

# Handout: Implementation Teams

## State Transformation Specialist (STS)



### ROLE

Two full time individuals serve as State Transformation Specialists (STSs). STSs typically come from general education and special education backgrounds so that a broad range of skills, expertise, and familiarity with the full scope of administrative and instructional requirements (ways of work) of the State Education Agency are represented. The STSs are carefully selected by the State Management Team (SMT) and report to Deputy Chief State School Officer or other identified SMT member. Data driven coaching and support of STSs by SISEP and Executive Leadership Sponsors is critical to STSs success as leaders of systemic change efforts in the state agency.

### FUNCTION

State Transformation Specialists (STSs) facilitate change in two overarching areas: 1) managing multi-level communication for ongoing improvement and 2) developing capacity to create/regenerate and sustain linked implementation teams across levels of the education system (e.g., state, regional, district, and schools).

Importantly, a detailed job description at the state agency captures the breadth, depth, and leadership aspects of this role. More specifically, STSs:

State Transformation Specialists lead systemic change efforts in implementation and scaling of evidence-based practices across state, regional, district, and school levels.

- Participate in State Management Team meetings (executive leadership/cabinet) to provide information and engage in planning about implementation capacity development;
- Utilize direct avenues for communication and contact with two or more members of the SMT to discuss implementation progress and data;
- Facilitate the State Design Team, State Implementation Team, and associated workgroups as needed;
- Lead development of the readiness and capacity to create, regenerate, and sustain linked implementation teams (e.g., state, regional, district, and building implementation teams);
- Manage multi-level communication for continuous improvement using implementation and outcome data to monitor implementation and fidelity of practice that leads to improved student outcomes;
- Attend to capacity development (training and coaching) in use of Active Implementation Frameworks with teams at all levels of the education system;
- Assist in the development and use of practice-policy communication cycles with staff and stakeholders;
- Support regular data collection for ongoing assessment of system functioning, action planning, and monitoring for continuous improvement;
- Guide selection of scale-worthy Evidence Based and Evidence Informed Innovations;
- Embed implementation practices across a variety of departments, teams, and initiatives;
- Ensure meaningful family and stakeholder communication and partnerships are developed; and
- Guide the use of organizational and systemic change strategies.