

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23

## **111 PERFORMANCE MONITORING**

EFFECTIVE DATE: XX/XX/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.

- 24  
25           3.    “Behaviors” means the actions an Employee took to achieve  
26                   Results during a Performance Cycle.
- 27           4.    “Educational Supervision” means discussions with Employees  
28                   that address the knowledge, attitude, and skills required to  
29                   perform their job responsibilities as outlined in the Division’s  
30                   policies, procedures, and standard work.
- 31           5.    “Employee” means any individual who is directly employed by or  
32                   with the State of Arizona to conduct Division business on a  
33                   full-time or part-time basis for compensation.
- 34           6.    “One-On-One” means a regularly scheduled meeting that  
35                   incorporates a coaching methodology that employs the  
36                   Plan-Do-Check-Act model and Administrative, Educational, and  
37                   Supportive Supervision principles to help managers coach  
38                   employees to increase the quality of work performed and  
39                   productivity, align on work goals, enable quick course  
40                   corrections, develop problem-solving skills, and build  
41                   relationships based upon trust.
- 42           7.    “Performance Plan” means the document(s) prepared by an  
43                   Employee’s supervisor that outlines expectations of the

44  
45 Employee and how the adequacy of the Employee's performance  
46 will be measured during the Performance Cycle.

47 8. "Position Goals" means the Behaviors and Results goals assigned  
48 to each staff category within the Division.

49 9. "Results" means an Employee's accomplishments during a  
50 Performance Cycle, such as outcomes the Employee achieved in  
51 the Employee's job.

52 10. "Strength-Based Supervision" means the practice of frequent  
53 and positive interactions whereby the leader identifies talent,  
54 creates opportunities to develop that talent, and encourages  
55 employees to align their talents and tasks toward a specific goal.

56 11. "Supportive Supervision" means discussions with Employees to  
57 promote self-awareness, development, and growth within the  
58 context of the professional environment while giving Employees  
59 a sense of worth as professionals and belonging in the Division.

60 12. "Supervisory Staff" means any staff member who supervises or  
61 manages other DDD Employees.

62 **POLICY**

63 **A. PERFORMANCE PLAN**

- 64  
65 1. Supervisory Staff shall create a Performance Plan for each  
66 Employee they supervise within 30 calendar days of becoming  
67 their supervisor.
- 68 2. Supervisory Staff shall review the Performance Plan with each  
69 Employee once it is created to ensure they understand the  
70 expectations.
- 71 3. Supervisory Staff shall update the Performance Plan when an  
72 Employee's position description or job responsibilities change.
- 73 4. Supervisory Staff shall provide the Employee with a written copy  
74 of the Performance Plan and meet with the Employee to discuss  
75 it before its implementation.

76 **B. INDIVIDUAL SUPERVISION**

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

85  
86 Employees to continuously improve the quality of work they  
87 perform and meet the defined expectations.

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

92 **C. ANNUAL PERFORMANCE REVIEWS**

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

95 **D. SEMI-ANNUAL PERFORMANCE MONITORING**

96 1. Supervisory Staff shall complete semi-annual performance  
97 monitoring with Employees they supervise during a one-on-one  
98 discussion, either in person, virtually, or by phone every six  
99 months.

100 2. Supervisory Staff shall review the individual Employee's  
101 performance related to the goals for their position as defined in  
102 the individualized goals outlined in their Performance Plan.

103 3. Supervisory Staff shall document the discussion using the  
104 Coaching Notes found in AZ Performs specific to the Employee.

105 **E. ONE-ON-ONE MEETINGS**

- 106  
107  
108  
109  
110  
111  
112  
113  
114  
115  
116  
117  
118  
119
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.