

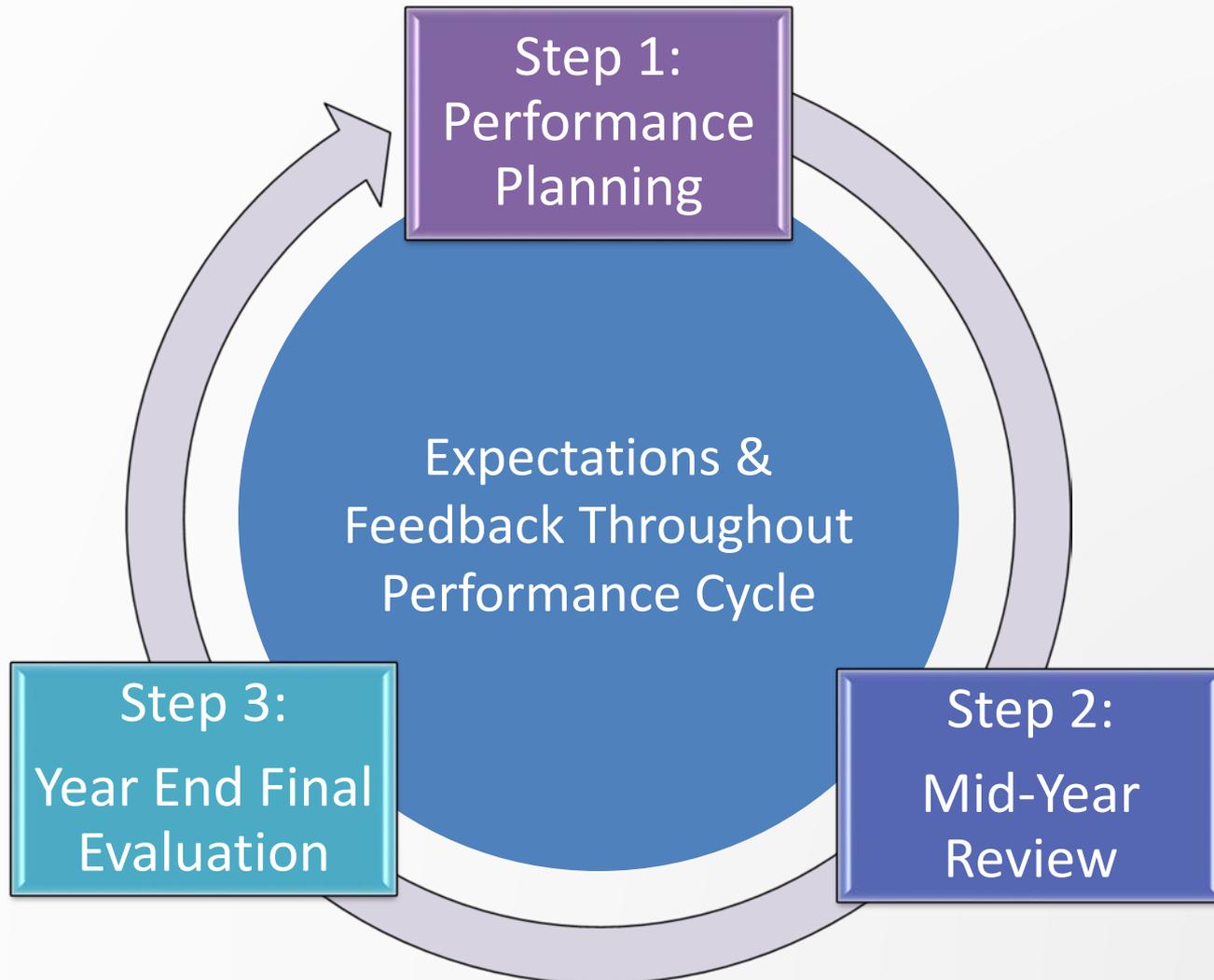
Performance Management Training

Classified Performance Plans &
Evaluations

Agenda

- Performance management cycle
- Two-way communication
 - What to do when expectations are not met
 - How to give feedback
- Review classified document

Performance Management Cycle



Important Dates

- Cycle begins April 1st and ends March 31st each year
 - Performance plan: April 30th & within 31 days of date of hire, transfer or promotion
 - Mid-year review: October 19th
 - Final annual evaluation: April 15th

