

COLORADO DEPARTMENT OF STATE

Performance Management and Pay Program



Donetta Davidson, Secretary of State

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Colorado Department of State Performance Management and Pay Program

I. POLICY

It is the policy of the Department of State's (DOS) performance management system to have written performance plans and evaluations completed for all permanent classified employee(s) at least annually. Performance evaluations shall be completed on all new hires within thirty days of employment. Performance evaluations shall be based on selected factors and performance areas and shall be reviewed and discussed with the employee. The performance evaluation results will be utilized in determining employee performance salary adjustments under the Performance Management and Pay Program (P-MaP).

II. PURPOSE

The purpose of this policy is to establish guidelines for supervisory staff to communicate expectations and standards for satisfactory performance to employees under their supervision. Employees will be evaluated according to these standards and to create mutual understanding of employer's expectations and employee's performance. Level of performance is the basis for providing employee performance salary adjustments.

III. PROCEDURES

A. Performance Management: General Provisions.

1. Employees will be held harmless and suffer no loss of pay due to the Performance Management and Pay conversion.
2. Performance management provides a framework for an employee to assist in establishing goals and expectations in order to know what is expected. It provides a Supervisor with tools to use in the evaluation process. It encourages the supervisor to communicate, coach, mentor, guide and teach. It permits feedback by both supervisor and employee to one another.
3. Supervisors shall develop a performance management plan for their employees within 30 days of due date. If a supervisor does not develop a plan for an employee, then the next level supervisor shall develop a plan for that employee.
4. In addition to coaching, mentoring and encouraging employee feedback, Supervisors are required to conduct one mandatory formal mid-year performance review and documentation. This review shall be conducted 4-8 months from the plan date. Supervisors may complete additional reviews as considered necessary during the rating period for permanent employees.
5. Employees will receive a Performance Evaluation as specified in this policy. Supervisors shall rate each of their employees. If a supervisor does not rate an employee within 30 days of due date, the next level supervisor shall rate that employee within 30 days of due date. If neither the supervisor nor the next level supervisor rates the employee, the responsibility goes up the chain of

command until the evaluation is completed as required by law. The Appointing Authority is ultimately responsible for assuring that all evaluations within his/her span of control are complete.

6. Supervisors who fail to complete performance plans and/or evaluations on an annual basis shall be subject to disciplinary action per this policy and be subject to the penalties provided for in C.R.S. 24-50-118 and are not eligible for any performance salary adjustment. A corrective action shall be administered to any supervisor who fails to complete performance plans and/or evaluations, with the direction that they must be complete within 30 days. Failure to complete within the 30 days shall result in one (1) week of suspension without pay.
7. Senior Executive Service (SES) employees on a fiscal contract are exempt from the provisions of this policy.
8. Multi-assessment processes, such as 360° reviews, customer surveys, etc., where feasible, will be considered in evaluating employees' performance.

B. Performance Management: Planning, Review and Evaluation Process.

1. Use of Performance Plan, and Evaluation Forms are mandatory for permanent employees and shall be considered as a factor in compensation, promotion, demotion, discipline, reduction of force, and all other actions in which quality of service considerations are properly a factor. Elements of the plan may be changed during the plan period, if necessary, by explanation utilizing the Performance Review Form. Any changes to the plan are acknowledged by both the supervisor and Employee in writing and a signature and date are required.
2. Performance reviews are accomplished as required during the rating period for permanent employees. When reviews are done a narrative is completed using the Performance Review Form. A narrative is required.
3. The annual performance planning and evaluation cycle for the Department of State is April 1 through March 31 except in cases of hiring new employees, trial service promotion or transfer, or principle change in duties. Appointing Authorities or their designees will ensure performance planning, review, and evaluation are conducted within designated time frames by the designated raters.
4. Statewide core competencies as defined by the State Personnel Director will be incorporated into employee's performance plan and will be considered during every employee's evaluation during the following and subsequent fiscal years.
5. Performance plans for all employees will include, at a minimum, the following Uniform Statewide Core Competencies. A competency is a measurable pattern of knowledges, skills, abilities, behaviors and other characteristics that an individual needs to perform work roles or occupational functions successfully.
 - a) **Communication** -- Effectively communicates by actively listening and sharing relevant information with co-workers, supervisor(s) and

customers/clients so as to anticipate problems and ensure the effectiveness of the Department.

