> <p><b><u>Electronic Reports</u></b></p> <ul style="list-style-type: none"> <li>• <b>Visit Tracker:</b> <ul style="list-style-type: none"> <li>○ Goal Plan Report &amp; Family Assessment and Compliance Report</li> </ul> </li> <li>• <b>Penelope:</b> <ul style="list-style-type: none"> <li>○ Family Info Record</li> </ul> </li> <li>• <b>NewOrg:</b> <ul style="list-style-type: none"> <li>○ FRA Data (Family Resource Assessment Report) listed by family, by date</li> </ul> </li> </ul>
PICC Issue 13	Curriculum alignment with Illinois Early Learning Guidelines (IELG)	The program implements an approved curriculum for parent education aligned to IELG for home visits and group/workshop plans.	<ul style="list-style-type: none"> <li>• Program may electronically submit 12 most current lesson/group plans</li> <li>• <b>File Review Required</b> (visit plans)</li> </ul>
PICC Issue 14	Parent Education and Resources	Evidence the eight designated areas of instruction are integrated into program for home visits and group sessions. The program also offers scheduled group sessions (e.g. parent-child interactions, workshops), maintains a toy/book lending library, parent lending library, and distributes a program newsletter.	<ul style="list-style-type: none"> <li>• Program Newsletter</li> <li>• Schedules</li> </ul>

Item Number	PIQRI/ PICC Issue	Documentation Description	Documentation Options to Provide Electronically (Choose as applicable)
PICC Issue 15	Supplemental curricula	Information of any supplemental curricula implemented by program and (if applicable) doula services.	<ul style="list-style-type: none"> <li>Information that curriculum is aligned to IELG</li> </ul>
PICC Issue 16	Guidelines for Transition planning and Transition Plans	Individualized transitions plans or detailed IFSP or case-note entries detailing process for families leaving, transitioning to school, aging out of program or leaving for other reasons.	<ul style="list-style-type: none"> <li><b>File Review Required</b></li> </ul>
	Referrals	Evidence program formally tracks access and use of services and provides follow up, including transition referrals.	<ul style="list-style-type: none"> <li><b>File Review Required</b></li> </ul>
PICC Issue 17	Plan to guide collaboration with programs in the community.	Evidence of Program Community Collaboration, Formal agreements, Memorandum of Understanding with agencies per ISBE recommendations.	<ul style="list-style-type: none"> <li>Copy of MOUs</li> <li>Partnership Agreements</li> </ul>
PICC Issue 18	Annual Written Program Evaluation	Evidence of Annual Written program evaluation with service descriptions and outcomes.	<ul style="list-style-type: none"> <li>Program evaluation or reporting for current and past fiscal years.</li> </ul>
	Continuous Quality Improvement Plan (CQIP)	Evidence of recent or active CQIP, updated annually.	<ul style="list-style-type: none"> <li>CQIP for current and past years (as applicable)</li> </ul>
	Framework for evaluation	Written framework or logic model with area(s) of data to be collected, measures, anticipated outcomes.	<ul style="list-style-type: none"> <li>Program logic model,</li> <li>Program written framework</li> </ul>
PICC Issue 19	Professional Development (PD) for all staff	Evidence of development assessment procedures and ongoing PD activities for all staff members.	<ul style="list-style-type: none"> <li>PD Plans</li> <li>Administrative or reflective supervision logs or notes</li> <li>Survey or interviews</li> </ul>
	Staff registered in the IDHS Gateways to Opportunity Registry	Current Registry Care/number, Gateways records	<ul style="list-style-type: none"> <li>Gateways Number or Record</li> <li>ELIS Certification (as applicable)</li> </ul>

## Additional Information for PIQRI Interviews

The Prevention Initiative Quality Rating Tool (PIQRI) was designed to measure the quality of programs that provide home visiting to families of young children (including the prenatal period) as their primary form of service delivery. The PIQRI encompasses data gathered through various sources and analysis of information driven from program documentation, reports, file review, and online surveys. The program leadership and home visiting staff participate by providing answers through an interview, vignettes, and file review or program reporting. The interviews allow the program monitors to collect information that is qualitative in its nature. These interviews allow the capture of a rich description of how the home visiting program functions and how employees execute program operations. The information below gives a description of the topic and general sense of questions program monitors will be inquiring about during the process. These are not the questions that will be asked directly to the staff; however, they are intended to trigger thoughts on the topics to help prepare for the interview.

**Program Director Interview:** This interview is comprised of series of questions and data reporting. Program leadership and/or supervisors participate in this interview to best assist in answering the questions. Any participating member who the program sees best fit to answer can participate in the interview. This interview takes approximately 3 hours to complete.

- **Program Model Information and Services**
  - How does the program director implement and oversee program services in relation to the model that is followed?
- **Program Recruitment and Enrollment**
  - What is the process the program has developed to initiate services with families? How does the program prioritize the servicing population?
- **Staff Monitoring and supervision (including policies and guidelines)**
  - How is staff monitored in relation to adhering to program policies?
  - What type of supervision is provided for the home visiting staff and how is this process completed?
- **Leadership Practices and Responsibilities**
  - What type of preparation do the leadership staff take to establish home visiting services?
- **Program Outcome Measurement and Fidelity**
  - How and what program outcomes are shared by the program?
- **Community Partnerships and Networking**
  - What type of relationships does the program have with other outside agencies?

**Home Visitor Interview:** Each home visitor participates in a private interview. The home visitors often answer interview questions by giving examples or reflecting on experiences and practices when working with families and children. Home visitor interviews take approximately one hour to complete. The home visitor's knowledge, approach, and practice of their work will be evaluated in the following categories:

- **Program Model**
  - How does the home visitor incorporate their program model into services?
- **Child Development and Family Well Being**
  - How does the home visitor incorporate child development topics and information into their work? How are topics such as health and safety addressed?
- **Relationship Development with Families**
  - How do home visitors develop relationships with the families on their caseload? Home visitors should think about the process they take to establishing and maintain these relationships.
- **Referrals and Community Services**
  - What is the process the home visitors or staff take to connect families to resources?

The questions above can serve as the first step for your home visiting program staff and management team to reflect upon in preparation for the interview. If at any time during the interviews more clarity is needed, the monitors will help guide you in understanding the question with additional probes. Should you have any further concerns, please do not hesitate in contacting the assigned lead monitor.