

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

Employee Name (First Last): _____

Employee S#: _____ **Title:** _____

Position # _____ **Department:** _____

Supervisor Name: _____ **Supervisor S#:** _____

Evaluation Period: _____

Item checked denotes completion of associated step:

- Plan _____ (insert date)
- Mid-year Review _____ (insert date)
- Annual Review _____ (insert date)
- Other, please specify: _____

The performance planning and evaluation system for Community College of Denver classified employees is a communication tool for the employee and supervisor. It is designed to promote a better understanding between supervisors and employees about job responsibilities and performance expectations. It is also designed to reward excellence in job performance and directly link job performance to pay.

Evaluation Process

Planning Phase

At the beginning of the evaluation period, the supervisor and employee meet to discuss and/or establish the core work competencies, major job responsibilities, and goals and the importance of each to the overall evaluation. For new employees, the performance plan must be completed within 30 days from the date of hire. All employees shall be evaluated using the five core work competencies as listed herein: Communication, Interpersonal Skills, Customer Service, Job Knowledge and Accountability (additional factors may be added). Supervisors shall list up to five (5) major job duties and shall also list up to five (5) individual, department and/or College goals on which the employee shall be evaluated. Lastly, the supervisor shall complete the Supervisor Planning Comments section, obtain proper signatures, and provide a copy for the employee. If the employee disagrees with the Performance Plan, he/she shall explain the disagreement in the Employee Comments section. The employee may, if the issue meets the designated criteria, dispute their performance plan (see the Director, Human Resources for the Dispute Resolution Process).

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

Progress Review Phase

At midyear, or as often as deemed necessary, the supervisor and employee shall meet to discuss the employee's performance and to decide if the performance plan needs to be revised. The supervisor shall provide feedback to the employee on the accomplishment of established job responsibilities and goals. The supervisor shall document the completion of the mid-year review, obtain proper signatures, and provide a copy for the employee.

Year-End Evaluation

At the end of the evaluation period, or as often as deemed necessary, the supervisor and employee meet to discuss overall performance ratings. The supervisor and next level supervisor shall sign the performance evaluation form prior to reviewing with the employee. The supervisor shall also complete the Supervisor Overall Justification for the Rating section, obtain proper signatures, and provide a copy for the employee. If any of the core work competencies, job duties, or goals are rated Needs Improvement or Exceeds Expectations the supervisor shall explain the reason for the rating in the comments section for that individual factor. Employees given an overall Needs Improvement rating will receive a Performance Improvement Plan or Corrective Action. If the employee disagrees with the year-end evaluation rating, he/she shall explain the disagreement in the Employee Comments section. The employee may, if the issue meets the designated criteria, dispute their evaluation (see the Director, Human Resources for the Dispute Resolution Process).

Supervisors shall evaluate each core work competency, job duty, and goal using the following rating levels:

Needs Improvement: 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.

Meets Expectations: This rating level encompasses a range of expected performance. It includes employees who are successfully developing in the job, employees who exhibit competency in 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, 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.

Exceeds Expectations: 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 work 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.

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

PART ONE: CORE WORK COMPETENCIES

Directions: During the Planning Phase, review the **Core Work Competencies**, which include Communication, Interpersonal Relations, Customer Service, Job Knowledge and Accountability, with the employee you supervise. At the year-end evaluation, rate each of the factors by placing a check mark (✓) next to the rating levels of Exceeds Expectations, Meets Expectations or Needs Improvement. Then, average the factor ratings to determine an overall rating for the associated competency. If one competency is more critical to the job assignment, please indicate so in the Supervisor Planning Comments section. You may make comments in the spaces provided for each competency. You may also further define the definitions listed below or add definitions to this form. Comments are required for Needs Improvement or Exceeds Expectations ratings.

Core Work Competency #1

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 work unit and College.

1. Expresses ideas accurately, clearly, and effectively both orally and in writing.
 Exceeds Expectations Meets Expectations Needs Improvement
2. Provides and exchanges information while keeping others informed.
 Exceeds Expectations Meets Expectations Needs Improvement
3. Maintains confidentiality and exercises good judgment about what to say and when to say it.
 Exceeds Expectations Meets Expectations Needs Improvement
4. Listens effectively to others' ideas, problems, and suggestions.
 Exceeds Expectations Meets Expectations Needs Improvement
5. Demonstrates effective public greeting skills.
 Exceeds Expectations Meets Expectations Needs Improvement
6. Demonstrates effective phone skills.
 Exceeds Expectations Meets Expectations Needs Improvement
7. Seeks feedback on written and oral communication.
 Exceeds Expectations Meets Expectations Needs Improvement
8. Adapts communication methods to different audiences.
 Exceeds Expectations Meets Expectations Needs Improvement

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

9. Involves others in problem solving.

Exceeds Expectations Meets Expectations Needs Improvement

10. Responds in a prompt and friendly manner to requests and inquiries.

Exceeds Expectations Meets Expectations Needs Improvement

11. Meets routinely with supervisor and key customers to exchange information and clarify expectations. Asks appropriate questions to clarify information/needs.

