

Colorado Community College System

Performance Pay Program
for
Classified Employees

Revised 1-1-05

I. Introduction

The purpose of the Colorado Community College System Performance Pay Program for classified employees is to promote excellence within the agency and optimize our potential to achieve individual, agency and system goals and objectives. This Program has been developed in accordance with CRS 24-50-104(1)©(IV), enacted by the Colorado General Assembly as part of SB 00-211. This plan is effective April 1, 2005. Any exceptions to this Program must be approved in writing by the System President.

II. Performance Planning and Evaluation General Guidelines

Performance Management: A system that has been implemented to ensure that the performance expected from employees is identified and rewarded.

Evaluation Tool: The Performance Planning and Evaluation Form is attached. No other form may be used to evaluate performance. The Performance Plan should align with department and/or System goals and objectives. Uniform core competencies as defined by the State Personnel Director have been incorporated into the Performance Planning and Evaluation Form. When conducting the planning phase, supervisors should use this time to review the employee's official PDQ to insure that the current job description accurately represents the employee's job duties. If the PDQ is inaccurate, the PDQ should also be updated and sent to HR for review/update in the official files. Supervisors are encouraged to consider utilizing multi-source feedback tools in evaluating employee performance. Supervisors must communicate their intention to utilize a multi-source feedback tool during the planning phase of the evaluation cycle.

Evaluation Period: Classified employees shall be evaluated annually or more often if deemed necessary by the supervisor or next level supervisor(s). The rating cycle shall be April 1 through March 31 of each year. Plans shall be completed by April 30 of each year. For new employees, performance plans shall be completed by the supervisor within 30 days of date of hire.

Mid-Year Reviews: By October 1 or as often as deemed necessary, supervisors shall meet with employees to review performance, coach and obtain feedback. This session shall be documented on the Planning and Evaluation Form. New employees or those working under a performance improvement plan or corrective or disciplinary action, may need more frequent meetings.

Responsibility of Plan/Evaluation: Supervisors are responsible for developing performance plans and evaluating performance for each of their employees. Supervisors are expected to involve employees in the planning process to the greatest extent possible and are encouraged to discuss professional growth and training opportunities and goals on an annual basis. Failure to timely complete the plan/evaluation shall result in the next-level supervisor completing the plan/evaluation. This process shall continue up the chain of command up to the System President until the plan/evaluation is completed as required by law. If an evaluation is not completed on a timely basis, the rating shall default to “Fully Competent (Level 2)” until a final evaluation is completed. Supervisors must have a provision in their own performance plan that evaluates the effectiveness of their performance management of their employees.

Pursuant to CRS 24-50-104, absent extraordinary circumstances, failure to timely plan and evaluate in accordance with the system’s established timelines results in a corrective action and ineligibility for a performance award. If the individual performance plan or evaluation is not completed within 30 days of the corrective action, the rater must be disciplinarily suspended in increments of one workweek following pre-disciplinary meeting. Statute provides, in addition, that if any evaluations are not completed by July 1, supervisor may be demoted. If failure to evaluate by July 1 happens for consecutive 2 years, supervisor shall be demoted to a non-supervisory position.

Ratings: Employees shall be evaluated/rated based on four possible qualitative rating levels: Needs Improvement (Level 1), Fully Competent (Level 2), Exceeds Expectations (Level 3), or Meritorious (Level 4). Employees shall be evaluated/rated based upon their overall performance and not upon quotas of a number of ratings in each of the four performance levels. No quotas or forced distribution processes for determining the number of ratings in any of the four performance levels shall be established in an agency. The statewide, uniform core competencies must be taken into consideration when determining the final, overall rating for the employee. Evaluations must be reviewed by the next higher level supervisor and the Quality Review Committee before being communicated to the employee.

Needs Improvement Rating (Level 1): “Performance is inconsistent and falls short of the standards established for the job. Examples may include: work may be of variable quantity and quality or may be consistently short of the mark; interpersonal skills need improvement; a need for further improvement is clearly recognized; goals are not consistently achieved.”