- (b) **Interpersonal Skills** -- Interacts effectively with others to establish and maintain smooth working relations.
 - (c) **Customer Service** -- Works effectively with internal/external customers/clients to satisfy service/product expectations.
 - d) **Accountability** -- Employee's work behaviors demonstrate responsible personal and professional conduct, which contribute to the overall goals and objectives of the Department.
 - d) **Job Knowledge/ Professional and Occupational Competence** -- The employee is skilled in job-specific knowledge which is necessary to provide the appropriate quantity and quality of work in a timely and efficient manner.
 - e) In addition, supervisory and managerial positions will also include two additional competency areas:
 - 1. **Implementation of P-MaP for subordinate staff** – Plans, progress reviews, evaluation, dispute resolution, and rewards allocation (if applicable); and
 - 2. **Diversity** – Creating a work environment that promotes equity and fairness.
6. Teamwork may be measured as a component of an individual's performance plan and adjustments may be proportioned appropriately.
7. These core values represent the minimum competencies required for a performance plan. Work units may choose to include IPO's (performance measures written at the level of proficient) appropriate to the employee's classification and job description. IPO's must be related to one or more of the factors. The plan shall be completed within thirty (30) days (but preferably within the first few days) after:
- a) The Department of State's annual performance cycle.
 - b) The employee's reporting date to the work unit for newly-hired, promoted, or transferred employees. The start date for the plan for new hires is the date of hire.
 - c) A significant change in job responsibilities or assigned duties.
 - d) A change in supervision (except as specified in item 10 below).
8. The supervisor shall ensure that each employee is provided a current copy of applicable Position Description Questionnaire (PDQ), within 5 (days) of the first day of employment.
9. When a change of supervision occurs and there is no change of duties for an assigned employee, the former supervisor has the option of closing out the plan and completing an evaluation or, with agreement of both Supervisors,

forwarding the existing plan to the new supervisor. The new supervisor and the employee shall initial and date the existing plan to signify agreement. A performance review will then be completed by the former supervisor and forwarded to the new supervisor, who shall use the review as part of the evaluation process.

10. A copy of the performance plan will be forwarded to the Human Resources Office for tracking and monitoring purposes. The original plan is retained by the supervisor (for later completion of the evaluation) and a copy provided to the employee. The Division Director has the responsibility to ensure that Supervisors are in compliance with this process.

11. Designated raters who fail to conduct performance planning, and evaluations per this policy are subject to corrective and/or disciplinary action.

Failure to complete performance plans, reviews, and evaluations as scheduled shall result in written corrective action giving the designated rater thirty (30) days to complete. If designated rater fails to comply with the provisions of the written corrective action, a Personnel Rule 6-10 meeting shall be held. If the meeting establishes that scheduled plans, reviews, or evaluations have not been completed, a disciplinary action of a suspension from work without pay for a period of not less than one (1) work week shall be imposed on the designated rater for failure to conduct plans, reviews, or evaluations in a timely manner.

12. If no performance evaluation has been completed on an employee; i.e., discharge, death of a supervisor, failure of the supervisor to rate, the reviewer shall complete the evaluation within 30 days of notice that an evaluation is due. The responsibility ultimately rests with the Appointing Authority. Failure of any party to complete an evaluation when due, makes him/her subject to sanctions.

13. Aside from the annual performance cycle evaluation or the completion of probationary or trial service, a performance evaluation shall be completed when an employee leaves the supervisor's area of responsibility because of transfer, promotion, termination, or early certification. When the employee remains under the supervisor's area of responsibility but experiences a significant change(s) in duties/responsibilities or a change in duties because of promotion, reallocation, etc., an evaluation and a new plan shall be completed. A performance evaluation may be completed at any time an employee's performance falls below acceptable levels.

a) On ALL performance evaluations, the Overall Narrative Justification Section of Performance Plan/and Evaluation Form, which supports the overall evaluation, shall be completed by the designated rater.

b) All employees will be rated and assigned a performance level from 1, being the lowest rating, to 4 being the highest rating. Ratings are:

- Rating Levels: Exceptional -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.

- Admirable -Level 3 This 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.
- Proficient – Level 2 This rating level encompasses a range of expected performance. This 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 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.
- 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.

- c) When assessing Needs Improvement or Exceptional/Peak Performer factor ratings, the overall rating shall be determined by referring to Table 1 below.
- d) A supervisor may rate an employee overall at the Proficient level by assessing all facets of the employee's performance. For example an employee may be rated at the top Proficient level in three factors and mid or lower Proficient level in two factors. The overall rating will normally be determined by the majority of Proficient factor ratings. However, when considering performance of IPO's and weighting relative importance of factors, the overall rating could be at any of the overall Proficient ratings. Refer to table below.

