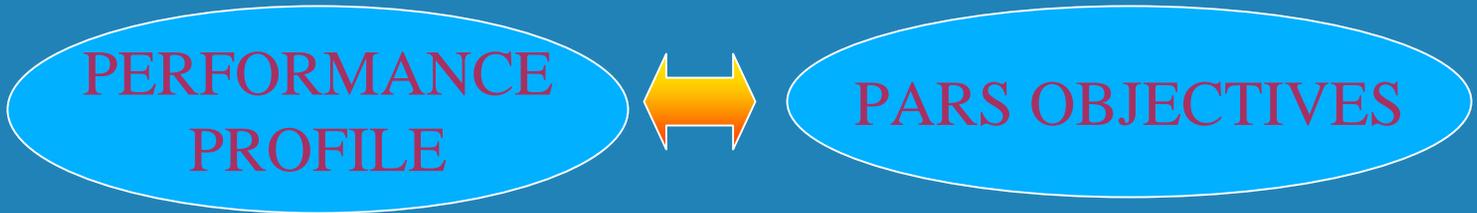


PERFORMANCE ASSESSMENT & RECOGNITION SYSTEM - PARS

DMHAS MISSION



CBJD'S FOR MANAGERS
Basis for development of PARS Objectives



5 Core Objectives
3 Job Specific Objectives
Aligns with & supports DMHAS Mission/Goals

Basis for Performance Assessments & Evaluations

AGENCY STRATEGIC GOALS



Establish a statewide quality of care management system

WHY?

- ★ To achieve defined service outcomes and continued improvement of the integrated DMHAS healthcare system
- ✿ To provide culturally competent and integrated services to persons whose needs are challenging or not being met

AGENCY STRATEGIC GOALS CONT.

✿ Improve the organizational and management effectiveness of DMHAS

✿ Create a resource base to support DMHAS service and management goals



PERFORMANCE ASSESSMENT RECOGNITION SYSTEM

» WHY DO PARS ?

- ↓ To facilitate joint planning between a manager and their supervisor
- ↓ To establish clear, achievable, measurable, results-oriented performance objectives that are consistent with DMHAS mission and priorities



MORE REASONS FOR DOING PARS



- ↓ Foster **ongoing communication** between the manager and their supervisor - are objectives being met?
- ↓ Guide **regular evaluations** of progress and promote the manager's professional development.
- ↓ Provide a basis for **differentiating among levels** of performance
- ↓ Improve **individual job performance** and increase the effectiveness of the agency

INTERRELATIONSHIP AMONG ORGANIZATION LEVELS TOP-DOWN APPROACH

Agency Vision/Mission

Long Range Agency Goals/Objectives

Annual Agency Goals/Objectives

Division Goals/Objectives

Managers' Supervisors'
Goals/Objectives

Individual Contributors'
Goals/Objectives



START WITH

THE PERFORMANCE PROFILE

∩ *A COMPETENCY- BASED JOB DESCRIPTION FOR MANAGERS*

A CBJD CONTAINS

∩ ***FUNCTIONS*** (one for each objective)

∩ ***COMPETENCIES*** (three to eight for each function)



PERFORMANCE PROFILE DEFINITIONS

FUNCTIONS

Key performance areas that reflect the major areas of responsibility of the job

COMPETENCIES

The knowledge, skills, abilities and attitudes required to carry out the functions/goals of the job

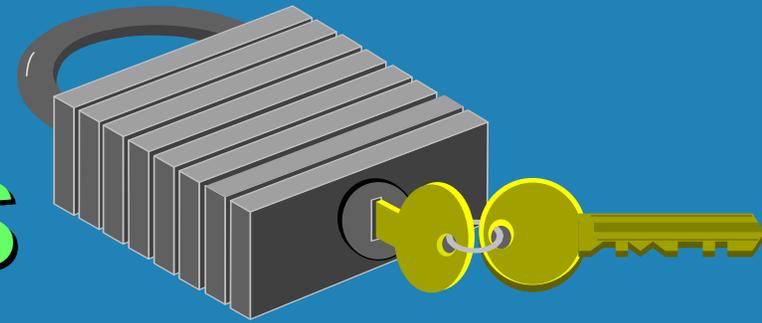
Core Performance Functions

for all managers

1. Customer Service
2. Human Resource Management
3. Planning and Budget Results
4. Innovation, Change, and Productivity
5. Cultural Competence



KEY JOB FUNCTIONS



- ∞ Three (3) job functions that relate to the key Performance Areas of your particular job **NOT A LIST OF TASKS**
- ∞ They should be distinct and major portions of work to be performed
- ∞ Examples: **Administrative, Fiscal, Support, Advocacy/Recovery Support, Direct Care (various settings), Planning, Project Management, Safety/Security, HR**

