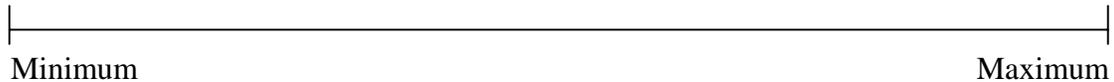


Red Rocks Community College Classified Performance Pay Program

DEFINITIONS

Base Building Adjustment	Amount of pay that is added to an employee's regular ongoing salary.
Funding Pool	Amount of dollars that are allocated by RRCC to classified salary increases. This amount is determined by multiplying the sum of base salaries by the salary pool increase percentage.
Non-Base Building Adjustment	Amount of pay that is not added to an employee's regular ongoing salary and must be re-earned.
Pay Range	The range between minimum and maximum rates for a specific classification.



Minimum	Lowest base pay amount allowed for a classification in the range.
Maximum	Highest base pay amount allowed for a classification in the range.

PERFORMANCE MANAGEMENT

RRCC is committed to the mission of developing and supporting life-long learners. All employees are evaluated on their contributions to the College's strategic goals. Through ongoing performance assessment and improvement, RRCC strives to provide the highest quality of educational services. The Classified Performance Pay Program includes annual performance planning, mid-year progress review and supervisory evaluation in order to directly link job performance to pay.

PERFORMANCE MANAGEMENT TOOLS

The Performance Planning and Evaluation Form and Significant Events Record are included in Appendix A.

All RRCC Classified employees are annually evaluated on the same evaluation form, which is designed for supervisors to complete a qualitative evaluation of employee performance. The Performance Planning and Evaluation Form includes core competencies that all RRCC classified employees are evaluated on. These competencies are consistent with the State Uniform Core Competencies and include communication, interpersonal skills, customer service, accountability and job knowledge. Each competency is defined on the evaluation form and performance standards for Level 2,

Red Rocks Community College
Classified Performance Pay Program

Level 3 and Level 4 ratings are set for each competency. Core Competencies cannot be disregarded in the final overall rating for each employee.

The evaluation form also includes identification of major job duties and performance/training goals, which are established during the planning process. Major job duties relate to the employee's Position Description Questionnaire and require performance standards to be established at the Level 2, Level 3 and Level 4 rating levels. Job duties may stay the same from year to year. Performance/training goals are project, performance improvement and/or training and development goals that relate to College and department goals. Performance standards are established for each goal at the Level 2, Level 3 and Level 4 rating levels. Goals may be related to normal competencies and responsibilities. Goals can be reflective of or in addition to professional development as well as employees PDQ.

The Significant Events Record is designed to record both positive and negative employee performance throughout the plan year. Employees and supervisors note significant employee performance events and keep the record on file to assist in completing the evaluation at year-end. Such record-keeping encourages a comprehensive approach to performance evaluation, by ensuring performance information is maintained throughout the plan period and providing a reference for supervisors to refer to at year-end.

PLAN RESPONSIBILITY

Supervisors and employees jointly develop performance plans, with supervisors being responsible for finalizing performance plans in a timely manner. Supervisors are responsible for completing performance evaluations within the established timelines. Performance plans and/or evaluations not completed by the supervisor are the responsibility of the next-level supervisor and on up the chain of command until the plan and/or evaluation are completed. If an evaluation is not completed, then an overall evaluation rating shall be given as Level 2, until the final evaluation is completed. Absent extraordinary circumstances, failure to timely plan and evaluate in accordance with the established timelines results in a corrective action to the supervisor and ineligibility for a performance award. If the individual performance plan or evaluation is not completed within 30 days of the corrective action, the supervisor will 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 two consecutive years, supervisor shall be demoted to non-supervisory position.

Non-disputable issues or disagreements should be resolved between the supervisor and employee. If the issue is not resolved, the next level supervisor and/or Human Resources should be called on for assistance.

COMMUNICATION AND TRAINING

Supervisors are responsible for communicating RRCC's Performance Pay Program to their subordinates. On-going supervisory and employee performance management

Red Rocks Community College
Classified Performance Pay Program

training is conducted. General performance management training as well as specific training in utilization of RRCC performance management tools is included. Sessions focus on both the employees' and the supervisors' perspectives of performance management. Training for new supervisors is included in a RRCC supervisory training program and is mandatory. Performance management on-line training is also available to supervisors through RRCC's employee on-line learning program. All new classified employees attend a one-hour session on performance management as part of RRCC's organizational orientation program. On-going training is scheduled as needed. New supervisors receive an introduction to performance management in a Supervisor Manual with appropriate plan documents.

PERFORMANCE CYCLE

The performance evaluation period begins on April 1st of each year and end on March 31st of the following year. Completed evaluations are due in Human Resources by May 1st in order to allow time to complete the administrative process prior to July 1st.

The performance evaluation process consists of three phases:

Performance Planning

Within the first month of the evaluation period the supervisor and employee meet to identify and document job duties, performance goals and performance expectations on the Performance Planning and Evaluation Form. Performance goals should be consistent with RRCC's annual operational plan and performance objectives. Teamwork may be incorporated into an employee's performance plan. Performance planning should be completed for new/transferred/promoted employees within one month of starting in a new position.

Performance Management

The supervisor is expected to coach and counsel employees on achieving performance expectations and to provide ongoing performance feedback throughout the year. At least once during the evaluation period the supervisor and employee meet to discuss and document progress. Additional supervisor/employee performance discussions should occur as needed. Goals and expectations may be revised as appropriate. At minimum, one meeting should occur mid-way through the evaluation period, when the employee and supervisor sign in the appropriate area of the evaluation form to acknowledge having discussed performance progress.

