

Lamar Community College PERFORMANCE PAY PROGRAM

OVERVIEW AND PURPOSE:

The purpose of this plan is to implement the Colorado Performance Pay Program at Lamar Community College in accordance with CRS 24-50-104(1)(c)(III). In addition, the plan will promote employee excellence at Lamar Community College. This plan was developed using guidance from General Support Services and Community Colleges of Colorado and input from a working group of classified employees. This plan will require employees and supervisors to work collaboratively on performance planning and evaluation.

PERFORMANCE PLANNING:

EVALUATION PERIOD:

All employees will be evaluated using the period from April 1 to March 31. All progress review sessions must be completed and submitted to Human Resources by October 15 of each year. All year-end evaluations and planning for the next year must be completed and submitted to Human Resources by April 15 of each year. Evaluations will be placed in individual personnel files for record-keeping purposes.

EVALUATION TOOL:

All employees will be evaluated using the LCC Performance Planning and Evaluation Form. The evaluation process will contain the Statewide Uniform Core Competencies as defined by the State Personnel Director. The Statewide Uniform Core Competencies cannot be disregarded and must be considered in each employee's final rating. Performance will be rated using four levels as defined in the plan. (See attached evaluation form). It is the responsibility of both supervisor and employee to complete all 3 mandatory phases of the evaluation process including planning, progress review, and the year end evaluation. This includes determining major job duties, goals, and expectations which align with both department and LCC goals. The progress review phase should be used to provide documentation of required coaching and feedback between the employee and the supervisor. This will allow the employee and supervisor to communicate regarding performance expectations and goal completion. Coaching and feedback should be continuous throughout the evaluation period. Multi-source assessment processes for evaluation of staff may be used during the process when appropriate. Teamwork may be used as a measure in an employee's individual performance plan.

Employees will be evaluated annually and rated based on performance. All evaluations will be reviewed by a second level supervisor and Human Resources to monitor the quality and consistency of performance ratings within the department. The review is done prior to final overall ratings being provided to employees. No quotas or forced distribution processes will be established.

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

Needs Improvement (Level 1): This rating level encompasses those employees whose performance does not consistently and independently meet expectations set forth in the performance plan as well as those employees whose performance is clearly unsatisfactory and consistently fails to meet requirements and expectations. Marginal performance requires substantial monitoring to achieve consistent completion of work, and requires more constant, close supervision. Though these employees do not meet expectations, they may be progressing satisfactorily toward a level 2 rating and need to demonstrate improvement in order to satisfy the core expectations of the position. An overall rating of Level 1 or Needs Improvement will result in a performance improvement plan or a corrective action.

Fully Competent (Level 2): This rating level encompasses a range of expected performance. It includes those employees who exhibit competency in the work behaviors, skills, and assignments for the job as well as those employees who are successfully developing in the job. These employees are meeting all the expectations, standards, requirements, and objectives on their performance plan and, on occasion, may exceed them. This is the employee who reliably performs the job assigned.

Exceeds Expectations (Level 3): This rating level encompasses the accomplished performers who consistently exhibit the desired competencies effectively and independently while frequently exceeding expectations, standards, requirements, and objectives of the job assigned. Their work has a documented impact beyond the regular assignments and performance objectives that directly supports the mission of the organization.

Meritorious (Level 4): This rating represents consistently exceptional and documented performance or consistently superior achievement beyond the regular assignment. Employees make exceptional contribution(s) that have a significant and positive impact on the performance of the unit or the organization and may materially advance the mission of the organization. The employee provides a model for excellence and helps others to do their jobs better. Peers, immediate supervision, higher-level management and others can readily recognize such a level of performance.

The supervisor is responsible for planning and evaluating an employee's job performance. If the supervisor fails to plan and/or evaluate an employee's job performance, a reviewer is responsible for completing the plan or evaluation. If the reviewer fails to plan or evaluate in a timely manner, the reviewer's supervisor is responsible for completing the plan/evaluation. This process continues up the chain of command to the President of the College until the plan/evaluation is completed as required by law. If an evaluation is not completed in a timely manner, the rating shall default to "Fully Competent"(Level 2) until a final evaluation is completed. All supervisors will have a provision in their evaluation process that includes the effectiveness of their evaluation of their subordinates. Sanctions will be imposed for a supervisor's failure to plan or evaluate their staff including but not limited to 5-day suspension or ineligibility for performance salary adjustments.

EVALUATION REVIEW PROCESS:

All employee evaluations will be monitored in order to ensure the quality and consistency of the performance ratings of each employee. The following process will be followed:

- All evaluations will be reviewed by the Second Level Supervisor
- All evaluations will be reviewed by the Director of Human Resources
- All evaluations will be reviewed by the College President

PLANNING FOR NEW EMPLOYEES:

All supervisors of new employees are responsible for completing the planning phase of the evaluation process within 30 days of hire. All other steps in the evaluation process are the same as for a current employee.

