



**CLASSIFIED EMPLOYEE  
PERFORMANCE PAY PROGRAM**

**June, 2001**

**Revised 11/01; 9/04**

**Approved by Dept. of Personnel & Administration: \_\_\_\_\_**

**NORTHEASTERN JUNIOR COLLEGE  
Performance Pay Program for Classified Staff**

**I. OVERVIEW**

The purpose of this plan is to implement performance pay at Northeastern Junior College and promote employee excellence within the College to optimize our potential to achieve individual, college and system goals and objectives. This plan was developed in accordance with CRS 24-50-104(1)(c)(IV), enacted by the Colorado General Assembly as part of SB 00-211. Input was received from a group of classified employees of the Community Colleges of Colorado. This plan will require employees and supervisors to work collaboratively on performance planning and evaluation.

**II. PERFORMANCE MANAGEMENT**

All employees at Northeastern Junior College will be evaluated using the period from April 1 to March 31 of each fiscal year. Supervisors are responsible for developing performance plans for each of their employees by April 30 of each year. A minimum of one mid-year review must be conducted prior to January 15 of each year with supervisors providing ongoing coaching and feedback throughout the year. Year-end evaluations must be completed and submitted to Human Resources not later than April 15 of each year. Evaluations will be placed in each employee's personnel file in the Human Resources Office for record keeping purposes.

The performance plan will contain the statewide uniform core competencies as defined by the State Personnel Director. These core competencies are as follows: communication, interpersonal skills, customer service, accountability, and job knowledge. In addition, supervisors will have a factor in their own performance plan that measures and evaluates the effectiveness of performance management of their employees. The performance plan will include job duties (taken from the employee's respective position description questionnaire) and goals as well as contain a customer service factor in accordance with NJC's goals. Teamwork may be used as a measure in an employee's individual performance plan. Multi-source assessment processes for evaluation of staff may be used during the process when appropriate.

Each performance plan will contain four possible rating levels:

**Level 1 (Unsatisfactory)** – 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 (Satisfactory)** – 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 pan and, on occasion, may exceed them. This is the employee who reliably performs the job assigned.

**Level 3 (Above Satisfactory)** – 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 college.

**Level 4 (Outstanding)** – 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.

Within each category, the supervisor should indicate the standard of performance that will rate the employee “Satisfactory” and the standard of performance that will rate the employee “Outstanding.” If the employee doesn’t meet the Satisfactory standard, s/he will be rated as Unsatisfactory for that category. If an employee receives an overall “Unsatisfactory” rating, s/he will receive a performance improvement plan.

Employees will be evaluated and rated based upon their performance. They will not be evaluated based upon quotas of a number of ratings in each of the four performance levels. The supervisor is responsible for planning and evaluating an employee’s job performance. If the supervisor fails to plan and/or evaluate an employee’s job performance, the supervisor’s supervisor is responsible for completing the plan/evaluation. This process continues through the chain of command up to the President of the College until the plan and/or rating is completed as required by law. The rater’s supervisor is required to review the evaluation of the employee’s performance. In the event that an employee does not receive a final performance evaluation, the employee will receive a default rating of “Satisfactory”.

Supervisor’s evaluation of the employee’s performance must be reviewed and signed by the next higher level supervisor prior to reviewing it with employee, as required in the Performance Planning/Evaluation Form (Attachment A) and to monitor the quality and consistency of performance ratings within the department before final overall ratings are provided to employee.

All supervisors are subject to the sanctions imposed by the Personnel Rules and Administrative Procedures under P-6-2 for failure to plan and/or evaluate an employee’s performance in a timely manner.

Supervisors and employees will participate annually in an eight-hour mandatory performance management training to ensure that performance criteria relates appropriately to individual jobs, that the measurements accurately reflect performance requirements, and that employees receive sufficient performance feedback to meet or exceed organizational requirements and expectations.

Northeastern Junior College will comply with the reporting requirements as specified by the State Personnel Director.

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

**ALLOCATION**

Permanent classified employees are eligible for a base-building performance salary adjustment each year. The College President will determine the amount or type of merit increase following budget allocation in accordance to statute. Annual base building performance salary adjustments will be a percent of salary, effective on the statewide common date of July 1. Salary adjustments are subject to funding and no salary adjustment is guaranteed. Non-base building salary adjustments must be re-earned annually. Non-base building salary adjustments are paid in a lump sum with the July payroll. The following allocation grid defines salary adjustment parameters:

RATING	Below Range Maximum	At Range Maximum
	Performance Increase	Performance Increase
Level 1	0	0
Level 2	0 to X%@	0
Level 3	> X% to Y%@	0
Level 4	> Y% to Z%*	Up to Z%*

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

\* Value of Z will not exceed what is set by State Personnel Director

**PERFORMANCE SALARY ADJUSTMENTS**

Annual performance salary adjustments are based on the overall evaluation at the end of the performance cycle. No salary adjustment is guaranteed. Teamwork may be measured as a component of an individual’s performance plan and salary adjustments proportioned accordingly. Quotas or forced distribution processes for determining the number of ratings in any of the four performance levels shall not be established. Statewide Uniform core competencies (communication, interpersonal skills, customer service, accountability and job knowledge) cannot be disregarded in the final rating for each employee.