Level 1 Needs Improvement	Level 2 Proficient	Level 3 Admirable	Level 4 Exceptional / Peak Performer
3 or more Needs Improvement factor ratings.	1 or 2 Needs Improvement factor ratings and a minimum of 3 Proficient factor ratings.	1 or 2 Peak Performer factor ratings; a minimum of 3 Proficient factor ratings.	3 or more Peak Performer factor ratings and no Needs Improvement factor ratings.

- e) Personal discussions shall be held by the supervisor with an employee at the time performance plans, reviews and evaluations are done. Continuous feedback, coaching, mentoring and discussions shall be held informally throughout the plan period.
 - f) Performance evaluations shall be completed and signed by the supervisor and forwarded to the reviewer and initialed by the Division Director BEFORE presentation to the employee.
 - g) The reviewer shall approve and sign the performance evaluation and forward to the Division Director. If the reviewer does not approve the evaluation he /she shall consult with the supervisor to discuss concerns and identify possible modifications. If differences cannot be resolved between reviewer and supervisor, the evaluation shall be discussed with the individual at the next level in the chain of command, who will determine the proper evaluation by circling the appropriate rating and affixing his/her initials to the form.
 - h) The Division Director shall review all completed appraisals to assure equity and consistency among work units within the Division. If the Director sees problems with the overall ratings of a work unit, s/he will discuss concerns with the rater and the reviewer. The Director may direct changes to be made in individual ratings or across-the-board adjustments within the work unit as may be appropriate. This step must be completed prior to discussing final overall ratings with the employees.
 - i) If an employee is unable to sign due to illness, leave of absence, resignation, termination, etc., the supervisor shall complete the evaluation and indicate in the employee's signature area that the employee was unavailable for signature, date the evaluation, and make distribution. A copy should be mailed to the employee by certified mail, return receipt requested.
14. When one or more performance factors in a review or evaluation is/are rated "Needs Improvement", a written Performance Improvement Plan may be attached. The Appointing Authority shall review the rating(s) for further action. The original of all documentation shall be forwarded to the Human Resources Office.
15. All evaluations shall be subject to approval by the Appointing Authority

16. Employees who wish to attach a statement to their evaluation must do so within 10 days of receipt of the evaluation. Employees are responsible for forwarding the statement to the supervisor and to the Personnel Record copy.
17. The original performance review and evaluation documentation will be forwarded to the Human Resources Office and maintained in the employee's permanent personnel record. The supervisor should retain a copy and shall provide the employee a copy.
18. The original performance review and evaluation documentation will be forwarded to the Human Resources Office and maintained in the employee's permanent Personnel Record. The supervisor shall retain a copy and shall provide the employee with a copy.
19. The Human Resources Office will oversee the input of final evaluations and performance salary adjustments into the tracking system.
20. If supervision is provided by someone other than the supervisor, the administrative supervisor shall request input from this person using the Performance Review Form. The supervisor will consider this information when completing the review and/or evaluation phases of the Performance Review process. Their review shall be attached to the review or evaluation form and forwarded to the Human Resources Office.
21. The Performance Documentation Form may be used to document any (positive or negative) performance.
22. A Performance Improvement Plan may be utilized by the rating supervisor to identify areas needing improvement and to bring such shortcomings to the attention of the rated employee.

C. Probationary Employees

1. Designated raters shall establish a performance plan within thirty (30) days of the employee's assignment to the work unit, although it is preferable the planning be done within the first few days of assignment.
2. Performance reviews may be accomplished at the end of the third, sixth, and ninth months of employment, and as necessary to provide additional performance guidance. At least one mid-term review must occur per fiscal year, using the approved form.
3. If the employee is not rated at a "Proficient" or higher level, the Supervisor shall advise the employee of such in writing and inform him/her of what action is required to bring performance to an acceptable level prior to the next designated performance review date.
4. Probationary Employees do not have a right to be given a period of time to improve unsatisfactory performance. It is at the discretion of the Division Manager to establish a time frame for probationary Employees.

5. If, at the end of a designated performance review or evaluation period, the employee is still not rated at a "Proficient" or higher level, a request not to certify the employee shall be initiated by the rating supervisor and forwarded to the Appointing Authority for decision. (Failure to withhold certification will result in automatic certification.)

