

**ARIZONA DEPARTMENT OF CORRECTIONS
DIRECTOR'S OFFICE**

MEMORANDUM

TO: Distribution

FROM: Charles L. Ryan, Director

DATE: March 15, 2010

SUBJECT: Director's Instruction # 281, Modification of Department Order 514, Performance Appraisal for Correctional Employees (PACE)

This Director's Instruction is effective immediately and shall remain in effect until incorporated into the appropriate Department Order 514, Performance Appraisal for Correctional Employees (PACE). This Director's Instruction supersedes related sections of Department Order 514, Performance Appraisal for Correctional Employees (PACE), as follows:

PURPOSE - This Director's Instruction modifies the timeframe for annotating sub-standard performance and/or negative behavior in accordance with the appraisal process for correctional employees.

514.04 APPRAISAL PROCESS

1.3 Appraisal - The rater shall monitor an employee's performance throughout the appraisal period to ensure that the employee appraisal process meets an employee's need to hear about the relative strengths and weaknesses in their performance. Documentation shall be sufficient to support ratings at the end of the appraisal period. The employee shall be made aware of performance issues before the final ratings are given and shall initial PACE entries within seven work days.

1.3.1 Sub-standard Performance and/or Negative Behavior - Shall be addressed with the employee by the rater *within 14 calendar days of the occurrence* and shall not be permitted to continue while waiting for a regular appraisal/evaluation. *In extenuating circumstances, i.e., employee on extended medical leave, the sub-standard performance shall be addressed with the employee immediately upon the employee's return from medical leave.* Depending upon the nature of the deficiency, corrective actions which may be used individually or in combination, based on the situation and the rater's judgment include:

1.3.1.1 Meeting with the employee to discuss the issue, potential consequences, methods of improvement and expectations for improvement.

1.3.1.2 Documentation on the Performance Factor Rating Sheet to include notifying the employee that documentation is being made. Employees shall be provided an opportunity to initial each entry. This action shall be noted on the rating sheet should the employee refuse to initial.

1.3.1.3 Preparation of a Notice of Necessity to Improve, Form 514-14, if applicable. A description of the specific area(s) that need improvement, actions/steps to be taken to achieve performance expectations and time frames in which the actions/steps are to occur, shall be documented.

1.3.1.4 Disciplinary action taken shall be in accordance with [Department Order #601, Administrative Investigations and Employee Discipline](#).

{Original Signature on File}