

**From:** Stick,Jack (HHSC)  
**To:** Neumann,Mark (HHSC)  
**Sent:** Mon Apr 22 2013 14:51:09 CDT  
**Subject:** RE: Management Expectations for Production  
Managers,

Please share with all your investigators.

This is a reminder that all investigators have received performance plans. Each investigator should be aware of all performance expectations included in the Tasks section and outlined in each investigator's performance plan that became effective in January, 2012. Investigators must meet production standards each month and must recognize these production standards are critical to the mission of the agency. Managers must share monthly reports of performance with investigators to ensure proper feedback on an individual investigator's performance and to ensure both the manager and investigator are aware whether the investigator is meeting the standard each month or not. Although extenuating circumstances can always have an impact (for example, significant production measured by cases handled rather than dollar value of claims established), an investigator's failure to meet production standards for two consecutive months, or two non-consecutive months when the average of the last two consecutive months is also failing, will generally result in a positive performance level notice.

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From: Neumann,Mark (HHSC)  
Sent: Monday, April 22, 2013 2:06 PM  
To: Stick,Jack (HHSC)  
Subject: Management Expectations for Production

Jack,

1.) Performance Plans:

I think the performance plans are worded such that they won't need revision. On each of the Investigators performance plan the production task reads as follows:

Task: Accurately manages workload to ensure individual performance and unit goals are met, as evidenced by the amount of claims established.

Performance Standard(s):

Distinguished = Establishes \$55,001 or more monthly average in claims.

Commendable = Establishes \$45,001 - \$55,000 monthly average in claims.

Competent = Establishes \$35,000 - \$45,000 monthly average in claims.

Needs Some Improvement = Establishes \$25,000 - \$34,999 monthly average in claims.

Needs Major Improvement = Establishes \$24,999 or less monthly average in claims.

This is the performance plan for an Investigator III, but the language is the same with different performance standards for the other Investigators IV, V and VI.

## 2.) Coaching:

HR Guide Chapter 10 Positive Performance has information on the Agency's instruction to coach prior to a positive performance level.

### Formal Corrective Action

In the Positive Performance system, taking formal corrective action includes the following three components:

#### Component

##### Purpose

##### First-level Reminder

correcting a minor offense, usually when the employee does not improve performance after coaching or counseling.

##### Second-level Reminder

correcting most first-time serious offenses or continued minor offenses that constitute a serious problem.

##### Third-level Reminder

correcting continued minor offenses that cumulatively constitute a serious problem, some first-time serious offenses, continued serious offenses, or some first-time major offenses. For the definitions of minor, serious, and major offenses, see Chapter 10, Positive Performance (H. Performance Problems; Seriousness).

### Supervisor Responsibilities

Supervisors develop competent job performance by:

- following a process designed to select employees with the physical, intellectual, and emotional capacity to perform essential job functions well;
- designing jobs, tasks, and work processes to facilitate and support good performance;
- establishing expectations, so employees know precisely what they are supposed to do and how well they are expected to do it;
- providing orientation, training, and continuing education so that employees learn the skills and knowledge needed to perform up to standard;

- removing barriers and providing employees with the tools, resources, and physical environment necessary to achieve the desired results;
- providing feedback to ensure that employees receive the information needed to achieve and maintain superior performance;
- planning the consequences of doing a job, so that it matters if it is done correctly; and
- holding employees accountable for job performance and treating them consistently.

3.) Notice to Staff:

The draft memo below is submitted for your review and approval.

DRAFT

Managers,

Please share with all your investigators.

This is a reminder that performance plans have been shared with all investigators. Each investigator should be aware of all performance expectations included in the Tasks outlined in each investigators performance plan that was implemented January 2012. Investigators are expected to be meeting production standards each month during their evaluation period. Managers share monthly reports of performance with investigators for feedback of an individual investigators performance so both the manager and investigator should be aware if they are meeting the standard each month or not. Failure to meet production standards for two consecutive months, or two non-consecutive months and the average of the last two consecutive months is also not meeting will result in a positive performance level notice.

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