D. Trial Service Employees

1. Designated raters shall establish a performance plan within thirty (30) days of the employee's date of promotion or transfer, although it is preferable the planning be done within the first few days of assignment.
2. Performance review shall be accomplished at the end of the third month of promotion or transfer.
3. If the employee is not rated at a "Proficient" or higher level, the supervisor may proceed with a Performance Improvement Plan or issue a Corrective Action.
4. For performance salary adjustment purposes only, an interim performance evaluation shall be completed by April 30, not to supercede the Trial Service certification process rules.

E. Certified Employees

1. Designated raters shall establish a performance plan within thirty (30) days of the employee's last performance evaluation date, although it is preferable the planning be done within the first few days of last evaluation.
2. Performance reviews may be accomplished as needed during the annual rating period
3. If the employee receives a review at a "Needs Improvement" level, the supervisor shall immediately advise the employee of such in writing and inform him/her of what action is required to bring performance to an acceptable level. The supervisor will also give the employee a specified period of time within which his/her performance shall be corrected. A reasonable and specific period of time appropriate to the performance issue(s), should be given to provide the employee opportunity to improve performance. Needs Improvement performance reviews will impact eligibility for performance based salary adjustments and will result in a formal Corrective Action or a Performance Improvement Plan. The Department of State will operate on a fiscal year schedule.
4. If, upon later review, the employee has not corrected his/her performance to an acceptable level, all relevant original documentation will be forwarded to the Appointing Authority for possible corrective/ disciplinary action. The Division Director or supervisor is responsible for administering the Corrective Action. A copy of the Corrective Action must be submitted to the Human Resources Director.
5. If an overall "Needs Improvement" evaluation is given, the Appointing Authority has discretion to administer a Corrective Action or to allow issuance

of a Performance Improvement Plan by the Supervisor. One of these two actions must be administered in the event an overall Needs Improvement rating is given. The Appointing Authority has delegated the authority to administer Corrective Actions to the direct supervisor. The original of all documentation shall be forwarded to the Human Resources Office. Employees who receive an overall "Needs Improvement" evaluation are not eligible for a performance salary adjustment.

- a) If subsequent re-evaluation establishes "Proficient" or higher rating, such performance may result in eligibility for a performance-based salary adjustment at the end of the annual performance cycle.
 - b) If subsequent re-evaluation is not completed within thirty (30) days of the end of the corrective action period, the employee's performance will be considered "Proficient".
6. The performance evaluation rating as of March 31st will govern the employee's eligibility for performance salary adjustments.
 7. The annual performance evaluation with all signatures affixed thereto must be received in the Human Resource Office no later than 15 days after the end of the annual performance cycle.

F. Dispute Resolution Process

1. If an employee wishes to raise an issue(s) regarding P-MaP, concerted effort shall be made to resolve the issue at the informal level by speaking to one who is in a position to resolve it.
2. The dispute resolution process must be open and impartial and must allow the parties to have the opportunity to have issues heard.
3. A description of the internal dispute resolution process, including timeliness and the name of the Appointing Authority shall be given to the employee annually at the time of evaluation.
 - Step 1: The employee has five (5) working days within receipt of the evaluation to address the disagreement. No party has a right to legal representation, but may have an advisor present. The advisor may assist a party in explaining the process, help identify issues, prepare documents, and attend meetings but all parties are expected to represent and speak for themselves.
 - The Supervisor shall respond at the time of the discussion.
 - Step 2: If the employee is not satisfied with the results at Step 1, he/she forwards written documentation of dispute to the Appointing Authority within three (3) working days (cc: Human Resources Office)
 - The Appointing Authority may wish to appoint a review committee to impartially determine the facts surrounding the dispute and to make

recommendations to the Appointing Authority to assist in resolution of the dispute. If forwarded to a committee, it must be done within two (2) working days.