EXAMPLES OF KEY JOB-SPECIFIC FUNCTIONS

∞ Management Information Systems Interface

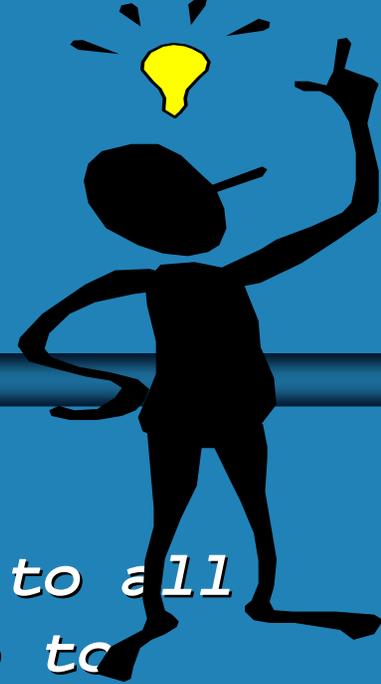
Manages Provider Services through a utilization Tracking Database to insure _____

∞ Admission & Discharge

Facilitates the development of criteria necessary for admissions and discharges within the network system of care in the _____

MORE EXAMPLES

Job Specific Functions



∞ Consultation: Managed Care

Provide consultation and support to all DMHAS network services relative to

UM and _____

Utilization Management Protocols

Implement and oversee all UM protocols relating to access into the DMHAS system, including precertification, change in service mix, authorization for continued stay, discharge and

JOB SPECIFIC FUNCTIONS (cont)

∞ CLIENT SERVICE DELIVERY OVERSIGHT

Monitor and oversees the delivery of services to clients in the community assigned to _____

CLINICAL SUPERVISION

Provides supervision to clinical staff relative to clinical practice and standards established in _____

Identifying Competencies for each Function



Competencies = knowledge, skills, abilities & attitudes

∞ LEADERSHIP COMPETENCIES

Related to the 5 Core Performance Functions

from 3 to 8 competencies per function

∞ PERSONAL COMPETENCIES

Related to the 3 Key Job Functions

from 3 to 8 competencies per function

*Relate competencies to the specific tasks or duties
of your job -*

EXAMPLES OF COMPETENCIES

- ∞ Possesses the ability to relate to customers, clients, and staff in order to _____.
- ∞ Has a thorough understanding of principles and practices needed for _____
- ∞ Demonstrates oral and written
- ∞ communication skills and the ability to _____
- ∞ Possesses an understanding of systems delivery, organizational issues, processes and challenges required in order to _____

EXAMPLE OF A CBJD - competency-based job description

∞ **Function #1 Customer Service**

∞ **Contributes to Customer Service by promoting the spirit embodied within the DMHAS Mission and defined by DMHAS in a manner consistent with the values of the agency.**

∞ **Competencies:**

∞ **1.1 Possesses the ability to assess and evaluate the quality of services delivered in the division or unit to ensure the highest level of "customer satisfaction"**

∞ **1.2 Demonstrates assertive and creative problem solving ability by being able to identify problem areas affecting "customer satisfaction"**

CBJD - cont.

- ∞ 1.3 Demonstrates effective oral and written communication that demonstrates a regard for the dignity of all persons whom the department serves.**
- ∞ 1.4 Possesses a caring and courteous attitude towards consumers, clients, service users, constituent groups, community and employees of the system**

CBJD- Function 2

∞ Function 2 Human Resource Management

Manages the Human Resources of the _____ in a work environment that fosters employee participation, on-going recognition and respect

Competencies:

2.1. Demonstrates knowledge of all established policies, work rules, requirements and procedures necessary in order to _____

Planning Performance

Performance Profile

Performance Areas

Performance Expectations

PARS Objectives

Performance Management

*Measure Feedback
Documentation*

Performance Development

Strengths Needs Plan

Performance Evaluation

Final Review & Rating

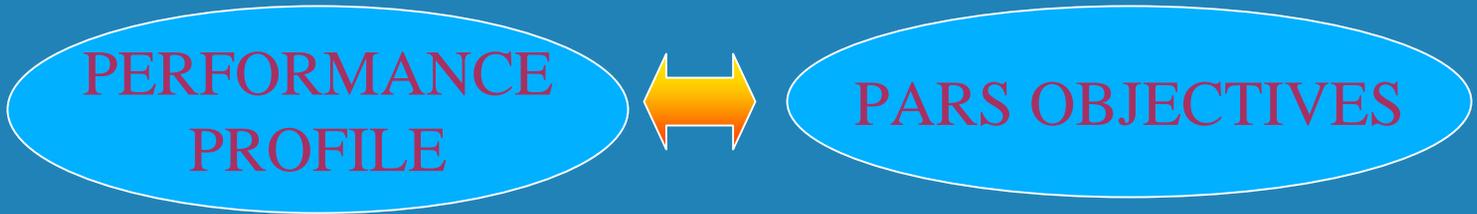
Rate

Reward

Review

PERFORMANCE ASSESSMENT & RECOGNITION SYSTEM - PARS

DMHAS MISSION



CBJD'S FOR MANAGERS
Basis for development of PARS Objectives

5 Core Objectives
3 Job Specific Objectives
Aligns with & supports DMHAS Mission/Goals

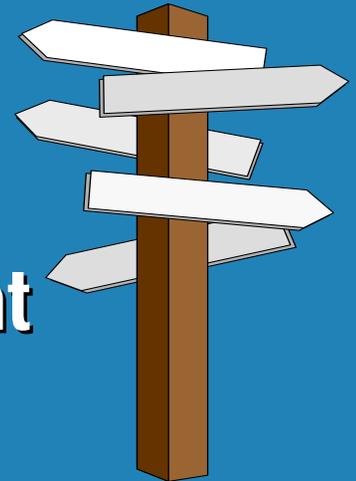
Basis for Performance Assessments & Evaluations

