CROSSWALK

# The Requirement-to-Evidence Map

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|---|---|
| **What this is** | A structure for tracing every licensing, accreditation, contract, and funder requirement to the specific document that demonstrates it, and to the person who owns producing it. |
| **It assumes** | You can list your obligations. If you cannot, the first section shows you where to find them. |
| **Change before use** | Everything in the requirement column — this is a frame, not a filled-in answer. |

## The problem this fixes

Most regulated organizations are more compliant than they can prove. The work happens; the evidence is scattered across drives, inboxes, and memory. When a licensing analyst, a county monitor, an accreditation surveyor, or an auditor asks for proof, the answer is assembled by hand under pressure — and what cannot be found in time reads as absent.

The map fixes the structural cause: nobody has ever traced each requirement to the specific artifact that satisfies it and the person who owns producing that artifact. Once the trace exists, a request for evidence becomes a lookup instead of a project — and the gaps become visible before someone else finds them.

## Where requirements come from

Build the requirement column from the primary sources, not from memory. For a typical licensed human-services organization the sources are:

- **The license** — the regulations for your facility or program type, plus any waivers and conditions on your specific license.
- **Each government contract** — the scope of work, the insurance clause, the reporting clause, the records clause, and the monitoring clause. Every contract, read separately: they differ.
- **Accreditation standards** — the current edition for your accredited programs.
- **Funder terms** — grant agreements, including pass-through federal terms where they apply.
- **Your own adopted policies** — a policy the board adopted is a commitment a reviewer may test you against.
- **Employment and payroll law obligations** that require records — postings, notices, training completions.

## The map

One row per requirement. The discipline is in the third and fourth columns: the evidence must be a specific artifact, and the owner must be a person.

| # | Requirement (verbatim source and cite) | Evidence — the specific artifact | Owner | Where it lives | Refresh | Status |
|---|---|---|---|---|---|---|
| 1 | e.g. Personnel files contain a | Per-employee clearance | [HR lead] | [Personnel | On | ☐ |

| # | Requirement (verbatim source and cite) | Evidence — the specific artifact | Owner | Where it lives | Refresh | Status |
|---|---|---|---|---|---|---|
| | criminal record clearance before client contact [cite] | record in the personnel file, dated before start of client contact | | files, section 2] | hire | Evidenced ☐ Gap |
| 2 | e.g. Liability coverage at $[X]M per county contract §[Y] | Current certificate of insurance naming the county as required | [Ops lead] | [Insurance binder] | On renewal | ☐ Evidenced ☐ Gap |
| 3 | e.g. Quarterly report to funder by the 15th [grant §] | Filed report plus submission confirmation | [Program lead] | [Grants drive / award folder] | Quarterly | ☐ Evidenced ☐ Gap |
| … | | | | | | |

### Rules for filling it in

1. **Quote the requirement and cite it.** A paraphrase drifts; a cite lets anyone check the current text.
2. **Name an artifact, not a practice.** "We always do background checks" is a practice. "The clearance record in the personnel file, dated before start" is evidence.
3. **Name a person, not a department.** A department owning something means nobody owns it.
4. **Mark gaps honestly.** The map's first draft always contains gaps. A gap you found is a work item; a gap a monitor finds is a finding.
5. **Give every row a refresh cadence** — on hire, on renewal, monthly, annually — and put the cadence items on the obligations calendar.

## Operating the map

- Review the map whenever a contract renews, a regulation changes, or a policy is adopted — the owner of the change adds or amends the rows.
- Walk the full map once a year, confirming each artifact can actually be produced within the hour. Sample, do not assume.
- When a reviewer asks for evidence, answer from the map and record what was asked — repeated requests reveal what your next reviewer will ask.

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