- **Unsatisfactory rating (Level One):**  
Employee is not eligible for any type of performance salary adjustment. An “Unsatisfactory” rating will result in a corrective action or performance improvement plan.
- **Satisfactory rating (Level Two):**  
A “Satisfactory” employee with a base salary below range maximum is eligible for a percentage increase to be determined by the Community Colleges of Colorado system office or agency (refer to example above). The minimum salary adjustment for Satisfactory shall be zero with the maximum salary adjustment less than the minimum salary adjustment set for Level Three. Salary adjustments are not guaranteed and are subject to available funding.

The salary adjustment will be base building but may not exceed range maximum. Prior to the payment of annual performance salary adjustments, the College President shall specify and publish the percentage ranges for performance levels based on the available performance pay funding and allocations by the Colorado Community College System. All employees below the maximum of the range will receive the same salary adjustment determined for this level of performance.

If base salary is at or above range maximum, the employee is not eligible for any performance salary adjustment for the year.

▪ **Above Satisfactory (Level Three)-**

An "Above Satisfactory" employee with base salary below range maximum is eligible for a percentage increase to be determined by the Community Colleges of Colorado system office or agency (refer to example on page 3). The minimum salary adjustment for Level Three shall be greater than the maximum of Level Two. The maximum of Level Three shall be less than the minimum salary adjustment set for Level Four. Salary adjustments are not guaranteed and are subject to available funding.

The salary adjustment will be base but may not exceed grade maximum. Prior to the payment of annual performance salary adjustments, the College President shall specify and publish the percentage ranges for performance levels based on the available performance pay funding and allocations by the Colorado Community College System. All employees below the maximum of the grade will receive the same salary adjustment determined for this level of performance.

If base salary is at grade maximum, employee is eligible for non-cash salary adjustments only.

Only Outstanding ratings are eligible, at the discretion of the appointing authority, for non-base building monetary salary adjustments above grade maximum.

▪ **Outstanding Performance (Level Four)-**

The Outstanding Performance level is unique and difficult to achieve because it represents consistently exceptional performance or achievement beyond the regular assignment.

An "Outstanding" employee with base salary below grade maximum is eligible for a percentage increase to be determined by the Community Colleges of Colorado system office or agency refer to example on page 3). The minimum of Level Four shall be greater than the maximum of Level Three. The maximum of Level Four is the maximum percentage set annually by the State Personnel Director. Salary adjustments are not guaranteed and are subject to available funding. All employees below the maximum of the range will receive the same salary adjustment determined for this level of performance.

The salary adjustment will be base building but may not exceed grade maximum. Prior to the payment of annual performance salary adjustments, the College President shall specify and publish the percentage ranges for performance levels based on the available performance pay funding and allocations by the Colorado Community College System. All employees below the maximum of the range will receive the same salary adjustment determined for this level of performance.

Any portion of the adjustment amount that exceeds grade maximum shall be paid as a one-time, lump sum payment with the July payroll.

Only Outstanding Performance ratings are eligible, at the discretion of the appointing authority, for non-base building monetary salary adjustments above grade maximum.

Salary adjustment payouts for new hires shall be prorated from the date of hire.

The use of non-salary incentives and monetary incentives currently available will be encouraged to supplement salary-based performance salary adjustments.

Once an employee is notified of a non-base building performance salary adjustment and if the employee leaves state service due to retirement, resignation, death, transfer or termination, the salary adjustment will be paid in full by Northeastern Junior College.

**Timing of Salary adjustment Payments:**

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

***Notification of Salary adjustments:***

- Notice of salary adjustments will be provided to the employee at the completion of all evaluations and subsequent dispute resolution. Prior to the payment of annual performance salary adjustments, the College President shall specify and publish the percentage ranges for performance levels based on the available statewide performance pay funding with allocation from the Colorado Community College System.

**III. DISPUTE RESOLUTION**

The Community Colleges of Colorado will utilize one common dispute resolution process as prescribed by the Community Colleges of Colorado (Attachment B).

**IV. TRAINING**

Performance management training for supervisors is conducted annually through workshops and on-line training courses. In addition, Northeastern Junior College provides training to classified staff in the importance of performance management during staff in-service workshops.

**V. PROGRAM EVALUATION**

The Human Resources Office will solicit input from the classified staff and supervisors regarding the Performance Management Process. Modifications may be made due to changes in state guidelines.

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Approved DPA: \_\_\_\_\_

State of Colorado

Department of Personnel & Administration