BUDGET ALLOCATION AND ADJUSTMENT DISTRIBUTION:

ALLOCATION:

The appointing authority will make pay decisions based on evaluations completed by supervisors and reviewers. Annual performance salary adjustments will be a percentage of salary based upon a statewide common effective date of July 1. Prior to the payment of annual performance salary adjustments, the President shall specify and publish the percentage ranges for performance levels based on the available statewide performance pay funding. Adjustments are subject to funding and no adjustment is guaranteed. The President is responsible for determining equitable allocation and overseeing the quality of the performance pay program. The following allocation grid defines adjustment parameters:

RATING	Below Grade Maximum	At Grade Maximum
	Performance Increase	Performance Increase
Level 1	0	0
Level 2	More than 0; Up to X % @	0
Level 3	Greater than X %; Up to Y % @	0
Level 4	Greater than Y % Up to Z %	Up to Z%*

@ Value of X and Y will be determined by the President according to budget allocations each year

* Value of Z to be set by State Personnel Director

PERFORMANCE SALARY ADJUSTMENTS ELIGIBILITY:

- Level 1 performers are not eligible for performance salary adjustments.
- For those below the pay grade maximum, Level 2 through Level 4 performers are eligible for base building adjustments up to but not to exceed their pay grade maximums. No base building adjustment can be granted that results in a base salary that exceeds the pay grade maximum.
- Only Level 4 performers may, at the sole discretion of the appointing authority, be granted a non-base building adjustment for the portion of their adjustment amount that exceeds the pay grade maximum.
- For those at the pay grade maximum, only Level 4 performers are eligible for a performance salary adjustment. These adjustments are non-base building at the sole discretion of the appointing authority.
- Level 2 and 3 performers at the maximum are not eligible for any performance salary adjustment.
- The use of non-salary incentives and monetary incentives currently available will be encouraged to supplement salary-based performance salary adjustments.

FIRST YEAR TRANSITION:

NOTE: IN SUBSEQUENT YEARS, THIS CALCULATION WILL NOT BE NECESSARY AS THE FUNDING FOR PERFORMANCE SALARY ADJUSTMENTS WILL NOT BE LIMITED BY THE NEED TO ANNUALIZE ANNIVERSARY INCREASES

All employees need to be moved to common evaluation and pay dates as required by the report submitted by the Executive Oversight Committee. Currently LCC employees have a common evaluation cycle but not a common pay date for salary increases. A portion of the anniversary funding will be used to move all employees to the common pay date which leaves less for performance salary adjustments the first year.

For the first year transition to a common date, LCC will use an individual, employee-based annualization process. Adjustments for each level of performance will be specified as a percentage of salary. The percentage will be calculated by determining the adjustment percentage as in any other year. Then each individual's actual dollar adjustment will be calculated based on his/her anniversary date. That dollar will then be divided over the entire 12 months instead of only the months after the anniversary date. The formula is as follows:

1. Employee's monthly base salary times the adjustment percentage times the number of months after the anniversary date = dollar amount of the first year performance salary adjustment.
2. Dollar amount of the first year performance salary adjustment divided by 12 = monthly performance salary adjustment.
3. Monthly performance salary adjustment divided by the employee's monthly base = first year performance salary adjustment percentage.

TIMING OF ADJUSTMENT PAYMENTS:

- Base building adjustments will be spread evenly over the adjustment period
- Non-base building adjustments will be paid in one lump sum on July payroll
- Non-base building adjustments must be re-earned annually

NOTIFICATION OF ADJUSTMENTS:

- Written notice of adjustments will be provided to the employee by July 1 of each year.

REPORTING REQUIREMENTS:

- Lamar Community College will comply with the reporting requirements as specified by the State Personnel Director.

DISPUTE RESOLUTION PROCESS:

- The Community Colleges of Colorado will utilize one common dispute resolution process. (See Dispute Resolution Plan attachment).

TRAINING AND COMMUNICATION:

All employees and supervisors have been trained on the Colorado Performance Pay System by a professional trainer in 1999. Training efforts have been coordinated with General Support Services Training Division and other Community Colleges in our System. Lamar Community College will continue to provide mandatory training to both employees and supervisors to keep current with the plan. Employees will be informed of the plan from meetings, training, and email communication.

PLAN EVALUATION:

This plan will be evaluated and may be modified as deemed necessary. Modifications may be made due to changes in state guidelines and System guidelines. Recommendations from employees and/or supervisors using the plan will be reviewed by a working group of classified employees.