- If a committee is used, it issues a written recommendation to Appointing Authority within five (5) working days.
 - Appointing Authority issues written decision, which is final and binding within five (5) working days.
4. The decision of the Appointing Authority is final for all disputes regarding the individual employee's performance plan and/or final evaluation.
 5. Issues reviewable within the Colorado Department of State include the following:
 - Subject employee's performance plan or lack of a plan.
 - Subject employee's performance evaluation or lack of an evaluation.
 - Whether the Colorado Department of State appropriately applied provisions of its P-MaP program, policies, or processes to the individual's performance plan and/or evaluation.
 - Full payment of a promised salary adjustment or non-monetary award.
 6. The decision-makers in the dispute resolution process are limited to addressing the facts surrounding the current action and shall not substitute their judgement for that of the rater and the reviewer, but may instruct raters to:
 - Follow the Department's program
 - Correct errors
 - Reconsider a performance rating or plan
 - Suggest other processes such as mediation
 7. Decision-makers cannot render a decision that would alter the Department's program
 8. Upon completion of the internal dispute resolution process the employee will be given a written notification that if the dispute is still not satisfactorily resolved, a written request may be submitted to the State Personnel Director for an External Review outside the Colorado Department of State. The notice should include the deadlines for filing a dispute, a list of what must be included in the request, and the address for submittal.
 9. Requests for external review by the State Personnel Director must include copies of the original issues and a copy of the final decision made at the conclusion of the internal dispute resolution process. Requests must be received within five (5) working days of the final decision.
 10. This review is made by the State Personnel Director provided it concerns:

- The application of the Department's performance pay program as it relates to the individual employee's performance plan and/or final evaluation, or
 - The full payment of a salary adjustment
11. The following may not be reviewed:
 - State or agency plan, process or policies.
 - Money allocated to agency for P-MaP.
 - Other Employees' rating(s) or adjustment(s)
 - Distribution of Employees' base building and non-base building amounts.
 12. Allegations of discrimination or retaliation for disclosure of information (whistle blowing) must be filed with the State Personnel Board, pursuant to Personnel Board Rule 8-29.
 13. Performance Evaluations that result in a Corrective Action are grievable and are addressed through the Department's grievance process.
 14. Employees are strongly encouraged to initiate discussions within their organizations by first approaching the supervisor whose actions are being disputed.
 15. No party has the absolute right to have legal representation, but may have an advisor present. However, if an advisor is present, the employee must represent and speak for him/herself.
 16. The dispute resolution process must be completed within 25 calendar days of initiation (e.g., within 25 calendar days of the date the performance evaluation is completed.) In no case shall a performance evaluation dispute conclude later than June 15.
 17. Only issues presented in writing will be considered throughout the review process.
 18. Retaliation against any person involved in the dispute resolution process is prohibited.

G. Performance salary adjustments: General Provisions

1. The Colorado Department of State requires an evaluation period before employees are eligible for a performance salary adjustment. Therefore, one's hire or transfer date must be effective January 31 or earlier to be eligible to receive a salary adjustment effective on July 1.
2. Employees with less than one year of service will receive prorated salary adjustments.
3. Salary adjustments will be a percentage of the current salary and will be effective on the statewide common date of July 1 of each year.

4. Regardless of performance level, an employee cannot be granted an adjustment or combination of adjustments greater than the set performance salary adjustment maximum.
5. Only employees performing at Proficient and above and hired prior to January 31st are eligible for performance salary adjustments each year. The performance salary adjustments may be base-building, non-base building, a combination, or none, as described under monetary adjustments. The determination of base-building versus non-base-building will follow the guidelines established by the State Personnel Director.
 - a) Temporary and contract employees are not eligible for performance salary adjustments.
 - b) An employee who receives a formal Disciplinary Action during the annual evaluation cycle is not eligible for a performance salary adjustment.
 - c) Monetary salary adjustments above the maximum are non-base-building only.
 - d) Proficient performers below maximum may earn performance salary adjustments, not to exceed the maximum of the salary range.
 - e) Determination of an adjustment type and amount shall be made by June 30.
 - f) Non-base-building adjustments shall be paid in full with the July payroll.
6. Non-Monetary Awards
 - a) Non-monetary awards are allowed for all Proficient, Admirable, and Exceptional/Peak Performer permanent employees and may be given separate from or in combination with monetary salary adjustments.
 - b) Non-monetary awards are not calculated in the total adjustment amounts.
 - c) Administrative Leave not to exceed five days per fiscal year may be considered as a non-monetary award for Proficient, Admirable, or Exceptional/Peak Performer ratings at the discretion of the Appointing Authority.
 - d) Appointing Authorities must submit a non-monetary awards report to the Human Resources Office by July 1.
7. Salary Adjustments and Non-Monetary Award Notification
 - a) Appointing Authorities will inform recipients in writing of the performance salary adjustment percentages and non-monetary awards no later than July 1.