- An overall performance rating of Needs Improvement (Level 1) must result in a corrective action. Individual factor ratings of Needs Improvement (Level 1) may result in a performance improvement plan or corrective action.

Fully Competent Rating (Level 2): “Performance fully satisfies the requirements of the job. Examples may include: accomplishments and expected results are achieved or exceeded; delivers competent performance in a satisfactory and professional manner; consistently meets expected results criteria for quality and quantity of work; works well with co-workers; demonstrates competent skills required to perform the job; displays a positive attitude; displays an ability to adapt to change; goals are consistently achieved.”

Exceeds Expectations Rating (Level 3): “Performance far exceeds the requirements of the job. Examples may include: demonstrates high degree of efficiency; assignments are accomplished thoroughly and quickly; has mastery of the skills and knowledge to perform the job; thoroughly researches facts before making decisions; independently follows through with assignments; goals are exceeded.”

Meritorious Rating (Level 4): “This rating is unique and difficult to achieve because it represents consistently exceptional performance or achievement beyond the regular assignment. It shall only be given to the employees whose performance is meritoriously sustained when compared to the overall job requirements and expectations. Examples may include: performance significantly exceeds the qualitative and quantitative standards of the job; displays a complete mastery of all phases of the job; consistently displays a positive attitude toward others; has highly developed and effective interpersonal skills; performance is clearly distinguished; goals are highly exceeded.”

Record Keeping: The Human Resources Office shall be the official custodian of record for performance evaluation forms and must be notified upon completion of each of the three stages of the evaluation process. Reminders of the three stages of performance planning and evaluation shall be sent electronically from HR to all supervisors and employees. As each of the three stages is completed by the supervisor, he/she must e-mail HR to notify them of the date of completion of planning, mid-year and final evaluation. When notification has not been received by the required process due dates, follow up will occur with the supervisor responsible for the delinquent report. Failure to receive the requested information within plan timelines will result in HR notifying the next level supervisor and the System President for need of issuance of a corrective action. The Human Resources Office shall also be responsible for reporting required information to the Division of Human Resources by specified deadlines.

Quality Review Process: HR shall provide information needed to the System President and Executive Team for utilization in the Quality Review Process. The System President and Executive Staff, or the System President’s designee(s) will review recommended overall ratings of all employees for adherence to policy guidelines, distribution of ratings, and quality and consistency of ratings, including the adequate justifications for Needs Improvement and Meritorious ratings, prior to those ratings being provided to employees.

Notification of Awards: The supervisor shall be responsible for informing the employee of the merit award, after being notified by HR that the employee’s given rating is acceptable, per the standards established by the quality review process listed above.

III. Award Distribution

Award Eligibility: All permanent, classified employees are eligible for a performance salary adjustment payment.

Base Building Award Payouts: Base building adjustments are permanent, paid as regular salary, and shall be paid monthly beginning July 1 (effective July 1, 2002). For exiting employees to receive a base building award for the previous year, they must be on the payroll July 1 in order to receive the award; however, they will receive the merit award only for the months they remain at the System after July 1. The employee's current department as of July 1 is responsible for payment of the adjustment.

Non-Base Building Award Payouts (Bonuses): Non-base building awards (bonuses) must be earned each year and will be paid with the July paychecks. Once a non-base building award is made for the previous year, the full amount is owed to the employee, including upon discipline, termination or death. When an employee moves to another agency after receiving notification of a non-base building award and prior to the distribution of the July payroll, CCCS shall pay the award due the employee in their final pay check.

Award Payouts for New Hires: shall be prorated from the date of hire.

Uniform Statewide Performance Salary Adjustments: Prior to the payment of annual performance salary adjustments, the State Personnel Director shall specify and publish the percentage ranges for performance levels based on the available statewide performance pay fund. CCCS HR will then review the system's final ratings and establish the percentage of award within the director's prescribed ranges for Fully Competent, Exceeds Expectations and Meritorious, which will allow CCCS to fully utilize the pool of money set aside for performance salary adjustments. Regardless of which department within the system office an employee works within, the percentage awarded for each of the three ratings, will be consistent across the system office.