NOTE: THE SECTION BELOW IS NOT REQUIRED AS PART OF THE PERFORMANCE PAY PROGRAM BUT IS INCLUDED AS GUIDELINES FOR HIRING AND SALARY ISSUES

PERSONNEL ACTIONS/DETERMINATION OF SALARY:

NEW HIRE:

- New hires will be hired at the pay grade minimum.
- Any pay rate above the minimum must be justified in writing and approved by the Director of Human Resources, Executive Vice President, and the President.
- Pay rate may not exceed maximum of pay grade.

REINSTATEMENT:

- Same as new hire.

LATERAL MOVEMENTS/TRANSFERS:

- Are defined as a move to a job that has the same pay rate.
- May not hire below pay grade minimum.
- Any pay rate above current pay must be justified in writing and approved by the Director of Human Resources, Executive Vice President, and the President.

PROMOTIONS:

- Are defined as a move to a job for which the new pay grade has a higher maximum than the current pay grade.
- May not hire below new pay grade minimum.
- New pay rate may not exceed maximum of new pay grade.
- Any pay rate above the minimum must be justified in writing and approved by the Director of Human Resources, Executive Vice President, and the President. New pay rate may be up to 10% increase from current pay rate.

DEMOTIONS:

- Are defined as a move to a position in which the new pay rate is lower than the current pay rate.
- New pay rate may not exceed current pay rate
- New pay rate may not exceed maximum of new pay grade.
- Saved pay applies in accordance with State Personnel Rules.

DISCIPLINARY DEMOTIONS:

- Employee will receive a 10% pay cut.

RE-EMPLOYMENT:

- Applies to laid off employees on a reemployment list.
- Employee hired at the same pay rate that was in effect at the time of layoff, including saved pay in accordance with State Personnel Rules.

PAY DIFFERENTIALS:

- Include: signing bonus, referral bonus, compression adjustment, matching pay, or acting bonus
- Signing bonus, referral bonus, and acting bonus must be a non-base building adjustment
- Compression adjustment and matching pay may be either a base building or a non-base building adjustment.
- Must be justified in writing and approved by the Director of Human Resources, Executive Vice President, and the President.

LAMAR COMMUNITY COLLEGE

Performance Planning and Evaluation Form

Rev. 11-15-04

Employee Name	Department	Position Number
Employee Job Title	Evaluation Period From: _____ To: _____	
Supervisor Name	Reason for Evaluation ____ Annual ____ Other (Please Specify) _____	

The performance planning and evaluation system for Community Colleges of Colorado 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.

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. 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

At midyear or as often as deemed necessary, the supervisor and employee shall meet to discuss the employee's performance and to decide if the performance plans 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.

Year-End Evaluation

Before April 1 of each year or as often as deemed necessary, the supervisor and employee meet to discuss performance ratings. 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 shall 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.

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

Needs Improvement (Level 1): This rating level encompasses those employees whose performance does not consistently and independently meet expectations set forth in the performance plan as well as those employees whose performance is clearly unsatisfactory and consistently fails to meet requirements and expectations. Marginal performance requires substantial monitoring to achieve consistent completion of work, and requires more constant, close supervision. Though these employees do not meet expectations, they may be progressing satisfactorily toward a level 2 rating and need to demonstrate improvement in order to satisfy the core expectations of the position.

Fully Competent (Level 2): This rating level encompasses a range of expected performance. It includes those employees who exhibit competency in the work behaviors, skills, and assignments for the job as well as those employees who are successfully developing in the job. These employees are meeting all the expectations, standards, requirements, and objectives on their performance plan and, on

occasion, may exceed them. This is the employee who reliably performs the job assigned.

Exceeds Expectations (Level 3): This rating level encompasses the accomplished performers who consistently exhibit the desired competencies effectively and independently while frequently exceeding expectations, standards, requirements, and objectives of the job assigned. Their work has a documented impact beyond the regular assignments and performance objectives that directly supports the mission of the organization.

Meritorious (Level 4): This rating represents consistently exceptional and documented performance or consistently superior achievement beyond the regular assignment. Employees make exceptional contribution(s) that have a significant and positive impact on the performance of the unit or the organization and may materially advance the mission of the organization. The employee provides a model for excellence and helps others to do their jobs better. Peers, immediate supervision, higher-level management and others can readily recognize such a level of performance.

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:

Needs Improvement

Fully Competent

Exceeds Expectations

Meritorious

Goal #5:

Needs Improvement

Fully Competent

Exceeds Expectations

Meritorious

Supervisor Planning Comments (Mandatory):

Employee Signature

Date

Supervisor Signature

Date

Supervisor Progress Review Comments (Mandatory):

Employee Signature

Date

Supervisor Signature

Date

Overall Evaluation – Please check (✓) one box.

Needs Improvement

Fully Competent

Exceeds Expectations

Meritorious

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

Comments from Employee (Optional):