

## **CHAPTER 63 WORKFORCE DEVELOPMENT**

REVISION DATES: 1/7/2026, 1/25/2023

REVIEW DATES: 6/27/2025, 1/7/2025, 10/27/2023

EFFECTIVE DATE: May 8, 2019

REFERENCES: ACOM 407; Division Operations Manual Policy 407

### **PURPOSE**

The purpose of this policy is to establish the requirements for Qualified Vendors to implement Workforce development (WFD) initiatives for the following:

1. Monitoring and collection of information about the Workforce;
2. Collaborative planning of WFD; and
3. Participation in Division of Developmental Disabilities (Division) directed initiatives.

### **DEFINITIONS**

1. "Competency" means a worker's demonstrated ability to perform the basic requirements of a job intentionally, successfully, and efficiently, multiple times, at or near the required standard of performance.
2. "Competency Development" means a systematic approach for ensuring that workers are adequately prepared to perform the

basic requirements of their jobs.

3. "Member" means the same as "Client," a person receiving developmental disabilities services from the Division, as specified in A.R.S. § 36-551.
4. "Network Workforce Development Plan" or "WFD-P" means the Division's blueprint for ensuring the ongoing growth and development of the network's Workforce.
5. "Plans" means the documentation of planning for activities not limited to network development, quality improvement, corrective action and special initiatives.
6. "Workforce" means employees, volunteers, trainees, and other persons under the direct control of the Qualified Vendor, whether or not they are paid by the Qualified Vendor.
7. "Workforce Capability" means the interpersonal, cultural, clinical or medical, and technical Competency of the collective Workforce or individual worker.
8. "Workforce Capacity" means the number of qualified, capable, and culturally representative personnel required to sufficiently deliver services to Members.

- 
9. “Workforce Development Operation” or “WFDO” means the organizational structure of personnel, processes, and resources that the Division implements including monitoring and addressing current Workforce Capacity and Capability, forecasting, and planning future Workforce capacities and capabilities, and delivers technical assistance to provider organizations to strengthen their WFD programs.

## **POLICY**

### **A. GENERAL**

1. Qualified Vendors shall work with the Division, Arizona Health Care Cost Containment System (AHCCCS), and Administrative Services Subcontractors (AdSS) to ensure Members receive services from a Workforce that meets Workforce Capacity requirements and is sufficiently staffed.
2. Qualified Vendors shall acquire, develop, and deploy a sufficiently staffed and qualified Workforce that delivers services to Members in an interpersonally, clinically, culturally, and technically effective manner.

**B. ESTABLISH AND MAINTAIN A NETWORK WORKFORCE**

**DEVELOPMENT PLAN**

Qualified Vendors shall:

- a. Have policies and procedures for developing the Qualified Vendor's Workforce and for verifying the Competency of the Qualified Vendor's Workforce to provide services to Members.
- b. Complete the section in the annual AZ Healthcare Workforce Goals and Metrics Assessment that attests that WFD practices have been implemented and are in use.
- c. Develop and implement a Network Workforce Development Plan (WFD-P) that has the following components:
  - i. Description of the Qualified Vendor's WFDO;
  - ii. Workforce profile;
  - iii. Workforce Capacity assessment, Workforce development goals, and Workforce development plans;
  - iv. Workforce Capability assessment and Competency Development assessment; and

- v. All required components listed in the Qualified Vendor Workforce Development Plan Tool (DDD-2280A FORFF).
- d. Utilize the Qualified Vendor Workforce Development Plan Tool Checklist (DDD-2280A FORFF) to develop and maintain the required WFD-P.
- e. Annually review and update the WFD-P, including an assessment of the progress toward the Workforce Capacity, Workforce Capability, and Workforce Competency Development goals;
- f. Maintain the WFD-Ps on file;
- g. Submit the WFD-Ps to the Division upon request; and
- h. Coordinate and oversee WFD activities as specified in the Qualified Vendor Agreement (QVA).

**C. MONITOR WORKFORCE DEVELOPMENT ACTIVITIES**

As part of the routine compliance monitoring process, the Qualified Vendor shall:

- a. Monitor the provider Workforce for access to and compliance with all Workforce training and Competency requirements

---

specified in Federal and State law, Division policies, guidance documents, manuals, contracts, and other Division generated Plans;

- b. Have written procedures for:
  - i. Documenting training;
  - ii. Verifying the qualifications, skills, and knowledge of personnel;
  - iii. Retaining required training and Competency transcripts and records; and
  - iv. Routinely monitoring and evaluating all initiatives specified in the WFD-P.

#### **D. WORKFORCE DATA**

Qualified Vendors shall collect and analyze required and ad hoc Workforce data that:

- a. Proactively identifies potential challenges and threats to the viability of the Workforce;
- b. Conducts analysis of the potential impact of the challenges and threats to the access to care for Members;
- c. Develops and implements interventions to prevent or mitigate

---

threats to Workforce viability; and

- d. Develops indicators to measure and monitor Workforce sustainability that have metrics focused on recruitment, retention, turnover, and time to hire.

**E. QUALIFIED VENDOR TECHNICAL ASSISTANCE**

1. Qualified Vendors shall determine the need, scope, and the most effective and efficient methods for providing technical assistance to the Qualified Vendor's Workforce.
2. As needed, Qualified Vendors shall provide technical assistance to the Qualified Vendor's Workforce to:
  - a. Develop and implement policies and procedures;
  - b. Improve programs for Workforce recruitment, selection, training, development, deployment, and retention for the following:
    - i. WFD planning;
    - ii. Talent identification and acquisition;
    - iii. Competency-based training and development programs and systems;
    - iv. Workforce retention and promotion strategies; and

- v. Workplace culture development.

**F. EVIDENCE-BASED TRAINING PROGRAM REQUIREMENTS**

1. Qualified Vendors shall identify evidence-based best practice Workforce training programs for Members they serve who are at risk for the following conditions:
  - a. Autism;
  - b. Dementia or related disorders;
  - c. Traumatic brain injuries;
  - d. Persistent aggressive behavior;
  - e. Pregnancy or postpartum; and
  - f. Other specialized populations as identified by the Qualified Vendor.
2. Qualified Vendors shall develop training plans that identify the Workforce staff who are required to complete Member-specific training programs.

**SUPPLEMENTAL INFORMATION**

1. The Division:
  - a. Monitors the performance of the network;
  - b. Collects information about the workplace;

- c. Develops WFD plans to strengthen the Workforce; and
  - d. When needed, directly assists Qualified Vendors to develop and maintain a qualified, capable, and sufficiently staffed Workforce.
2. The Division offers training and resources to Qualified Vendors to assist professionals and family caregivers with managing stress and burnout as required by the Report of the Abuse & Neglect Prevention Task Force.

*Minnie Williams*

---

Signature of Managed Care Program Administrator

**Minnie Williams**

---

Minnie Williams

**2025-12-23**

---

Date