Performance Appraisal

At the end of the evaluation period the supervisor and next level supervisor complete the performance evaluation prior to reviewing with the employee. Additionally, Human Resources will monitor the quality and consistency of performance ratings before final overall ratings are provided to employees. Each employee's evaluation rating is based on his/her actual performance. Quotas or forced distribution processes are prohibited. Multi-source assessment processes, where feasible, should be considered for evaluating employees. The employee and supervisor meet to discuss the evaluation and overall

Red Rocks Community College
Classified Performance Pay Program

rating. The employee signs the evaluation as an indication of having received and reviewed it. If the employee disagrees with the performance evaluation an explanation of his/her disagreement must be included. 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.

An overall rating of Level 1 requires the employee and supervisor to develop a performance improvement plan. The performance improvement plan shall stipulate a timeframe for evaluation follow-up. If performance is still unsatisfactory at the time of follow-up the employee is subject to a corrective action and subsequently a disciplinary action if performance continues to be unsatisfactory.

PERFORMANCE RATINGS

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.

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.

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.

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,

Red Rocks Community College
Classified Performance Pay Program

immediate supervision, higher-level management and others can readily recognize such a level of performance.

FUNDING AND DISTRIBUTION

Classified employees' performance salary adjustments are annually budgeted through a "funding pool" established each year by The College. Prior to the payment of annual performance salary adjustments, the Executive Director of DPA shall specify and publish the percentage ranges for performance levels based on the available statewide performance pay funding. The total funding pool dollars are determined by the overall percentage that RRCC classified base salaries can increase for the next year, after salary survey increases are applied. The performance salary adjustment percentage will be determined by The College for each rating level subject to the parameters published by the State Personnel Director. The adjustment is based on the final overall rating. If RRCC requests and is approved to have varying percentages apply to employees rated at the same rating level, The College will publish the criteria used to distinguish the adjustments. Source of funds (e.g., cash or general), method of funding (e.g., appropriated or memorandum of understanding), and length of state service shall not be criteria.

Performance salary adjustments are base building below the salary range maximum. Employees who receive a Level 1 overall evaluation rating are not eligible for a performance salary adjustment. Employees who are below the salary range maximum in their classification and achieve an overall Level 2, Level 3 or Level 4 rating, receive a base building performance salary adjustment up to the range maximum. Salary adjustments must be base building except that at Level 4, any portion of the adjustment amount that exceeds grade maximum shall be paid as a one-time lump sum in the July payroll. If base pay is at grade maximum or in saved pay above the maximum, the employee is ineligible for a base building 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.

Performance salary adjustments are effective July 1st of each year and are a percentage of employees' base salary as of July 1st. Base building performance salary adjustments are paid out as an increase to Classified employees base salary. Non-base building performance salary adjustments do not increase the base salary and are paid in a lump sum amount in the July payroll. Employees hired within the previous year are eligible for a performance salary adjustment, however the performance salary adjustment is prorated 1/12 for each month of service completed since the date of hire. Employees hired after the end of the performance evaluation period (March 31st) are not eligible for a performance salary adjustment. Employees who transfer to RRCC from another state agency or institution prior to July 1st are eligible for a performance salary adjustment based on their overall evaluation rating assigned by previous department. The employee must be employed on July 1 to receive payment of an adjustment. The employee's department as of July 1 is responsible for payment of the adjustment.

Red Rocks Community College
Classified Performance Pay Program

The College will annually consider the options for using non-salary and monetary incentives to supplement salary-based performance salary adjustments.

DISPUTE RESOLUTION

The State Personnel Director has jurisdiction for disputes related to performance evaluations not leading to corrective or disciplinary action. RRCC will utilize the Community Colleges of Colorado common Pay for Performance Dispute Resolution Process as described on the attached evaluation form. The dispute resolution process is designed to be open and impartial, while encouraging dialogue and communication to solve problems. Retaliation against any person in the dispute resolution process is prohibited. The process has an internal stage within RRCC and an external stage at the Department of Personnel level. The Dispute Resolution process is annually distributed to Classified employees at the beginning of each program year, by being attached to the evaluation form.

Non-disputable issues or disagreements should be resolved with the supervisor. If the issue is not resolved, the next level supervisor and/or Human Resources should be called on for assistance.

The internal stage of Dispute Resolution has both informal and formal levels for resolving pay for performance disputes. Employees are encouraged to informally resolve disputes at the lowest level. If an informal meeting between the employee and the supervisor fails to resolve an employee's concerns, then the employee submits a completed Dispute Resolution Form to Human Resources. If the issue is disputable (as indicated on the Dispute Resolution Process handout), an informal mediation is held to assist the employee, supervisor and second-level supervisor in resolving the dispute.

A designated panel may review disputes that are not informally resolved. The panel is comprised of two (2) Classified employees and one (1) exempt employee. A panel is created as needed by requesting the RRCC Classified Council and the RRCC Pro/Tech-Admin Council to provide volunteers to sit on a panel. The panel makes a recommendation to the College Appointing Authority for a final decision. The State Personnel Director may review matters relating to the application of the College's program or full payment of an award.

PROGRAM REVIEW

RRCC's Performance Pay Program will be reviewed on an annual basis. Each year a committee of Classified employees will consider difficulties encountered with the pay program and recommend revisions to The College. The College will consider the recommended revisions as well as review the overall evaluation ratings distribution and performance pay allocations. Any program revisions will be finalized prior to the beginning of the next program year. All reporting information required by the State Personnel Director will be provided within the required deadlines.