

OTERO JUNIOR COLLEGE PERFORMANCE MANAGEMENT PROGRAM

OVERVIEW AND PURPOSE:

The purpose of this plan is to implement the Colorado Performance Management Program at Otero Junior College in accordance with CRS 24-50-104(1)(c)(III). In addition, the plan will promote employee excellence at Otero Junior College. This plan was developed using guidance from Department of Personnel and Administration and Community Colleges of Colorado and input from a working group of classified employees. This plan will require employees and supervisors to work collaboratively on performance planning and evaluation.

PERFORMANCE PLANNING:

EVALUATION PERIOD:

All employees will be evaluated using the period from April 1st to March 31st. All progress review meetings must be completed and paperwork submitted to Human Resources by October 15th of each year. All year-end evaluations and planning for the next year must be completed and submitted to Human Resources by April 15th of each year. Evaluations will be placed in individual personnel files for record keeping purposes.

EVALUATION TOOL:

All employees will be evaluated using the CCCOES Performance Planning and Evaluation Form. The evaluation tool is a qualitative evaluation and the evaluation process will contain the Statewide Uniform Core Competencies as defined by the State Personnel Director. These competencies are 1) communication, 2) interpersonal skills, 3) customer service, 4) accountability, and 5) job knowledge. The Statewide Uniform Core Competencies cannot be disregarded and must be considered in each employee's final rating. Performance will be rated using three levels as defined in the plan. (See attached evaluation form). It is the responsibility of both supervisor and employee to complete all 3 mandatory phases of the evaluation process including planning, progress review, and the year end evaluation. This includes determining major job duties, goals, and expectations which align with both department and OJC goals. General goals and objectives of the college are to provide a quality educational environment and to provide quality customer service to all we serve. The progress review phase should be used to provide documentation of required coaching and feedback between the employee and the supervisor. This will allow the employee and supervisor to communicate regarding performance expectations and goal completion. Coaching and feedback should be continuous throughout the evaluation period. Multi-source assessment processes for evaluation of staff may be used during the process when appropriate. Teamwork may be used as a measure in an employee's individual performance plan.

Employees will be evaluated annually in writing and rated based on their performance. The supervisor will conduct an evaluation meeting with the employee to communicate the final written evaluation rating. All evaluations will be reviewed and signed by a second level supervisor and Human Resources. No quotas or forced distribution processes will be established.

An overall rating of Level 1 or "Needs Improvement" will result in a performance improvement plan or a corrective action.

An overall rating of Level 3 or "Exceptional" is unique and will be difficult to achieve as it represents consistently exceptional performance or achievement beyond the employee's regular job duties and assignments. Supervisors will be asked to document and justify any rating of "Exceptional".

The supervisor is responsible for planning which must be completed within 30 days of hire and evaluating an employee's job performance which includes meeting with the employee for both planning and the final evaluation. If the supervisor fails to plan and/or evaluate an employee's job performance, a reviewer is responsible for completing the plan or evaluation. If the reviewer fails to plan or evaluate in a timely manner, the reviewer's supervisor is responsible for completing the plan/evaluation. This process continues up the chain of command to the President of the College until the plan/evaluation is completed as required by law. If an evaluation is not completed in a timely manner, the rating shall default to "Successful"(Level 2) until a final evaluation is completed. All supervisors will have a provision in their evaluation process that includes the effectiveness of their evaluation of their subordinates. Sanctions will be imposed for a supervisor's failure to plan or evaluate their staff. Sanctions are: Absent extraordinary circumstances, failure to timely plan and evaluate in accordance with the department's established timelines results in a corrective action and ineligibility for achievement pay. 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 workday 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 non-supervisory position.

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.

EVALUATION REVIEW PROCESS:

All employee evaluations will be monitored in order to ensure the quality and consistency of the performance ratings of each employee. All final evaluations are reviewed prior to being given to the employee. The following process will be followed:

- All evaluations will be reviewed by the Second Level Supervisor
- All evaluations will be reviewed by the Director of Human Resources
- All evaluations will be reviewed by the College President

PLANNING FOR NEW EMPLOYEES:

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.

BUDGET ALLOCATION AND ACHIEVEMENT PAY DISTRIBUTION:

ALLOCATION:

Prior to the payment of achievement pay, the State Personnel Director shall specify and publish a percentage for base and non-base achievement pay according to available statewide funding.

Within these parameters, the appointing authority will grant achievement pay based on the percentages set by the State Personnel Director. Achievement pay will be a percentage of salary based upon a statewide common effective date of July 1. The appointing authority is responsible for overseeing the quality of the performance management program.