H. Distribution of Adjustment Dollars for Each Work Division within the Department of State

1. Prior to the payment of annual performance salary adjustments, the Director of the Department of Personnel and Administration shall specify and publish the percentage ranges for performance levels based upon the available statewide performance pay funding.
2. The Appointing Authority for the Colorado Department of State with the assistance of the Budget Analyst will determine total number of dollars available to the Department for salary adjustments to employees of the Department and will determine the amount of such total that will be available for allocation to each of the Divisions within the Department of State, based on the relative size of each Division.
3. The Divisions within the Department of State are:
 - Administration
 - Business
 - Elections
 - Information Technology
 - Licensing
3. The Appointing Authority will hold back a percentage of the total appropriation to remain under his/her control to be used as a source for discretionary adjustments to be given based upon performance, including supplemental allocation to one or more Divisions based on performance and to fund any adjustments made later due to appeals of ratings, etc.
4. The remaining adjustment dollars will be allocated to the Divisions based upon a formula which allocates the percentage of the remaining adjustment appropriation equal to the percentage of the total salaries for employees within the Division in comparison to the total salaries for all employees of the Department of State. For example, if the Business Division comprised 22% of the total salaries for the Department of State, then the adjustment allocation would be 22% of the remaining adjustment dollars.
5. The adjustment percentage amounts for each successive higher rating category throughout each Division must be greater than the maximum adjustment percentage amount for the lower level.

I. Performance Salary Adjustments: Specific Guidelines

1. Monetary Salary Adjustments
2. All P-MaP base building and non-base building performance salary adjustments will be administered by the Appointing Authority of the Department of State.
3. All adjustments will be base-building up to the range maximum. Base building and non-base building adjustments are based on a percentage of the available P-MaP allocations with the intent of rewarding Exceptional/Peak Performers at a higher percentage adjustment whenever possible than the Proficient and/or Admirable Employees.

4. The maximum adjustment for Level 4 performance will be the maximum percentage set annually by the State Personnel Director.
5. Performance salary adjustments will be administered within the following overall rating guidelines:
 - a) NEEDS IMPROVEMENT: (Level 1) an employee receiving this overall rating will not receive a base building, non-base building; nor a non-monetary award.
 - b) PROFICIENT: (Level 2) An employee receiving this overall rating may receive a percentage of base salary which will be determined after all ratings from the Department have been received. This value will be called "X". Employees receiving Proficient ratings are not eligible for non-base building performance salary adjustments. Proficient Employees are eligible for non-monetary awards at the discretion of the Appointing Authority.
 - c) ADMIRABLE: (Level 3) An employee receiving this overall rating may receive a percentage of base salary as a base-building adjustment. This value will be called "Y" and will be established after all ratings for the Department have been received. Admirable employees are not eligible for non-base building performance salary adjustments. Admirable Employees are eligible for non-monetary awards at the discretion of the Appointing Authority.
 - d) EXCEPTIONAL - PEAK PERFORMER: (Level 4) An employee who has an overall Peak Performer rating will be eligible for a base building and/or a non-base building performance salary adjustment. Peak Performers may earn up to 10 percent ("Z" value) as established by the State Personnel Director. The Department of State may determine, after all ratings have been received for the Department, a percentage lower than 10 percent as the Z value.

<u>Current Salary Placement</u>	<u>Adjustment Amount</u>
Below Range Max	Y - Z
At Range Max Discretionary Non-Base Building	Zero - Z

- e) All non-base building performance salary adjustments must be re-earned each year. Only Exceptional/Peak Performers at the range maximum are eligible for non-base building performance salary adjustments. Both non-base building adjustments and non-monetary adjustments are made at the discretion of the Appointing Authority.
6. Quotas or forced distribution processes for determining the number of ratings in any of the four performance levels shall not be established.
7. Payment of base-building adjustments will be made with the July payroll each year.

8. Non-base building adjustments will be given one time on July 1 as determined by the Appointing Authority and must be re-earned every year.
9. The source of funds (e.g., cash, or general), method of funding (e.g., appropriated or memo of understanding), and length of state service shall not be criteria for distinguishing between non-base and base building or combination performance salary adjustments.
10. Adjustments given to employees whose salaries are under the pay range maximum will be base building.
11. The only non-base building performance salary adjustments given will be to Level 4 performers whose salaries are at or above the range maximum.
12. Level 2 and Level 3 performers at or above the maximum of their pay range are not eligible for any performance salary adjustments.
13. Level 2 and Level 3 performers cannot be granted an adjustment that results in a dollar amount greater than the pay range maximum.
14. A financial audit report will be submitted to General Support Services, Department of Personnel by the Human Resources Office reflecting employee monetary percentages given and non-monetary awards for the number of Exceptional/Peak Performers, Admirable, and Proficient Employees annually
15. All adjustments are subject to available funding and no adjustments are guaranteed.

