

Colorado Community College System
Performance Management Program for Classified Employees
Revised 2-27-15

I. Introduction

The purpose of the Colorado Community College System Performance Management Program for classified employees is to promote excellence within the agency and optimize our potential to achieve individual, agency and system goals and objectives. This Program has been developed in accordance with Colorado Revised Statutes. This plan is effective February 27, 2015. Any exceptions to this Program must be approved in writing by the System President.

II. Performance Planning and Evaluation General Guidelines

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

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

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

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

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

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

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

Needs Improvement (Level 1): Performance does not consistently and independently meet expectations set forth in the performance plan. Employee's performance is clearly unsatisfactory and consistently fails to meet requirements and expectations. Examples may include: work may be of variable quantity and quality or may be consistently short of the mark; interpersonal skills need improvement; a need for further improvement is clearly recognized; goals are not consistently achieved.

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

Fully Competent (Level 2): This rating level encompasses a wide range of expected performance. It includes employees who are successfully developing in the job; those that exhibit competency in work behaviors, skills, and assignments; and accomplished performers who consistently exhibit the desired competencies effectively and independently. Employees are meeting all the expectations, standards, requirements, and objectives on their performance plan and, on occasion, exceed them. Employees reliably perform the job assigned and may even have a documented impact beyond the regular assignments and performance objectives that supports the mission of the organization. Examples may include: accomplishments and expected results are achieved or exceeded; competent performance in a satisfactory and professional manner; consistently meets expected results for quality and quantity of work; works well with co-workers; demonstrates competent skills to perform the job; a positive attitude; an ability to adapt to change; goals are consistently achieved.

Exceeds Expectations (Level 3): This rating level represents consistently exceptional and documented performance or superior achievement beyond regular assignments. Employees make exceptional contribution(s) that have a significant and positive impact on the performance of the unit or the organization and may advance the mission of the organization. Employees provide a model for excellence and help others to do their jobs better. Peers, immediate supervision, higher-level management and others can readily recognize the high level of performance. Examples may include: a high degree of efficiency; assignments are accomplished thoroughly and quickly; mastery of the skills and knowledge to perform the job; thoroughly researches facts before making decisions; independently follows through with assignments; goals are consistently exceeded.

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

Quality Review Process: Human Resources will review performance evaluation documentation of all employees for adherence to policy guidelines, distribution of ratings, and quality and consistency of ratings. Human Resources will also review evaluations for adequate justifications for Needs Improvement and Exceeds Expectations ratings, prior to those ratings being provided to employees.

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

III. Merit Pay Distribution

Merit Pay Eligibility: All permanent, classified employees are eligible for merit pay, except those whose final overall rating is a needs improvement. An employee granted a merit pay 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 Merit Pay: Base building adjustments are permanent, paid as regular salary, and shall be paid monthly beginning July 1 based on their final performance evaluation in June. For exiting employees to receive a base building merit pay for the previous year, they must be on the payroll July 1; however, they will receive the merit pay only for the months they remain employed in their position after July 1. The employee's current department as of July 1 is responsible for payment of the adjustment.

- No base-building merit pay can be granted that results in a base salary that exceeds the pay grade maximum.
- The payment of any remaining portion of based building merit pay that exceeds the grade maximum shall be paid as a one-time, non-base building lump sum in the July payroll. The statutory lid does not apply to such a payment.

Non-Base Building Merit Pay: Non-base building merit pay must be earned each year and will be paid as a one-time lump sum with the July paychecks.

- Only Exceeds Expectations (Level 3) performers may, at the sole discretion of the appointing authority, be granted a one-time non-base building merit pay that results in a dollar amount above the pay range maximum. The statutory salary lid does not apply to any non-base building portion of the adjustment.
- An employee must be employed on the date of the payment in order to be eligible to receive a non-base building merit payment.

Merit Pay for New Hires: For employees hired into the state personnel system between February 1 and March 31 of each year, an overall performance evaluation rating of Fully Competent will be assumed, unless otherwise documented in writing.

Statewide Merit Pay Adjustments: CCCS will establish a merit pool based on the overall merit percentage approved for the State. CCCS Human Resources will then establish the percentage of award allotted for Fully Competent and Exceeds Expectations ratings. Regardless of which department or college within the system office an employee works within, the percentage awarded for each rating will be consistent across the system.

IV. Dispute Resolution Process

The System Office shall adhere to the Colorado Community College System Dispute Resolution Process for Classified Employees. The Process is an open, impartial review process that is not a grievance or an appeal and allows the parties an opportunity to have issues reviewed objectively.

CCCS's Human Resource Office shall distribute the Dispute Resolution Process to all classified employees and their supervisors and shall inform new employees of the process during the new employee orientation. The Dispute Resolution Process shall be available on CCCS's intranet.

V. **Training**

The System Office will provide training regarding performance management and our internal process to all new employees via the orientation process. Additionally, supervisors will attend at least one training session regarding the CCCS Pay for Performance Plan.