



Douglas A. Ducey
GOVERNOR

STATE OF ARIZONA
DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS
DIVISION OF EMERGENCY MANAGEMENT

5636 East McDowell Road
Phoenix, Arizona 85008-3495
(602) 267-2700 DSN: 853-2700



Major General Michael T. McGuire
THE ADJUTANT GENERAL

26 January 2017

MEMORANDUM FOR All Division of Emergency Management (DEMA-EM) Staff

FROM: Wendy Smith-Reeve, Director
AZ Department of Emergency & Military Affairs, Division of Emergency Mgmt
5636 E McDowell Road
Phoenix, AZ 85008-3495

SUBJECT: DEMA-EM 17-001:
Performance and professional expectations for all Division Employees

1. References: [Arizona State Handbook](#), issued October 2012.
2. Purpose. Provide clarity and consistency to performance and professional expectations for all Division employees. These policies support and augment the State Employee Handbook, and provide guidance that is within the Division's authority to establish.
3. Performance Expectations – Senior Leadership & Supervisors.
 - a. Lead by setting a positive example; be the person you want others to emulate. Directly supervise and manage all direct reports, apply consistent and fair enforcement of all ADOA and DEMA policies.
 - b. Maintain chain of command when practical and relevant. Clearly establish and communicate expectations and accountabilities for all direct reports. An open door approach for staff accessibility to supervisors and leadership is encouraged.
 - c. Monitor and evaluate performance. Provide effective feedback and coaching. Identify development needs and help employees achieve optimal performance and gain valuable skills that will translate into strong performance in future roles.
 - d. Identify and develop emerging leaders. Encourage teamwork and collaboration. Create and embrace idea sharing opportunities. Conduct monthly group and section meetings that promote an 'esprit de corps' environment.
4. Performance Expectations – Team members.
 - a. Lead by example and ensure that all personnel are treated with dignity and respect.

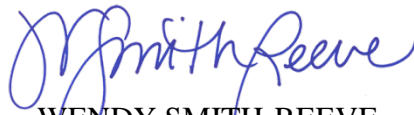
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b. Follow the chain of command during routine operations and SEOC activations. Adhere to all ADOA and DEMA policies.

c. Ensure that your personal behavior reflects an attitude that is: Professional, Helpful, Courteous, Accessible, and Responsive. Cooperate with others to accomplish common goals.

d. Collaborate with employees within your section and across the Division/Department to achieve shared goals and work effectively with people of diverse backgrounds and characteristics.

e. Participate and embrace idea sharing opportunities and value the contributions of others; communicate in a positive and effective manner (both verbal and written).



WENDY SMITH-REEVE
Deputy Director, DEMA
Director, AZ Division of Emergency
Management

CF:
Deputy Director DEMA-EM
Operations and Coordination AD
Preparedness AD
Grant Administration AD
Public Information Officer
Communication Technology and Assurance Director