- If the final overall rating is Meritorious (Level 4), the adjustment to base pay shall not exceed the grade maximum. Any portion of the adjustment amount that exceeds grade maximum shall be paid as a one time lump sum in the July payroll. The statutory salary lid does not apply to any non-base building portion of the adjustment.
- If the final overall rating is not Meritorious (Level 4), the adjustment cannot exceed the grade maximum.
- If base pay is at grade maximum or in saved pay above the maximum, the employee is ineligible for a performance salary adjustment.
- If the final overall evaluation is Needs Improvement (Level 1), the employee shall be ineligible for a performance salary adjustment payment.
- An employee granted an annual performance salary adjustment shall not be denied the adjustment because of a corrective or disciplinary action issued for an incident after the close of the previous performance cycle.
- No base-building award can be granted that results in a base salary that exceeds the pay range maximum.
- Only Meritorious (Level 4) performers may, at the sole discretion of the appointing authority, be granted a non-base building award that results in a dollar amount above the pay range maximum.

- Regardless of performance level, an employee cannot be granted an award or combination of awards greater than the set performance salary adjustment maximum for their rating level.
- Teamwork may be measured as a component of an individual's performance plan and awards proportioned accordingly.

IV. Dispute Resolution Process

The System Office shall adhere to the Colorado Community College System Dispute Resolution Process for Classified Employees (attached). The Process is an open, impartial review process that is not a grievance or an appeal and allows the parties an opportunity to have issues reviewed objectively. CCCS's Human Resource Office shall distribute the Dispute Resolution Process to all classified employees and their supervisors and shall inform new employees of the process during the new employee orientation. The Dispute Resolution Process shall be available on CCCS's intranet.

V. Training

The System Office will provide training regarding performance management and our internal process to all new employees via the orientation process. Additionally, at least one training session will be held in April of each year, for both employees and supervisors, regarding the CCCS Pay for Performance Plan.

Originally, two, four hour training sessions were conducted, by Mark Leyba with the Department of Personnel, for our classified staff and supervisors regarding performance management when it was first enacted. Training for new employees/supervisors has been given at orientation, and refresher training sessions have been held as needed.

VI. Attachments

1. Colorado Community College System Performance Planning & Evaluation Form for Classified Employees
2. Colorado Community College System Dispute Resolution Process
3. Colorado Community College System Dispute Resolution Form

Colorado Community College System

Classified Performance Planning and Evaluation Form

1/1/05

Employee Name	Department	Position Number
Employee Job Title	Evaluation Period From: _____ To: _____	
Supervisor Name	Reason for Evaluation <input type="checkbox"/> Annual <input type="checkbox"/> Other (Please Specify) _____	

The performance planning and evaluation system for the Colorado Community College System (CCCS) classified employees is a communication tool for the employee and supervisor. It is designed to promote better understanding between supervisors and employees about job responsibilities and performance expectations. It is also designed to reward excellence in job performance and directly link job performance to pay. The evaluation period begins April 1 and ends March 31 of each year.

EVALUATION PROCESS

Planning Phase

By April 30 of each year, the supervisor and employee meet to discuss and/or establish the following three areas: core competencies, job knowledge/duties, and goals and the importance of each to the overall evaluation. For new employees, the Performance Plan must be completed within 30 days of date of hire. All employees shall be evaluated using the four core competencies listed on page 2: Accountability, Communication, Interpersonal Skills, and Customer Service; additional factors may be added. Supervisors shall list up to 5 job duties and shall also list up to 5 individual, department and/or college goals on which the employee shall be evaluated. Lastly, the supervisor shall complete the "Supervisor Planning Comments" section on page 5, obtain proper signatures, and provide a copy for the employee. Notification must be sent to the HR Office upon completion of this phase. If the employee disagrees with the Performance Plan, he/she shall explain the disagreement in the "Employee Comments" section on page 5.