Two-way Communication

- Provide continuous expectations & feedback throughout performance cycle
- Regular 1x1's with direct reports, preferably every two weeks or at least once a month
 - How are you doing?
 - Status check: review workload, responsibilities & projects
- Show appreciation when positive actions / results are achieved

When Expectations Are Not Met

You have first-hand knowledge expectations were not met:

- Ask all involved what happened from their perspective; ask open ended questions and have a conversation.
 - Tell me what happen this morning..
- Look into whatever documents / fact-based evidence you may have (such as a banner screen with data entry error)
- Provide feedback including expectation(s) moving forward, to individuals involved.
- HR is your resource, reach out for any guidance or support

When Expectations Are Not Met

Something was reported to you:

- Do some investigative work; don't automatically assume one or more individuals are at fault.
 - Ask all involved what happened from their perspective; ask open ended questions and have a conversation.
 - Look into whatever documents / fact-based evidence you may have (such as a banner screen with data entry error)
 - Piece together all of the information you have received and provide feedback including expectation(s) moving forward, to individuals involved.
 - HR is your resource, reach out for any guidance or support

How To Provide Feedback

1. Introduce the conversation
2. Empathize (as applicable)
3. Describe the behavior / action
4. Share the impact or result
5. Have dialogue; two-way communication
6. Provide expectation(s) moving forward
7. Discuss next steps; helps create accountability
8. Say thank you

Classified Performance Document

Human Resources
Administrative Services Building, Suite 310
Campus Box 240 P.O. Box 173093
Denver, CO 80217
Phone: 303-352-3042 Fax: 303-556-6557
Website: www.CCD.edu/HR



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).

Refer to Handout

The Planning Meeting - Classified

- Inform employee in advance
- Select private and comfortable place
- Prepare a preliminary plan
- Review business/unit objectives with employee
 - Job duties, core work competencies, major goals
- Identify measures for performance
 - Review performance ratings

Writing Goals

- Clearly written; including terms of quality, quantity and timeliness.
- Smart goals
 - Specific & easily understood
 - Measurable & objective
 - Attainable
 - Results-oriented
 - Time bound

Additional Considerations for Goals

- Establish objectives over a period of time
- Provide performance criteria an employee will be evaluated against
- Align with overall CCD goals & strategic plan
- Effective goals are participative, both supervisor & employee are involved in the development—ensures understanding & commitment
- Flexible enough to account for changing conditions

Annual Evaluations

- Rating provided for each factor
- Rating provided for major job duties
- Rating provided for predetermined goals
- Supervisor final evaluation
 - Mandatory to provide comments for ‘Needs Improvement’ or ‘Exceeds Expectations’
 - Take all of these ratings into account
 - Factors
 - Major job duties
 - Predetermined goals

If Performance Needs Improvement, Consider:

First Step: Call Patty Davies, HR Director 303-352-3310

- When were expectations given and what supportive documentation for these expectations do you have? (e.g. Signed Office Expectations)
- How is performance not meeting the requirements of the job and what examples / documentation do you have?
- What action can you take to assist or support the employee in improving performance? What resources are available?
- What action does the employee take to improve their performance?
- How significant is the unacceptable performance? Is it a critical area of the employee's job? Does it affect other employees or customers?

An overall needs improvement rating cannot be given without HR involvement.

Second Level Supervisor Review

- All performance evaluation ratings must be reviewed and approved by your supervisor (the employee's second level supervisor) **before** you meet with the employee

Dispute Resolution (Classified)

Eligible for Dispute:

- Employee's performance plan
- Employee's performance rating
- Allegations of discrimination

Not Eligible for Dispute:

- Amount of salary adjustment
- Content of performance program
- Other employee's ratings or amount awarded
- Application of base and non-base building award or amount approved by State

Additional Items

- Performance plan & evaluation form is a working document
- Originals & copies:
 - Performance plan – original with supervisor / copy with HR
 - Mid year – original with supervisor / copy with HR
 - Final annual evaluation – all original copies, including above to HR / copy with supervisor
- All performance evaluation ratings must be reviewed and approved by your supervisor (the employee's second level supervisor) **before** you meet with the employee
- **Needs Improvement = Human Resources**

Summary of Key Points

- Follow the performance management cycle
 - Expectations & feedback throughout performance cycle is critical
- Meet established deadlines; be proactive & plan to meet established deadlines
- HR is your resource, reach out for any guidance or support

Please complete survey emailed to you after session.