PARS OBJECTIVES = DMHAS MISSION and AGENCY STRATEGIC GOALS

∩ COMMISSIONER'S 5 CORE PERFORMANCE FUNCTIONS

- ∩ 1. Customer Service
- ∩ 2. Human Resource Management
- ∩ 3. Planning and Budget Results
- ∩ 4. Innovation, Change and Productivity
- ∩ 5. Cultural Competence

∩ YOU NEED ONE (1) OBJECTIVE FOR EACH FUNCTION



JOB SPECIFIC OBJECTIVES

developed by each manager

∞ **Three (3) key job functions are needed and shall be:**

- ↗ Specific to your job
- ↗ Reflect the goals and objectives set by your division or program



Functions = the reason the position exists

- ∞ what position is accountable for
- ∞ the purpose of the class
- ∞ the major goals that the position should achieve

WHAT ARE DUTIES/TASKS ?

- ∞ DUTIES are the means to accomplish the function of your position
- ∞ What the manager does each day to carry out the goals and mission of the agency, the program or the unit

Duties are not functions

PARS OBJECTIVES - ONE PER FUNCTION

- ∞ Create one (1) PARS objective for each of the functional areas in your Performance Profile**
- ∞ Make them outcome based**
- ∞ State a desired result which defines the achievement of the function**

THREE TYPES OF PARS OBJECTIVES

1. **Maintenance** Objectives are about fulfilling normal duties
2. **Problem solving** Objectives are aimed at reducing problems
3. **Innovative** Objectives are for *NEW* directions

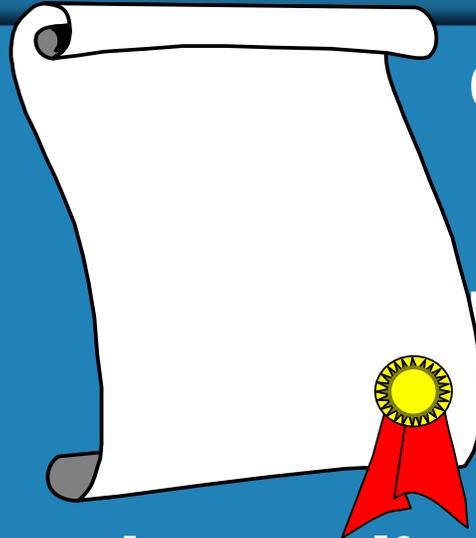
Managers should try to create

Problem solving and Innovative types rather than the **Maintenance** type.



Standards of Performance

Standards of Performance functions will



or Measures of define how job be accomplished

- They describe the qualitative and quantitative result measures
- They describe desired behaviors expected in relationship to the competency

PERFORMANCE MEASURES

∞ RESULTS-ORIENTED MEASURES

Indicate the output or results to be achieved
& include:

Quantity - how many (charts, treatments, referrals)

Quality - how well work is being performed

Productivity - how fully the agency's resources are being used, especially human resources



Results-Oriented Measures cont.

Financial: budget variances, cost per procedure, revenue produced

Timeliness - deadlines being met

Relationship - the extent to which the employee has a positive or negative effect on employees and clients

BEHAVIOR ORIENTED MEASURES OF PERFORMANCE

∞ **MANNER** - measures individual action and/or personal behavior

∞ **PROCESS** - measures procedures, steps, or methods which need to be followed

Based on evaluator's judgement - behaviors that are **observable** and likely to produce a desired result.

CONSTRAINTS



- ∞ **Constraint section** gives room for a safety valve
- ∞ States **anticipated obstacles**, outside control of the manager that could affect progress toward achieving the objective
- ∞ Examples: budget cuts, approval by other entities, cooperation of other agencies...

QUARTERLY PROGRESS REVIEWS ARE REQUIRED

- ∞ Review progress on each objective and plan any needed revisions
- ∞ Prioritize the work as needed
- ∞ Note results on PARS form or other type of documentation
- ∞ Indicate date of meeting and initial the document
- ∞ Discuss variance between expected and actual progress

ANNUAL REVIEW

∞ MEASURING RESULTS

- ∞ **Rate** assigned responsibilities (functions & competencies) and PARS Objectives
- ∞ **Measure** results achieved on objectives and performance within the functions
- ∞ Rate on how well all tasks were performed **not** on importance relative to other managers
- ∞ **Measure** desirable characteristics of the manager

LEVELS OF PERFORMANCE

based on individual & composite ratings

Exceeds Expectations - employee went beyond stated expectations

Meets Expectations - goals and objectives were met

Below Expectations - needs improvement