Progress Review Phase

By October 1 or as often as deemed necessary, the supervisor and employee shall meet to discuss the employee's performance and to decide if the performance plan needs to be revised. The supervisor shall provide feedback and coaching to the employee. The supervisor shall also complete the "Progress Review" section on page 5, obtain proper signatures, and provide a copy for the employee. Notification must be sent to HR upon completion of this phase.

Year-End Evaluation

No later than April 30 of each year, the supervisor and employee meet to discuss the overall performance rating for the previous year , ending March 31, and to plan for the upcoming year, beginning April 1. The supervisor and next level supervisor shall sign the performance evaluation form prior to reviewing it with the employee. The supervisor shall also complete the "Supervisor Overall Justification for the Rating" section on page 5, obtain proper signatures, and provide a copy for the employee. If any of the individual factor ratings are "Needs Improvement" , the supervisor shall explain the reason(s) in the comments section for that individual factor. That rating may result in a Corrective Action or Performance Improvement Plan. If the employee is given an overall "Needs Improvement" rating, a Corrective Action Form must be completed. If the employee disagrees with the year-end evaluation rating, he/she shall explain the disagreement in the "Employee Comments" section on page 5 and may consider pursuing avenues available to them via the Dispute Resolution Process. The final evaluation form, containing original signatures, must be turned in to Human Resources for tracking and preservation in the employees official personnel file.

Supervisors shall evaluate each core competency, job knowledge/duty, and goal using the following rating levels:

Needs Improvement (Level 1): Performance is inconsistent and falls short of the standards established for the job. Examples may include: work may be of variable quantity and quality or may be consistently short of the mark; interpersonal skills need improvement; a need for further improvement is clearly recognized; goals are not consistently achieved.

Fully Competent (Level 2): Performance fully satisfies the requirements of the job. Examples may include: accomplishments and expected results are achieved or exceeded; delivers competent performance in a satisfactory and professional manner; consistently meets expected results criteria for quality and quantity of work; works well with co-workers; demonstrates competent skills required to perform the job; displays a positive attitude; displays an ability to adapt to change; goals are consistently achieved.

Exceeds Expectations (Level 3): Performance far exceeds the requirements of the job. Examples may include: demonstrates high degree of efficiency; assignments are accomplished thoroughly and quickly; has mastery of the skills and knowledge to perform the job; thoroughly researches facts before making decisions; independently follows through with assignments; goals are exceeded.

Meritorious (Level 4): This rating is unique and difficult to achieve because it represents consistently exceptional performance or achievement beyond the regular assignment. It shall only be given to the employees whose performance is meritoriously sustained when compared to the overall job requirements and expectations. Examples may include: performance significantly exceeds the qualitative and quantitative standards of the job; displays a complete mastery of all phases of the job; consistently displays a positive attitude toward others; has highly developed and effective interpersonal skills; performance is clearly distinguished; goals are highly exceeded.

Directions: During the planning phase, the first area to be discussed is **CORE COMPETENCIES**. Review the following four Core Competencies with the employee you supervise. At year-end evaluation, rate each of the competencies by placing a check mark (✓) next to the four rating levels of Needs Improvement, Fully Competent, Exceeds Expectations, or Meritorious. If one competency is more critical to the job assignment, please indicate so in the “Supervisor Planning Comments” on page 5. You may make comments in the spaces provided for each competency. You may also further define the definitions listed below or add definitions to this form. Comments are required for “Needs Improvement” ratings.

Factor: Accountability– To what extent does employee demonstrate adaptability, convey a positive and professional image of the College to others, put forth extra effort when the need arises, not abuse leave practices, demonstrate punctuality, maintain confidentiality, make good use of work time, pay attention to detail, demonstrate accuracy and follow-through, complete tasks in a timely manner, take initiative and show self-direction; behave in a business-like manner; take initiative to learn higher level or additional skills; voluntarily assist others when the need arises?