Exceeds Expectations Meets Expectations Needs Improvement

Overall Core Work Competency #1 Annual Evaluation Rating:

Exceeds Expectations Meets Expectations Needs Improvement

Supervisors Comments: (Required for overall rating of Needs Improvement & Exceeds Expectations)

Core Work Competency #2

Interpersonal Relations: Interacts effectively with others to establish and maintain smooth working relations.

1. Well regarded by colleagues. Contributes to a positive work environment through interactions with others.

Exceeds Expectations Meets Expectations Needs Improvement

2. Treats others with respect. Polite, courteous, empathetic.

Exceeds Expectations Meets Expectations Needs Improvement

3. Pleasant, friendly, affable, cheerful.

Exceeds Expectations Meets Expectations Needs Improvement

4. Respects other persons' time and priorities.

Exceeds Expectations Meets Expectations Needs Improvement

5. Seen by peers as dependable.

Exceeds Expectations Meets Expectations Needs Improvement

6. Does not initiate conflict and actually takes measures to ensure that conflict does not occur.

Exceeds Expectations Meets Expectations Needs Improvement

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

7. Demonstrates tact and diplomacy when resolving conflict; addresses concerns directly with individual(s) involved. Handles conflict constructively and diplomatically. Learns from conflict and makes appropriate changes.
- Exceeds Expectations Meets Expectations Needs Improvement
8. Demonstrates flexibility by adapting to changes in priorities and the work environment.
- Exceeds Expectations Meets Expectations Needs Improvement
9. Demonstrates respect for differences in opinions. Can interact easily with a diverse workforce.
- Exceeds Expectations Meets Expectations Needs Improvement
10. Behaves in ways designed to keep problems impersonal whenever possible. Approach to conflict resolution creates enhanced teamwork without hard feelings.
- Exceeds Expectations Meets Expectations Needs Improvement
11. Is cooperative and responsive. Accepts criticism and is open to new ideas.
- Exceeds Expectations Meets Expectations Needs Improvement

Overall Core Work Competency #2 Annual Evaluation Rating:

- Exceeds Expectations Meets Expectations Needs Improvement

Supervisors Comments: (Required for overall rating of Needs Improvement & Exceeds Expectations)

Core Work Competency #3

Customer Service: Works effectively with internal/external customers to satisfy service/product expectations.

1. Responds promptly to requests for information and/or assistance. Follows up and meets customer expectations in a timely manner.
- Exceeds Expectations Meets Expectations Needs Improvement
2. Is approachable and responsive to customers and others.
- Exceeds Expectations Meets Expectations Needs Improvement
3. Keeps appointments, call-return commitments, etc. Responds to telephone and email messages in a timely fashion.
- Exceeds Expectations Meets Expectations Needs Improvement

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

4. Treats customer with respect and courtesy. Demonstrates a professional attitude in handling customer complaints.

Exceeds Expectations Meets Expectations Needs Improvement

5. Provides consistent quality service to all customers. Is available to the customer and provides accurate, consistent, and honest information.

Exceeds Expectations Meets Expectations Needs Improvement

6. Listens to the customer and provides feedback that will benefit the customer in the future. Anticipates future needs/problems of customers and acts to meet these needs or solve problems.

Exceeds Expectations Meets Expectations Needs Improvement

Overall Core Work Competency #3 Annual Evaluation Rating:

Exceeds Expectations Meets Expectations Needs Improvement

Supervisors Comments: (Required for overall rating of Needs Improvement & Exceeds Expectations)

Core Work Competency #4

Job Knowledge: Skilled in job-specific knowledge which is necessary to provide the appropriate quantity and quality of work in a timely and efficient manner.