ACHIEVEMENT PAY ELIGIBILITY:

- If the final overall rating is needs improvement, the employee is ineligible for an achievement pay.
- Achievement pay must be base building except if the final overall rating is at Level 3, any portion of the pay amount that exceeds grade maximum shall be paid as a one time lump sum in the July payroll.
- For those below the pay range maximum, Level 2 and 3 performers are eligible for base building performance achievement pay. All performance achievement pay below the pay range maximum must be base building. Performance achievement pay over the pay range maximum will be awarded if the employee has a Level 3 rating. Source of funds, method of funding, or length of service will not be a determining factor.
- No base building performance achievement pay can be granted that results in a base salary that exceeds the pay range maximum.
- For Level 2 or 3 performers, performance base-building achievement pay cannot be granted that result in a dollar amount greater than the pay range maximum.
- If base pay is at grade maximum or in saved pay above the maximum, the employee is ineligible for a performance salary adjustment.
- An employee granted achievement pay shall not be denied the pay because of a corrective or disciplinary action issued for an incident after the close of the previous performance cycle.
- Base building adjustments are permanent and paid as regular salary.
- For those at the pay range maximum, only Level 3 performers are eligible to receive a non-base building achievement pay in addition to base –building achievement pay. Additionally, employees rate at Level 3 are eligible to receive any remaining portion of the base-building achievement pay that exceeds the pay range maximum as a one-time lump sum payment in the July payroll.
- Regardless of the performance level, an employee cannot be granted a performance achievement pay greater than percentages allowed by the State Personnel Director.
- The use of non-cash incentives and monetary non-base incentives currently available will be encouraged to supplement salary-based performance achievement pay. These incentives are determined by the President.
- Achievement pay is based on the final overall rating.
- Employee must be employed on July 1 in order to receive the payment of the salary adjustment.
- The employee's current department as of July 1 is responsible of payment of the salary adjustment.
- Employees hired into the system during the performance cycle are eligible to receive the full percentage of base and non-base achievement pay on July 1st based on the overall rating.

TIMING OF PERFORMANCE SALARY ADJUSTMENT PAYMENTS:

- Base building performance achievement pay will be spread evenly over the performance period
- Non-base building performance achievement pay will be paid in one lump sum on July payroll

NOTIFICATION OF ACHIEVEMENT PAY:

- Written notice of achievement pay will be provided to the employee by July 1st of each year.

REPORTING REQUIREMENTS:

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

DISPUTE RESOLUTION PROCESS:

- The Community Colleges of Colorado will utilize one common dispute resolution process. (See Dispute Resolution Plan attachment).

TRAINING AND COMMUNICATION:

All employees and supervisors have been trained on the Colorado Performance Management Program by a professional trainer in 1999. Training efforts have been coordinated with Department of Personnel and Administration Training Division and other Community Colleges in our System. Otero Junior College will continue to provide mandatory training to both employees and supervisors to keep current on the plan. Training will include updates in the program, general evaluation concepts, and providing feedback to employees. Employees will be informed of the plan from meetings, training, and email communication.

PROGRAM EVALUATION:

This plan will be evaluated and may be modified as deemed necessary. Modifications may be made due to changes in state guidelines and System guidelines. Recommendations from employees and/or supervisors using the plan will be reviewed by a working group of classified employees.

Rating Definitions:

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 and close supervision to ensure progression toward a level of performance that meets expectation. Although these employees are not currently meeting expectations, they may be progressing satisfactorily toward a level 2 rating and need coaching/direction in order to satisfy the core expectations of the position.

Successful (Level 2): This rating level encompasses a range of expected performance. It includes those employees who are successfully developing in the job, employees who exhibit competency in the work behaviors, skills, and assignments, and accomplished performers who consistently exhibit the desired competencies effectively and independently. 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 and may even have a documented impact beyond the regular assignments and performance objectives that directly supports the mission of the organization.

Exceptional (Level 3): 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

NOTE: THE SECTION BELOW IS NOT REQUIRED AS PART OF THE PERFORMANCE MANAGEMENT PROGRAM BUT IS INCLUDED AS GUIDELINES FOR HIRING AND SALARY ISSUES

PERSONNEL ACTIONS/DETERMINATION OF SALARY:

NEW HIRE:

- New hires will be hired at the minimum pay range.
- Any pay rate above the minimum must be justified in writing and approved by the Director of Human Resources, Vice President for Administration, and the President.
- Pay rate may not exceed maximum of pay range.

REINSTATEMENT:

- Same as new hire.

LATERAL MOVEMENTS/TRANSFERS:

- Are defined as a move to a job that has the same pay range maximum.
- May not hire below minimum pay range.
- Any pay rate above current pay must be justified in writing and approved by the Director of Human Resources, Vice President for Administration, and the President.

PROMOTIONS:

- Are defined as a move to a job for which the new pay range has a higher maximum than the current pay range.
- May not hire below new minimum pay range.
- New pay rate may not exceed maximum of new pay range.
- Any pay rate above the minimum must be justified in writing and approved by the Director of Human Resources, Vice President for Administration, and the President. New pay rate may be up to 10% increase from current pay rate.

DEMOTIONS:

- Are defined as a move to a position in which the new pay rate is lower than the current pay rate.
- New pay rate may not exceed current pay rate
- New pay rate may not exceed maximum of new pay range.
- Saved pay applies in accordance with State Personnel Rules.

DISCIPLINARY DEMOTIONS:

- Employee will receive a 10% pay cut.

RE-EMPLOYMENT:

- Applies to laid off employees on a reemployment list.
- Employee hired at the same pay rate that was in effect at the time of layoff, including saved pay in accordance with State Personnel Rules.

PAY DIFFERENTIALS:

- Include: signing bonus, referral bonus, compression adjustment, matching pay, or acting bonus
- Signing bonus, referral bonus, and acting bonus must be a non-base building award
- Compression adjustment and matching pay may be either a base building or a non-base building award.
- Must be justified in writing and approved by the Director of Human Resources, Vice President for Administration, and the President.

