



PIKES PEAK COMMUNITY COLLEGE

PERFORMANCE PAY PROGRAM For CLASSIFIED EMPLOYEES

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I. OVERVIEW

The Pikes Peak Community College Performance Pay Program for Classified Employees is developed in accordance with SB 00-211 and CRS 24-50-104(1) (IV). This plan changes the culture and environment of state government and moves the college to a pay for performance system. Anticipated results include a more efficient and effective work force.

The Pikes Peak Community College Performance Pay Program was developed with input from the Classified Staff and approved by the President's Cabinet.

II. PERFORMANCE PLANNING AND EVALUATION GUIDELINES

Area Vice-Presidents and supervisors are responsible for communicating the Pikes Peak Community College (PPCC) Performance Pay Program to Classified Employees. Communication will include written performance standards, performance expectations, and performance plans.

Supervisors are responsible for developing performance plans for each classified employee they supervise within thirty days of the employee's date of hire, or by April 30 for incumbent employees. Supervisors are expected to involve classified employees in the development of the performance plans and are encouraged to discuss professional growth and training opportunities. Individual employees' performance plans must align with and be mutually supportive of the College's published institutional goals and objectives, should they exist. Teamwork can also be included as a measurement component of an individual employee's performance plan.

The annual rating cycle is April 1, 2000 through March 31, 2001, and April 1 through March 31 of each year thereafter. A minimum of one mid-year review is required during the rating cycle. These mid-year progress reviews are due by September 30 of each year.

Responsibility for the completion of the performance evaluation is with the immediate supervisor. A default rating of “fully competent” will be given to the employee until such time as a final evaluation is conducted on the employee. If a plan is not completed in a timely manner, responsibility for completion of the plan then is with the next level supervisor. Absent extraordinary circumstances, failure to timely plan and evaluate in accordance with the 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 2 consecutive years, supervisor shall be demoted to a non-supervisory position.

When completing annual evaluations, supervisors must include the statewide, uniform core competencies in determining the final rating for each employee. These core competencies are:

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?

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?

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.

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?

Factor: Job Knowledge – To what extent is the employee skilled in job specific knowledge, which is necessary to provide the appropriate quality and quantity of work in a timely and efficient manner?

Supervisors will rate each classified employee as “meritorious”, “exceeds expectations”, “fully competent”, or “needs improvement”.

Definition of Level 4 (Meritorious)

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.

Definition of Level 3 (Exceeds Expectations)

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.

Definition of Level 2 (Fully Competent)

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.

Definition of Level 1 (Needs Improvement)

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.

In the event an employee transfers from another state agency before December 31 and has received an “interim rating” from the agency from which he or she is transferring, a supervisor will consider that interim rating on a “prorated basis” in the supervisor’s overall (final) evaluation rating of the transferring employee, irrespective of the position the employee is transferring into or from. If no “interim rating” exists or cannot be provided to the supervisor, then no consideration of any prior rating needs to be incorporated into the employee’s final rating. For those employees transferring from another state agency on or after January 1, with an “interim rating” from the transferring agency, those employee’s final rating for PPCC will be the same as the “interim rating” from the transferring agency. If no “interim rating” was given and/or could not be produced, however, then the transferring employee is not eligible for a performance salary adjustment of greater than Fully Competent. Supervisors are required to review these conditions with candidates considering transferring to PPCC before the candidate accepts the transfer appointment.

If an employee moves to another appointing authority or department during a performance cycle, an interim overall evaluation shall be completed and delivered to the new appointing authority or department within 30 days of the effective date of the move. A final rating of meritorious must be supported by substantial objective evidence that the employee's performance was unique and difficult to achieve because it represents consistently exceptional performance or achievement beyond the regular assignment to be sustained.

An overall Needs Improvement Rating shall result in a performance improvement plan or corrective action. Individual factor ratings of Needs Improvement may result in a performance improvement plan or corrective action.

The next level supervisor must review the rating before the evaluation is given to the employee. Performance plans for Classified Supervisors' will include a factor relating to the efficacy and quality of their performance management activities.

Supervisors shall consider using multi-source assessment processes, where feasible, in evaluating the classified employees they supervise.

The Office of Human Resource Services will perform a comprehensive review of all performance plans and evaluations. This review process shall consist of identifying improperly rated and/or insufficient supported evaluations. The Office of Human Resource Services shall be the official custodian of the Performance Evaluation forms.

III. AWARD DISTRIBUTION

Employees must be rated fully competent, exceeds expectation or meritorious to be eligible for a performance salary adjustment. All performance salary adjustments are effective on July 1. The performance salary adjustment is based on the final overall rating. The employee must be employed on July 1 to receive payment of an adjustment. The employee's current department as of July 1 is responsible for payment of the adjustment.

If the final overall rating is meritorious, 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, 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 rating is needs improvement, the employee is ineligible for an annual performance salary adjustment.

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.

Base building adjustments are permanent and paid as regular salary.

The College's performance and evaluation period begins on April 1 each year and ends on March 31 of the following year. Performance salary adjustments for this period of performance will be distributed in 12 month increments for base building and a lump sum for non-base building in July of each year.

Further, employees hired after October 1 each year will not be eligible for a performance salary adjustment until they have completed one full year (March to April) of regularly evaluated service; however, those employees, if eligible, may be awarded supervisory recommended "cash incentive awards." (P-3-21).

The minimum criteria for distinguishing performance salary adjustments are:

1. The permanency and substantialness of the actual contribution made to the State of Colorado and/or the College by the employee's performance, e.g., a one-time, specialized project never to be repeated or a work-system or work-process that is fully integrated into the daily operations of the College and is continuously utilized over time;
2. A creative and self-initiated solution to an unforeseen and/or unanticipated problem that results in a significant tangible benefit to the State of Colorado and/or the College; or
3. Job-related professional development, continuing education, or acquisition of certifications or licenses that directly result in a measurable increase of individual performance capacity for the College. (P-6-1 J)

Source of funds, method of funding, and length of state service shall not be criteria in determining performance salary adjustments. (P-6-1-J-1)

Non-base building performance salary adjustments are paid in one lump sum with the July payroll. In accordance with the provisions of P-3-18, beginning July 1, 2004, and subject to the provisions of P-3-19, prior to the payment of annual performance salary adjustments, the director shall specify and publish the percentage ranges for performance levels based on the available statewide performance pay funding (5/2/04).

IV. DISPUTE RESOLUTION

The Community Colleges of Colorado will use one common dispute resolution process as described in **attachment #1**.

V. TRAINING

The Performance Pay Program training was conducted by PPCC's Executive Director of Human Resources and Planning and consultants from PPCC's Corporate Workforce and Economic Development enterprise between February and May 2000. The training consisted of eight (8) hours on evaluation and reward and performance management, and four (4) hours on interpersonal communications and conflict management. Twelve (12) hours of refresher training was offered to

supervisors between September and November 2000. Each training participant received a training manual and a PowerPoint presentation file. The Office of Human Resource Services is currently training new as well as existing supervisors on an as needed basis throughout the College; it is also available upon request. Information regarding the Performance Pay Program is also included in new employee orientation.

Performance Management Training and training on PPCC's Performance Pay Program for Classified Employees and supervisors of classified employees is mandatory.

VI. PLAN EVALUATION

The Office of Human Resource Services will solicit input from the classified staff and supervisors regarding the Performance Pay Program.