



**Performance Planning and Evaluation System
Classified Staff (April 2022-July 2023)**

PURPOSE AND INSTRUCTIONS

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. 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, 2022 through July 31, 2023.

A. EVALUATION PROCESS

- 1. PERFORMANCE PLANNING PHASE:** Supervisors are responsible for developing performance plans for each of their employees. The next-level supervisor is responsible for ensuring plans are established. If a supervisor has not developed a plan for their employee, the next-level supervisor shall do so. 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.

When conducting the planning phase, supervisors should review the employee's official Position Description (PD) to ensure that the current description accurately represents the employee's job duties. If the PD is inaccurate, the PD 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.

a) All employees will be evaluated using the following core work competencies:

- (1) Communication (Oral/Written):** To what extent does the employee effectively communicate by actively listening and sharing relevant information with co-workers, supervisor(s) and customers so as to anticipate problems and ensure the effectiveness of the department and college.
- (2) Interpersonal skills:** To what extent does the employee interact effectively with others to establish and maintain smooth working relations.
- (3) Customer Service:** To what extent does the employee work effectively with internal/external customers to satisfy service/product expectations.
- (4) Accountability/Integrity:** To what extent does the employee's work behaviors demonstrate responsible personal and professional conduct which contribute to the overall goals and objectives of the department and college. To what extent is the employee involved in the college's quality improvement efforts?
- (5) Job Knowledge:** To what extent is the employee skilled in job-specific knowledge which is necessary to provide the appropriate quantity and quality of work in a timely and efficient manner.

b) The employee and supervisor should list a minimum of three major job duties and a minimum of three individual, department, and/or college goals on which the employee will be evaluated.

c) Lastly, the Performance Planning signature page should be completed. A copy of the signature page, along with the Planning Phase core competencies, major job duties, and goals should be provided to the employee, and a final copy sent to HR. If the employee disagrees with the Performance Plan, they may explain the disagreement in the Performance Plan signature page employee comments section. The planning phase should be completed by April 30. For new employees, performance plans shall be completed by the supervisor within 30 days of date of hire.

2. **MID-YEAR PROGRESS REVIEW:** By January 31, 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. Supervisors are encouraged to meet regularly with their employees to provide informal ongoing coaching and feedback. New employees or those working under a performance improvement plan or corrective or disciplinary action, may require more frequent meetings. The mid-year progress review phase should be completed by January 31.

3. **YEAR-END EVALUATION:** At the end of the evaluation period, the supervisor should rate the employee for each core competency, major job duty, and goal listed. Supervisor comments are required for each individual rating. In addition, the supervisor should complete the Final Overall Employee Performance Rating page, and state the justification for the overall rating. *The supervisor should sign the form and obtain signatures of the second level supervisor prior to reviewing it with the employee.* Any evaluations resulting in an overall rating of Unacceptable (1), Needs Improvement (2) or Exceptional (5) will be reviewed by Human Resources for adequate support in the written evaluation and to assist with any applicable corrective or disciplinary actions required. After reviewing the evaluation with the employee, the supervisor should obtain the employee's signature, provide them with a copy of the Year-end Employee evaluation pages, and send a final copy to HR. If the employee disagrees with the year-end evaluation rating, they can refer to the dispute resolution process for classified evaluations. The year-end evaluation must be completed by July 31.

B. EMPLOYEE INPUT FOR EVALUATIONS: Employees are encouraged to provide their supervisors with a list of accomplishments and their progress towards meeting goals prior to the completion of the Mid-Year Progress Review and Year-end Evaluation. Supervisors are encouraged to consider utilizing multi-source feedback tools in evaluation employee performance.

C. RATING LEVEL DEFINITIONS: Supervisors should evaluate each core work competency, job duty, and goal using the following rating levels:

1. **Unacceptable (Level 1):** At this level, employee performance and/or behavior do not meet minimum job expectations of the position. The employee does not meet key goals and/or does not demonstrate competence in critical job skills. Immediate and sustained performance improvement is needed.

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

2. **Needs Improvement (Level 2):** At this level, employee performance and/or behavior do not consistently meet minimum expectations of what is expected of the employee's position. While the employee shows capability and willingness to progress, they may require development in a key skill area(s) to be fully effective in the role.

An overall performance rating of Needs Improvement (Level 2) may include a performance improvement plan or corrective or disciplinary action. Individual factor ratings of Needs Improvement (Level 2) may result in a performance improvement plan or corrective action.

3. **Effective (Level 3):** Employees at this level reliably and consistently meet all the expectations, standards, requirements, and objectives of the employee's position. They demonstrate organizational values, along with

a willingness and ability to grow for the benefit of the department. At this level, performance meets expectations in terms of quality of work, efficiency, and timeliness with the most critical goals being met.

- 4. Highly Effective (Level 4):** Employees at this level demonstrate highly effective performance by making significant contributions and impact on the goals of the Department. The employee consistently models organizational values to others and performance at this level exceeds the expectations of their position. Colleagues rely on these employees for advice on process or subject matter expertise. All goals, objectives, and targets are consistently achieved above the established standards.
- 5. Exceptional (Level 5):** Employees at this level consistently make extraordinary contributions through superior performance on key goals, serve as a role model of organizational values, and contribute significantly to the mission of the Department. Peers, immediate supervisors, higher-level management, and others recognize and depend upon the employee's level of performance. An extraordinary level of achievement and commitment in terms of quality and time, technical skills and knowledge, ingenuity, creativity, and initiative is exhibited at this level. The employee demonstrates exceptional job mastery in all major areas of responsibility and their contributions to the organization are of marked excellence.