

111 PERFORMANCE MONITORING

EFFECTIVE DATE: October 9, 2024

REFERENCES: DES-1-26-30; 2024 National Committee for Quality Assurance for Case Management for Long Term Services and Supports (CM-LTSS) Standard 6 Element F.

PURPOSE

This policy outlines the process used at all supervisory levels within the Division to monitor Employee performance and provide feedback in line with the Arizona Department of Administration and Arizona Department of Economic Security Central Human Resources policies and procedures.

DEFINITIONS

1. "Administrative Supervision" means discussions that establish accountability and set expectations to ensure Employees' activities align with federal, state, Arizona Health Care Cost Containment System (AHCCCS), Arizona Department of Economic Security, or Division of Developmental Disabilities regulations, rules, programs, policies, and procedures as required.
2. "AZ Performs" means the system operated by the Arizona Department of Administration or ADOA that is used by an Employee's supervisor to appraise their job performance, including Behaviors and Results.

3. “Behaviors” means the actions an Employee took to achieve Results during a Performance Cycle.
4. “Educational Supervision” means discussions with Employees that address the knowledge, attitude, and skills required to perform their job responsibilities as outlined in the Division’s policies, procedures, and standard work.
5. “Employee” means any individual who is directly employed by or with the State of Arizona to conduct Division business on a full-time or part-time basis for compensation.
6. “One-On-One” means a regularly scheduled meeting that incorporates a coaching methodology that employs the Plan-Do-Check-Act model and Administrative, Educational, and Supportive Supervision principles to help managers coach employees to increase the quality of work performed and productivity, align on work goals, enable quick course corrections, develop problem-solving skills, and build relationships based upon trust.
7. “Performance Plan” means the document(s) prepared by an Employee’s supervisor that outlines expectations of the

Employee and how the adequacy of the Employee's performance will be measured during the Performance Cycle.

8. "Position Goals" means the Behaviors and Results goals assigned to each staff category within the Division.
9. "Results" means an Employee's accomplishments during a Performance Cycle, such as outcomes the Employee achieved in the Employee's job.
10. "Strength-Based Supervision" means the practice of frequent and positive interactions whereby the leader identifies talent, creates opportunities to develop that talent, and encourages employees to align their talents and tasks toward a specific goal.
11. "Supportive Supervision" means discussions with Employees to promote self-awareness, development, and growth within the context of the professional environment while giving Employees a sense of worth as professionals and belonging in the Division.
12. "Supervisory Staff" means any staff member who supervises or manages other DDD Employees.

POLICY

A. PERFORMANCE PLAN

1. Supervisory Staff shall create a Performance Plan for each Employee they supervise within 30 calendar days of becoming their supervisor.
2. Supervisory Staff shall review the Performance Plan with each Employee once it is created to ensure they understand the expectations.
3. Supervisory Staff shall update the Performance Plan when an Employee's position description or job responsibilities change.
4. Supervisory Staff shall provide the Employee with a written copy of the Performance Plan and meet with the Employee to discuss it before its implementation.

B. INDIVIDUAL SUPERVISION

1. Supervisory staff shall use Strength-Based Supervision when providing performance feedback to Employees focusing on their strengths and talents.
2. Supervisory staff shall use Administrative, Educational, and Supportive Supervision components in providing their performance feedback.
3. Supervisory staff shall ensure Employees understand the expectations for their role and monitor and manage the

Employees to continuously improve the quality of work they perform and meet the defined expectations.

4. Supervisory staff shall assess the Employee and create a plan for the Employee to develop the knowledge, attitude, and skills required to perform the Employee's job responsibilities effectively.

C. ANNUAL PERFORMANCE REVIEWS

Supervisory Staff shall follow the procedure outlined in DES 1-26-30 for completing the annual performance appraisal.

D. SEMI-ANNUAL PERFORMANCE MONITORING

1. Supervisory Staff shall complete semi-annual performance monitoring with Employees they supervise during a one-on-one discussion, either in person, virtually, or by phone every six months.
2. Supervisory Staff shall review the individual Employee's performance related to the goals for their position as defined in the individualized goals outlined in their Performance Plan.
3. Supervisory Staff shall document the discussion using the Coaching Notes found in AZ Performs specific to the Employee.

E. ONE-ON-ONE MEETINGS

1. Supervisory Staff shall conduct One-On-One meetings with the Employees they supervise, either in person, virtually, or by phone at least once monthly.
2. The Supervisory Staff shall increase the frequency of One-On-One meetings based on the needs of the individual staff to ensure adequate accountability, monitoring, support, and resources are provided.
3. Supervisory Staff shall utilize the Arizona Department of Administration (ADOA) Coaching Notes found in AZ Performs specific to the Employee during each One-On-One.
4. Supervisory Staff shall document what is discussed with the Employee during the One-On-One meeting using the Coaching Notes found in AZ Performs specific to the Employee.