IV. TRAINING

1. Performance Management and Pay Training is required for all Supervisors to include:
 - Performance Planning
 - Performance Management
 - Solving employee Performance Problems
 - Dispute Resolution
 - Rating of Performance
 - Compensation & Allocation of Resources
2. The use of a variety of non-salary and monetary incentives currently available in the State's personnel system will be encouraged in the training and communication pieces developed for the Department of State's P-MaP.

V. ANNUAL REPORTING REQUIREMENTS

1. The Department of State will comply with all statutory reporting requirements for P-MaP and will submit the required information for the Department as a whole.
2. By January 1 of each year, the Secretary of State will report to the State Personnel Director the following:

- Total dollars appropriated for performance salary adjustments for the prior fiscal year
 - Total amount of those appropriated dollars granted to Employees for performance
 - Total amount of dollars granted for each performance level (Proficient, Admirable, and Exceptional/Peak Performer)
3. This requirement will be met, in part, utilizing a P-MaP tracking system which will track the existence of planning and evaluation criteria, P-MaP allocation adjustments, and distribution of the evaluations and Allocations. Supervisors will be required to comply with the requirements of the tracking system.

VI. RESPONSIBILITY

1. Appointing Authorities are responsible for ensuring that all aspects of the P-MaP Program, including performance planning, progress review, and performance evaluation, are completed within the time frames prescribed by the P-MaP Program of the Department of State.
2. The Human Resources Director is responsible for final decision regarding the Dispute Resolution Process.
3. Appointing Authorities are responsible to administer, record and submit a report with a cover letter to the Human Resources Department of the non-monetary awards they have presented.
4. The Human Resources Director is responsible for:
 - a) Ensuring that P-MaP training (including Performance Management and Performance salary adjustments) is provided for designated supervisory personnel.
 - b) Ensuring P-MaP orientation is provided to all Colorado Department of State Employees.
 - c) Reviewing and updating this policy on an annual basis.
 - d) Establishing “due dates” for plans, reviews and evaluations.
5. All supervisory staff are responsible for the completion of all aspects of the P-MaP plan within the time frames prescribed for their assigned employees. Supervisors have a special responsibility to provide on-going informal feedback, coaching and/or mentoring of assigned Employees and encouraging employee feedback regarding work performance. Supervisors have a responsibility to ensure that performance ratings are an accurate reflection of the employee’s job performance.
6. The Human Resources Director along with the Appointing Authority is responsible to ensure that adequate mandatory training is developed and provided to all Colorado Department of State Employees. Specialty training will be developed as needed.

7. The Colorado Department of State designated P-MaP Coordinator/Champion (Human Resource Director) is responsible for administering the Performance Management and Pay Program.

VII. AUTHORITY

1. CRS 24-50-104 (1) (c) and CRS 24-50-118.
2. Colorado State Personnel Rules.
3. State Personnel Director's Administrative procedures.

DEFINITIONS

- A. Appointing Authority: The appointing authorities for the Department of State are Donetta Davidson and by her delegation, Bill Hobbs, Deputy, Secretary of State.
- B. Supervisor: One assigned to a position over one or more employees who has authority to do performance planning, reviewing, evaluating; has direct input into hiring and terminating staff and who may recommend actions that affect an employee's pay.
- C. Base Building: An amount of pay that is added to an employee's base pay.
- D. Base Pay: A fixed rate of pay. Base pay excludes non-base building performance salary adjustments, shift differential, on-call, overtime, call back and other types of premium pay. It is synonymous with salary.
- E. Certified Employee: An employee who has satisfactorily completed a probationary period or trial service period.
- F. Dispute Resolution: The process used to resolve issues raised by the employee regarding P-MaP Disputable issues include: (1) final performance rating, (2) application of the agency's performance management and evaluation plan and/or policies, (3) and the full payment of an adjustment or award. Disputes regarding the application of the Department's program must affect the employee's performance plan and/or final evaluation.
- G. PMP Review Committee a group of individuals delegated by the Personnel Administrator to provide oversight to the PMP/PACE process and to perform specific duties relative to P-MaP as directed.
- H. Work leader, or charge person; one who provides supervision over the work performance of assigned employee(s). In the absence of an administrative supervisor, the work leader may or may not be assigned to the same location as the supervisor, but is required to provide input to the supervisor regarding employee performance.
- I. Individual Performance Objectives (IPO's): Specific objectives used to clarify or specify proficient performance expectations. These must be reasonable, achievable, measurable and related to a factor (performance measure) in an employee's performance plan.