<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meritorious
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Factor: Communication Skills – To what extent does employee speak and respond effectively and courteously; produce written documents using proper grammar, format and sentence structure; produce written documents which display an attractive appearance; produce written documents which clearly convey the subject and major points; keep others informed; practice effective listening skills; practice effective telephone skills; maintain sensitivity to the feelings and efforts of others; ask appropriate questions to clarify information/needs; actively listen to others; avoid gossip and negative rumors?

<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meritorious
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Factor: Interpersonal Skills – To what extent does employee treat others with courtesy and respect; display a pleasant, friendly, affable attitude; contribute to a positive work environment; promote cooperation and teamwork; accept criticism and handle conflict constructively and diplomatically; demonstrate tact, diplomacy, and a positive personal regard when confronting problems with others; treat others fairly and without prejudice or bias. Also, is seen by others as someone whom they can depend on and does not initiate conflict.

<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meritorious
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Factor: Customer Service – To what extent does employee answer telephone and/or in-person requests for information promptly and courteously, determine needs of internal and external customers, offer alternatives to internal and external customers if unable to handle request, show respect and helpfulness to internal and external customers, offer prompt service, maintain smooth working relations with others, demonstrate tact and diplomacy in negotiations or confrontations with others, maintain accessibility to others?

<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meritorious
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Directions: During the Planning Phase, the second area to be discussed is **JOB KNOWLEDGE/DUTIES**. Please list up to 5 job duties for which the employee is responsible. At year-end evaluation, rate each job duty by placing a check mark (✓) next to the rating levels of Needs Improvement, Fully Competent, Exceeds Expectations, or Meritorious. In rating each job duty, consider the following: to what extent does employee demonstrate occupational/professional competence, maintain/update job knowledge, work cooperatively with others, meet schedules and deadlines, meet a level of quality and quantity for the assignment, take responsibility for decisions made, resolve day-to-day problems? You may further define the above definition. If you wish to indicate more than 5 job duties, attach a separate page. Comments are required for “Needs Improvement” ratings.

Major Job Duty #1:

<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meritorious
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Major Job Duty #2:

<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meritorious
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Major Job Duty #3:

<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meritorious
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Major Job Duty #4:

<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meritorious
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Major Job Duty #5:

<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meritorious
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Directions: During the Planning Phase, the third area to be discussed is **GOALS**. List up to 5 goals for which the employee is responsible for attaining. At year-end evaluation, rate each goal by placing a check mark (✓) next to the rating levels of Needs Improvement, Fully Competent, Exceeds Expectations, or Meritorious. In rating each goal, consider the following: to what extent does the employee meet individual, department, and/or college goals? If you wish to indicate more than 5 goals, attach a separate page. Comments are required for “Needs Improvement” ratings.

Goal #1:

<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meritorious
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Goal #2:

<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meritorious
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Goal #3:

<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meritorious
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Goal #4:

<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meritorious
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Goal #5:

<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meritorious
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Supervisor Planning Comments (Mandatory):

Employee Signature _____ Date _____ Supervisor Signature _____ Date _____

**Notify HR upon completion of this phase.*

Supervisor Progress Review Comments (Mandatory):

Employee Signature _____ Date _____ Supervisor Signature _____ Date _____

**Notify HR upon completion of this phase.*

Overall Evaluation – Please check (✓) one box.

<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Fully Competent	<input type="checkbox"/> Exceeds Expectations	<input type="checkbox"/> Meritorious
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Supervisory Overall Evaluation Justification for the Rating (Mandatory). Please include employee strengths and areas for improvement:

Employee Signature _____ Date _____ Supervisor Signature _____ Date _____

Next Level Signature _____ Date _____ Human Resources Signature _____ Date _____

** Second Level Supervisor must sign and agree with evaluation prior to supervisor presenting to employee.*

** Please submit this form with original signatures to HR for preservation in the official employee personnel file.*

Comments from Employee (Optional):