1. Possesses appropriate expertise to perform job at a professional level.

Exceeds Expectations Meets Expectations Needs Improvement

2. Takes opportunities to increase knowledge of relevant job skills.

Exceeds Expectations Meets Expectations Needs Improvement

Overall Core Work Competency #4 Annual Evaluation Rating:

Exceeds Expectations Meets Expectations Needs Improvement

Supervisors Comments: (Required for overall rating of Needs Improvement & Exceeds Expectations)

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

Core Work Competency #5

Accountability: Employee's work behaviors demonstrate responsible personal and professional conduct, which contribute to the overall goals and objectives of the work unit.

1. Provides consistent, timely, high quality work.
 Exceeds Expectations Meets Expectations Needs Improvement
2. Adheres to established work schedule. Arrives at work and meetings on time.
 Exceeds Expectations Meets Expectations Needs Improvement
3. Meets assigned deadlines without additional prompting by supervisors or others. Completes work by established time lines and routinely uses time efficiently.
 Exceeds Expectations Meets Expectations Needs Improvement
4. Follows established call-in procedures for the work unit and submits leave request form in a timely fashion.
 Exceeds Expectations Meets Expectations Needs Improvement
5. Actions and speech reflect a commitment to the agency. Never disparages the agency or its employees in public. Maintains confidential information.
 Exceeds Expectations Meets Expectations Needs Improvement
6. When on leave, arrangements are made for current work/responsibilities to continue.
 Exceeds Expectations Meets Expectations Needs Improvement
7. Responds to change with a genuine desire to do what it takes to get the job done. Accepts change and is instrumental in seeing that the change is perceived positively by others and is carried out in a way that improves the overall operation of the work unit.
 Exceeds Expectations Meets Expectations Needs Improvement
8. Conveys a positive and professional image of the agency to others. Behaves in a businesslike manner. Demonstrates concern for the larger community served by the agency.
 Exceeds Expectations Meets Expectations Needs Improvement
9. Avoids gossip and rumors.
 Exceeds Expectations Meets Expectations Needs Improvement
10. Seeks on-the-job training opportunities to obtain mastery over tasks, expand personal knowledge and add value to the work group. Demonstrates professional job-specific skills necessary to provide the appropriate quality of work.
 Exceeds Expectations Meets Expectations Needs Improvement

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

11. Performs standard duties throughout the year and, in addition, takes on projects that have a significant impact on the work unit. Assists coworkers in response to fluctuations in workloads.

Exceeds Expectations Meets Expectations Needs Improvement

12. Creates a positive work environment and influences the behavior of other employees by being supportive and optimistic in the approach to daily activities within the work environment.

Exceeds Expectations Meets Expectations Needs Improvement

Overall Core Work Competency #5 Annual Evaluation Rating:

Exceeds Expectations Meets Expectations Needs Improvement

Supervisors Comments: (Required for overall rating of Needs Improvement & Exceeds Expectations)

PART TWO: PERFORMANCE OF JOB DUTIES:

Directions: The next area to be evaluated is **Performance of Job Duties**. During the planning phase, list up to five (5) major job duties for which the employee is responsible. At year-end evaluation, rate each job duty by placing a check mark (✓) next to the rating levels of Exceeds Expectations, Meets Expectations or Needs Improvement. In rating each job duty, consider the following: to what extent does employee demonstrate occupational/professional competence, maintain/update job knowledge, work cooperatively with others, meet schedules and deadlines, and meet a level of quality and quantity for the assignment, take responsibility for decisions made, resolve day-to-day problems? You may further define the above definition. If you wish to indicate more than five (5) job duties, please attach a separate page. Comments are required for Needs Improvement or Exceeds Expectations ratings.

Major Job Duty #1:

Exceeds Expectations Meets Expectations Needs Improvement

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

Major Job Duty #2:

Exceeds Expectations

Meets Expectations

Needs Improvement

Major Job Duty #3:

Exceeds Expectations

Meets Expectations

Needs Improvement

Major Job Duty #4:

Exceeds Expectations

Meets Expectations

Needs Improvement

Major Job Duty #5:

Exceeds Expectations

Meets Expectations

Needs Improvement

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

PART THREE: GOALS

Directions: The next area to be evaluated is the achievement of **Goals**. During the planning phase, list up to five (5) major goals for which the employee is responsible for, specific to the employee's job and related to College, Department and/or Divisions goals and CCD's Strategic Plan. At year-end evaluation, rate each goal by placing a check mark (✓) next to the rating levels of Exceeds Expectations, Meets Expectations or Needs Improvement. In rating each goal, consider the following: to what extent does the employee meet individual, department, and/or College goals? If you wish to indicate more than five (5) goals, please attach a separate page. Comments are required for Needs Improvement or Exceeds Expectations ratings.