- J. Non Base Building Pay: An amount of pay that is not added to an employee's base pay, must be re-earned each year, and is provided to employees as an adjustment for peak performance.
- K. Non-Monetary Award: A non-cash award that is given based on performance.
- L. Pay Range: The spread of salaries between minimum and maximum rates for a specific class. A pay range is established based on the annual Total Compensation Survey. The width of pay ranges varies by occupational groups.
- M. Performance salary adjustment: Any amount granted annually for proficient, admirable, or exceptional/peak performers. Adjustments are base-building for all employees whose salaries are below the maximum of the range, with the exception of Level 4 at the maximum of the salary range.
- N. Performance-Based Pay: Pay that is tied directly to an employee's performance evaluation.
- O. Performance Evaluation: The formal assessment of an employee's work performance completed at the end of a specified rating period in relation to a performance plan.
- P. Performance Management and Pay (PMP): A program to promote excellence in government within the State of Colorado and implement performance based pay for classified State employees.
- Q. Performance Management: Links agency goals with an employee's work plan, provides coaching and feedback to employees as needed and formally evaluates performance. Performance management is an on-going process that incorporates several key elements: identification of how an employee's duties, goals and objectives relate to the unit, agency and/or departmental mission; performance planning, coaching, mentoring, feedback, performance review(s), performance evaluation.
- R. Performance Measures: Measurable objectives or standards that define expectations for an employee; often referred to as IPO's.
- S. Performance Planning: A process completed at the beginning of the rating period that outlines work performance areas to be evaluated against job goals and expectations.
- T. Performance Review: An interim rating of work performance, in regard to expectations established during performance planning, completed during the rating period, but before the final evaluation.
- U. Probationary Employee: A non certified employee who has been appointed to a permanent position from outside the state personnel system from an open-competitive or reinstatement eligible list and must complete a probationary period not to exceed twelve (12) months.
- V. Rater: The administrative supervisor responsible for completing performance planning, review and evaluation for assigned employees.
- W. Rating Levels: Exceptional -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.

Admirable -Level 3 This 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.

Proficient – 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 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.

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.

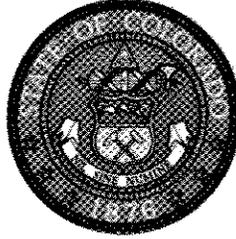
Marginal performance requires substantial monitoring to achieve consistent completion of work, and requires more constant, close supervision. Though these employees do not meet expectations, they may be progressing satisfactorily toward a Level 2 rating and need to demonstrate improvement in order to satisfy the core expectations of the position.

- X. Reviewer: Usually, the next level supervisor in the chain-of-command over the rater of an identified employee. Any person in the organization's chain of command designated to review supervisory evaluations. The reviewer shall be the Division Director of the respective Division.
- Y. Temporary State Employee: Person appointed without examination to a non-permanent position for six (6) months or less in a 12-month period who has temporary status and only has the right to coverage by worker's compensation.
- Z. Total Compensation Salary Survey: Also known as the Salary Survey. An annual process required by law to establish prevailing wages for employees in the state personnel system. Third-party survey publications are collected and matched with state classes in order to compare the pay and benefit rates between the labor market and the state.
- AA. Saved Pay Rate: The salary which may be provided to an employee who voluntarily demotes to a lower pay grade but is allowed to maintain all or a portion of their existing pay for up to three years. Based upon class pay ranges, it may not be possible to save all existing pay.
- BB. Trial Service Employee: An employee who is promoted, laterally transferred (to include classification transfers) at his/her own initiative or promoted through position

reallocation to a permanent position and must complete a period of service not to exceed six (6) months.

STATE OF COLORADO
Department of State

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Donetta Davidson
Secretary of State
William A. Hobbs
Deputy Secretary of State

RECEIVED

JAN 11 2005

DPA / DHR -
Consulting Services

December 30, 2004

Dear Ms. Schaefer;

Attached is the revised Performance Management and Pay Plan for the Colorado Department of State, Secretary of State's Office. This plan will cover the 2005-2006 plan year and years forward and incorporates the changes you specified in your September 30, 2004 e-mail.

Should you have questions or need further revisions, please do not hesitate to contact Sibyl Clausen, our Human Resources Administrator at (303) 860-6906.

Sincerely,


Donetta Davidson
Secretary of State