



Administration and Management Standards Purpose and Major Concepts *8th Edition Standards, Public Agencies, April 2009*

Administration and Management (PA-AM)

The agency achieves its vision, mission and strategic goals to assure appropriate use of public resources for the public good through sound administration and effective management. The agency's purpose is responsive to the needs of the communities and citizens it serves, and guides the administration and delivery of services. The agency head assures the development and deployment of a functional service delivery system in cooperation with agency staff, volunteers, community providers and partners, and other stakeholders. A sufficient number of high quality public and private providers meet the demand for services that match the needs of the defined service population. The agency effectively informs the public of its mission or purpose, and programs and services, and remains informed about community needs and resources. Entities with an oversight role for the agency are sufficiently diverse in resources, capabilities, and perspectives and are well enough informed about current service delivery trends and issues, to constructively guide and support the achievement of the agency's mission, goals and planning. The administrative team exercises leadership through a functional, effective operational structure. The agency head or designee(s) conducts long-term planning, develops and adopts policy, provides financial oversight, oversees the agency's operations and services, and enhances and promotes community-agency relationships.

Ethical Practice (PA-ETH)

The agency earns and sustains the public trust through honest, truthful, and responsible transactions, partnerships, and relationships with individuals, communities, providers, businesses, donors, and government entities. The agency operates in an open and transparent manner in accordance with applicable legal requirements and uses assets exclusively and effectively to serve the purpose for which it has been created. The agency prevents the enrichment of insiders and other abuses through the adoption and enforcement of a conflict of interest policy consistent with state laws and regulations. An agency that raises funds by individual solicitation from the general public conducts fundraising activities in an ethical, fiscally responsible manner. The agency prohibits employment-related retaliation against employees and others affiliated with the agency who come forward with information about suspected misconduct or questionable practices, and provides an appropriate, confidential channel for reporting such information. The agency conducts business and delivers services in an honest, ethical, objective manner and is guided in making decisions by professional responsibility as opposed to personal interests. An agency that participates in or permits research involving service recipients establishes the right of individuals to refuse to participate without penalty and guarantees participants' confidentiality.

Financial Management (PA-FIN)

Agency viability and positive financial outcomes are achieved through diligent application of sound financial management practices that accord with applicable legal and regulatory requirements. The agency creates and implements an internal control system that includes mechanisms for senior management review and approval, management or review by more than one person, assurance that management directives are carried out and protection of the integrity of the system. The agency's management evaluates financial risks in relation to its financial capacities and the resources needed to provide services. Planning for the current fiscal cycle is agency-wide and involves key

stakeholders. Positive financial outcomes are achieved through a financial management system that receives, disburses, and accounts for funds consistent with sound financial practices. Payroll practices comply with federal and state wage hour laws.

Human Resources Management (PA-HR)

A stable, qualified workforce contributes effectively and efficiently to consumer satisfaction and positive service delivery results. The agency provides an equitable work environment that is supportive of agency productivity, diversity, and stability. Workforce needs are assessed as part of annual planning. The agency hires enough qualified personnel to meet the demand for services. The agency promotes a high level of personnel satisfaction and retention. Human resources practices are equitable and consistently applied. The agency holds personnel accountable for their work performance and maintains personnel records.

Network Administration (PA-NET)

Network services are delivered to a defined population through an integrated network of providers with the goal of ensuring optimal access, quality of care, and consumer satisfaction. The network operates through a centralized entity or structure that organizes individual network members, community partners, and other network participants into an integrated delivery system. Commitment to achieving positive outcomes is supported by a network-wide planning process. The most appropriate array of services is delivered, and the service delivery system is characterized by timely access and triage of need. Prompt, responsive screening practices are used to direct applicants to appropriate services. Utilization management ensures that services are appropriate, represent the best value, and meet needs and preferences. A network-wide outcomes measurement system evaluates individual progress and service delivery effectiveness at the program level. Network participation ensures full access to needed services and supports within a system of care. Organizations that deliver services to the network's service population are qualified to provide network services.

Performance and Quality Improvement (PA-PQI)

An agency-wide Performance and Quality Improvement program advances efficient, effective service delivery and achievement of strategic and program goals. The agency's leadership promotes a culture that values service quality and ongoing efforts by the full agency, its partners, and contractors to achieve strong performance, program goals, and positive results for service recipients. The infrastructure that supports performance and quality improvement is sufficient to identify agency-wide issues, implement solutions that improve overall efficiency, and promote accessible, effective services in all regions and sites. An inclusive approach to establishing performance goals, client outcomes, indicators, and sources of data ensures broad based support for useful performance and outcomes measurement. A PQI plan describes how measurable data will be obtained and used on a regular basis, to further the monitoring of agency performance. Reports, with findings based on improvement efforts, are issued periodically to personnel and stakeholders and provide information useful for improving programs and practice. Staff and stakeholders receive information and support that increases their capacity to conduct, participate in, and sustain performance and quality improvement activities.

Risk Prevention and Management (PA-RPM)

Comprehensive, systematic, and effective risk prevention and management practices reduce the agency's risk, loss, and liability exposure. The agency possesses relevant licenses and complies with applicable federal, state, and local laws and regulations. Potential loss and liability are identified and reduced through risk prevention activities and monitoring of potential sources of risk. Medication control and administration is safe and uniform. The agency is adequately insured. The information management system has sufficient capability to support the agency's operations, planning, and evaluation. Electronic and printed information is protected against intentional and unintentional destruction or modification and unauthorized disclosure or use. Case records contain sufficient, accurate information to identify the consumer, support decisions about interventions or services, and document the delivery of services. Service recipients or designated legal representatives can access their case records in a manner consistent with legal requirements. The agency enters into contracts and service agreements with due regard for practices that promote efficient use of resources, and monitors and evaluates the quality of social and human services purchased from another organization.