Goal #1:

Exceeds Expectations

Meets Expectations

Needs Improvement

Goal #2:

Exceeds Expectations

Meets Expectations

Needs Improvement

Goal #3:

Exceeds Expectations

Meets Expectations

Needs Improvement

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

Goal #4:

Exceeds Expectations Meets Expectations Needs Improvement

Goal #5:

Exceeds Expectations Meets Expectations Needs Improvement

PERFORMANCE PLAN MUST BE COMPLETED BY APRIL 30th OF EACH YEAR or WITHIN 30 DAYS OF HIRE.

Supervisor Planning Comments:

Employee (print): _____

Employee Signature: _____ Date: _____

Supervisor (print): _____

Supervisor Signature: _____ Date: _____

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

MIDYEAR MUST BE COMPLETED BY OCTOBER 15TH OF EACH YEAR.

Mid-Year Evaluation – Please check (✓) one box.

Exceeds Expectations Meets Expectations Needs Improvement

Supervisor Progress Review Comments (Mandatory): (Document overall feedback on performance at midyear and identify alterations in performance plan as a result of changes in business processes or needs.)

Employee (print): _____

Employee Signature: _____ Date: _____

Supervisor (print): _____

Supervisor Signature: _____ Date: _____

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

ANNUAL EVALUATION MUST BE COMPLETED BY APRIL 15th OF EACH YEAR.

* Second Level Supervisor must sign and agree with evaluation prior to supervisor presenting to employee. HR must review all evaluations with an overall rating of Needs Improvement or Exceeds Expectations prior to supervisor presenting to employee.

Overall Final Evaluation – Please check (✓) one box.

Exceeds Expectations Meets Expectations Needs Improvement

Supervisory Evaluation Justification for Overall Rating (Mandatory): (In addition to the feedback provided on individual competency areas, job knowledge, and goals, document here overall feedback on performance and justification for rating provided. Include employee strengths and areas for improvement.)

PDQ Review

PDQ has been reviewed and is:

- Accurate and no further action is necessary.
- Is not accurate and a revised PDQ will be completed and submitted to HR by _____ (insert date).

Supervisor Signature: _____

Date: _____

2nd Level Supervisor Signature: _____

Date: _____

Human Resources Signature: _____

Date: _____

Employee Signature: _____

Date: _____

Employee's Comments:
Attach additional pages as needed.

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

Performance Ratings

The following examples have been provided to assist supervisors in setting the expectations for employees regarding the performance that will be required to attain the three levels of performance rating at the end of the evaluation cycle.

- 1. Needs Improvement** – This rating must be accompanied by a performance improvement plan.
 - Performance is inconsistent and falls short of what is expected.
 - Fails to meet standards and job expectations.
 - Ineffective in group/team activities.
 - Does not adapt to change easily.
 - A need for further improvement is clearly recognized, identified, and must occur immediately.
 - Employee requires more than normal amount of coaching, guidance and direction.
 - Managerial/technical/professional skills are of some detriment to performance.
 - Interpersonal skills need improvement; does not work well with others.
- 2. Meets Expectations** (Good, Satisfactory).
 - Meets required standards and expectations and may occasionally exceed expectations.
 - Performance fully satisfies the requirements of the job.
 - Capable and qualified; delivers competent performance in a satisfactory and professional manner.
 - Consistently meets expected results criteria for quality and quantity of work.
 - Assignments are accomplished effectively with a normal amount of direction.
 - Works well with co-workers and in group settings.
 - Demonstrates competent skills required to perform the job.
 - Displays a positive attitude toward others.
 - Displays an ability to adapt to change.
 - Interpersonal skills meet expected norms.
- 3. Exceeds Expectations** – This rating should be given only to the employees whose performance is consistently outstanding when compared with overall job requirements.
 - Contribution and achievement consistently and significantly exceeds the requirement.
 - Consistently displays a positive attitude toward others.
 - Effectively interfaces with co-workers in their work group as well as other groups.
 - Highly developed and effective interpersonal skills.
 - Assignments are accomplished in an exceptional manner with minimal direction.
 - Contributions are visible, measurable, and acknowledged by supervisors as well as peers/colleagues.

