MANAGING ACCOUNTABILITY & PERFORMANCE

For a greater state of success!

Quick Reference Sheet

Key Concepts

- Ongoing Dialog – No surprises
- Competencies -- Standards to evaluate on-the-job success
- SMAART Results – Goals, performance requirements and criteria

- **S**pecific
- **M**easurable
- **A**ttainable
- **A**cknowledged
- **R**ealistic/Relevant
- **T**ime-oriented

MAP Structure

- Statewide Competencies
- Agency-Selected Competencies
- Performance Period Results (includes Results Orientation Competency *and* SMAART Results)
- Employee Development Actions

Four Types of Appraisal Cycles

Type of Appraisal Cycle	Covered Employees	Uncovered Employees	Description
Annual Appraisal Cycle	X (Permanent Status only)	X	The 12-month appraisal period established by each agency. All employees who are not on OP, PP or Transition Appraisal Cycles are evaluated on the agency's Annual Appraisal Cycle.
Transition Cycle	X (Permanent Status only)	X	**Begins with** either of the following events: • Employee is an uncovered new hire in the State Personnel System • Employee moves from one position to another **Ends with** the agency's Annual Appraisal Cycle: If fewer than 90 days remain in the agency's Annual Appraisal Cycle, the employee's Transition cycle skips the upcoming appraisal and the employee is evaluated at the end of the following Annual Appraisal Cycle (e.g., the employee may have an initial appraisal period of up to 15 months).
OP Cycle*	X		A new employee hired into a position in the covered service shall serve an Original Probation period of one year.
PP Cycle*	X		A Permanent Status employee who is promoted to a position in the covered service shall serve a Promotional Probation period of six months.

*Original and Promotional Probation apply only to Correctional Officers I, II, and III, Community Corrections Officers, and some Full Authority Peace Officers.

APPRAISAL PROCESS *Note: Appendix A of the Map Administrative Manual provides details for Performance Plan and Formal Appraisal Closeout requirements. A summary of these details is below.*

Performance Planning

- Performance Planning Discussions
  - Required within 30 days of new supervisory relationship
  - Should include review of
    - Competencies
    - SMAART Results/Performance requirements
    - Employee Development Actions

Mid-cycle Monitoring and Feedback

- Monitor performance and progress on SMAART Results/Performance requirements
- Use the Painless Performance Conversations Worksheet
- Performance issues -- see MAP Administrative Manual, Appendix B, for guidance

Formal Appraisals

- Formal Closeout Appraisals are required when
  - Agency's Annual Appraisal Cycle ends
  - Employee moves to a new position
  - Employee goes off OP or PP

  …and must be completed
  - within 30 days (end of an annual cycle, employee position change, etc.)
  - before the end of the probation for OP or PP closeouts

- Steps to Completing a Formal Appraisal Closeout
  - Review the employee's competencies
  - Review performance requirements/SMAART Results and other performance goals and criteria
  - Review and discuss employee's self–appraisal
  - Use the Painless Performance Appraisal Worksheet to prepare for the formal appraisal discussion
  - Avoid the Common Rating Errors

- If an employee disagrees with a supervisor's appraisal comments or rating
  - The employee should discuss the issue with the supervisor
  - The employee may provide additional information for the supervisor's consideration
  - The employee may submit comments for inclusion in their Official Personnel File (must be done no later than 30 days after the appraisal is finalized)

Notes

- Although performance appraisals are not required for employees in political appointment positions (i.e., those positions listed in A.R.S. §41-742(F)), appraisals may be required for political appointments at the discretion of the agency head (or appointing authority in the case of a board or commission).
- Temporary employees do not receive performance appraisals. Exceptions may be granted on a case-by-case basis by the ADOA Human Resources Director.
- When an employee moves to a new position, the closeout requirement may be waived by the agency's ADOA Chief Human Resources Officer under certain circumstances (e.g., lateral transfers where job title and duties do not change).
- A formal appraisal closeout is NOT required if: (1) the employee is in the same position and a formal appraisal was completed within the last 90 days, AND (2) there has been no significant change in the employee's performance.
- An agency may closeout a performance appraisal of a permanent status covered employee or an uncovered employee at any time, provided the appraisal covers at least 90 days. Pre-approval of the agency's ADOA Chief Human Resources Officer is required.

See the MAP website for the full *MAP Administrative Manual* as well as additional information on these topics, or contact your agency Human Resources office.