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

- Demonstrates exceptional skills required to perform the job.
- Displays ability to analyze facts and circumstances.
- Shows excellent problem solving ability.
- Adapts to change easily.
- Performance goes beyond the reasonable position requirements and exceeds normally expected results.
- Demonstrates a high degree of initiative and depth of knowledge.
- Consistently demonstrates significant and lasting achievements which meaningfully impact the organization.
- Works effectively as a part of a team, contributing to overall group performance.
- Has mastery of the skills required to perform the job.

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

Core Competency Behavior Examples

Mastery of the core competencies will vary depending upon the background and duties of an employee. For example, a general laborer's performance would not necessarily be measured in the same way as a receptionist's. The following are examples of behaviors a supervisor might use in measuring these competencies.

1. Accountability

- Provides consistent, timely, high quality work adhering to established work schedule.
- Meets assigned deadlines without additional prompting by supervisor or others.
- Arrives at work and meetings on time and follows established call-in procedures for department and submits leave request timely.
- Submits time sheets on time and correctly.
- When on leave, arrangements are made for current work/responsibility to continue.
- Responds to change with a genuine desire to do what it takes to get the job done, regardless of the need to make adjustments. Accepts the change and is instrumental in seeing that the change is perceived positively by others.
- Keeps confidential information confidential.
- Conveys a positive and professional image of the agency to others.
- Seeks new and/or additional on-the-job training opportunities to obtain mastery over tasks, expand personal knowledge, and add value to the work group.
- Performs their standard duties throughout the year and takes on several large projects and some smaller ones that have a significant impact on the department.
- Completes work in advance of deadlines so that the supervisor has plenty of time to review documents and make revisions, rather than receiving documents just before the deadline with little time for adequate proof reading and revisions.
- Creates a positive work environment and influences the behavior of other employees by their supportive and optimistic approach to daily activities within the work environment.
- Jumps in and volunteers to assist others without being asked, even in areas where one may not expect them to routinely volunteer. Besides volunteering for the obvious needs, the employee senses other less obvious needs within the organization and provides additional assistance creating improved morale and work production.
- Demonstrates concern for the larger community served by the organization.

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

2. Communication Skills

- Communicates orally in a well-organized, courteous, and effective manner.
- Communicates to provide or exchange information while keeping others informed.
- Maintains sensitivity to the feelings and efforts of others.
- Listens effectively to others ideas, problems, and suggestions.
- Demonstrates effective public greeting skills.
- Demonstrates effective phone skills.
- Seeks feedback on the effectiveness of written and oral communication.
- Adapts communication methods to respond to different audiences.
- Involves others in problem solving.
- Provides clear instructions orally and in writing.
- Works in an open manner, shares information with others to get the job done.
- Maintains confidentiality, and exercises good judgment about what to say and when to say it.
- Meets routinely with supervisor and key customers to exchange information and clarify expectations.
- Asks appropriate questions to clarify information/needs.

3. Interpersonal Skills

- Well regarded by colleagues, can interact easily with a diverse workforce.
- Pleasant, friendly, affable, cheerful.
- Courteous and acknowledges the contributions of others.
- Respects others' time and priorities.
- Treats others fairly and without prejudice or bias.
- Seen by peers as someone whom they can depend on.
- Demonstrates tact and diplomacy when resolving conflicts, addressing concerns directly with the individual(s) involved.
- Contributes to a positive work environment through their interactions with others.
- Behaves in ways designed to keep problems impersonal whenever possible.
- Builds trust and works with integrity.
- Treats others with courtesy, tact, and friendliness and actively attempts to be helpful towards others.
- Accepts criticism, is open to new ideas, and handles conflict constructively and diplomatically.
- Consistently able to obtain the cooperation of others.
- Learns from conflict and makes appropriate changes.
- Makes a special effort to boost employee morale and create a positive work environment.

CLASSIFIED PERFORMANCE PLANNING AND EVALUATION

4. Customer Service

- Keeps appointments/call-return commitments, etc.
- Approachable and responsive to customers and others.
- Shows appropriate patience and professional attitude with complaining customers and employees.
- Treats the customer with respect and courtesy.
- Listens to the customer and provides feedback that will benefit the customer in the future.
- Understands who the customer is.
- Strives to satisfy customer needs.
- Offers appropriate and innovative solutions to customer problems.
- Responds promptly to requests for information and/or assistance.
- Meets customer expectations in timely manner/delivers what has been promised.
- Anticipates future needs/problems of customers and takes action to meet these needs or solve problems.
- Makes an extra effort to keep customers accurately informed.

5. Job Knowledge

- Possesses appropriate expertise to perform job at a professional level.
- Takes opportunities to increase knowledge of relevant job skills.