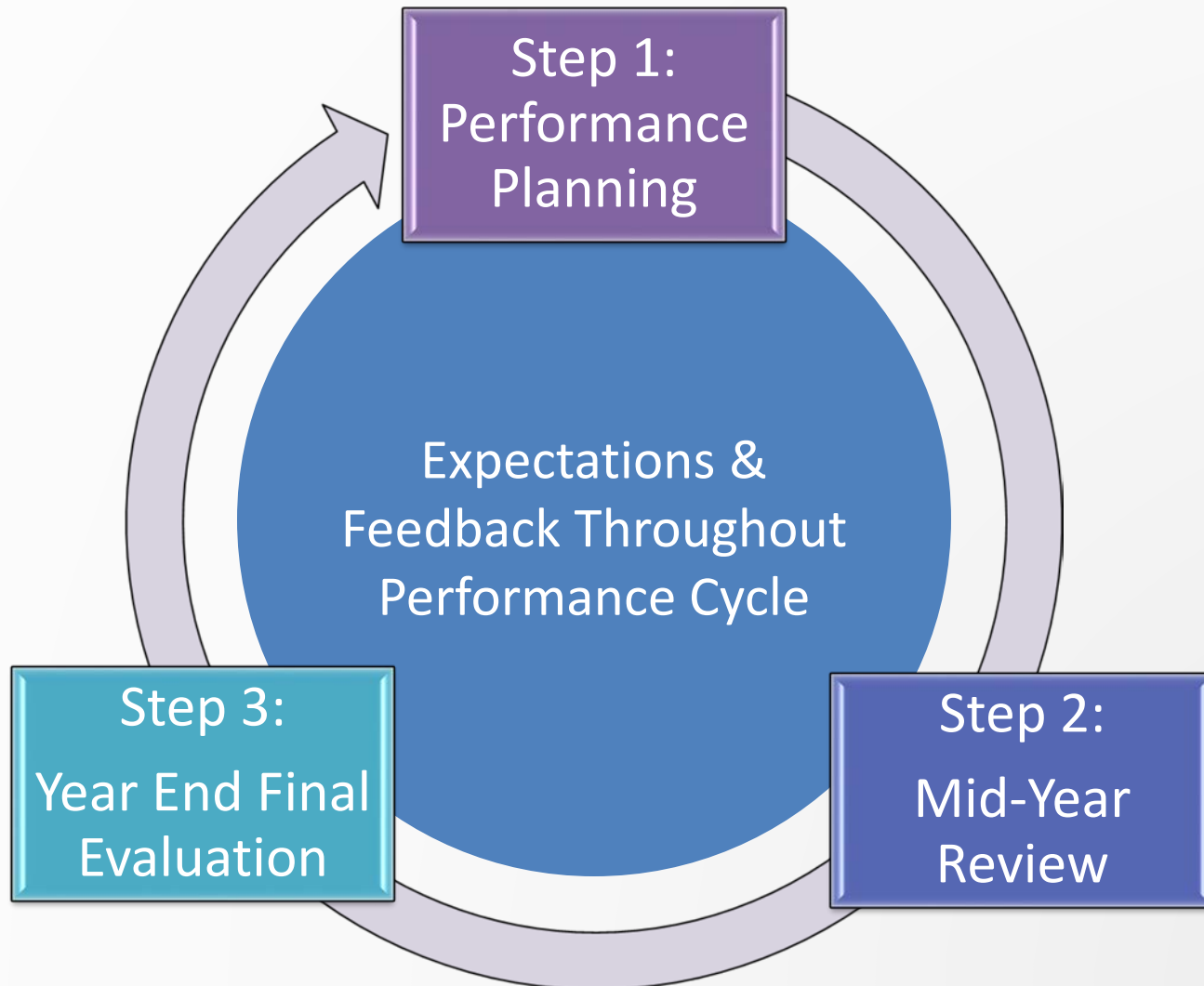


# Performance Management Training

Non-classified Administrative /  
Professional Technical

# Performance Management Cycle



# Important Dates

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

# Two-way Communication

- Supervisors should provide continuous expectations & feedback throughout the cycle
- Regular 1x1's with supervisor, preferably every two weeks or at least one a month
  - How are you both doing?
  - Status check: review workload, responsibilities & projects
  - Keep supervisors informed on your progress; discuss any concerns you may have
- Ask questions if there is any uncertainty
- HR is your resource, reach out for any guidance or support you may need / want

# Revised APT Evaluation Document

## Five Sections:

1. Core competencies
2. Goals
3. Mid-year review
4. Final self-appraisal & narrative achievement of goals
5. Final overall evaluation

## Part One: Core Competencies

- Core competencies for all APT employees
- Supervisor competencies; N/A if not applicable
  - Plan: review each core competency with the employee.
  - Mid-year: review overall progress, identify any areas for improvement if needed
  - Final eval: rate each core competency

# Part One: Core Competencies

## Performance Appraisal Administrator/Technical Professional

### Part One: Core Competencies

During the performance planning phase, review each core competency with the employee. At the year-end evaluation, rate each core competency.

**Accountability / Responsibility:** To what extent does employee put forth extra effort when the need arises; demonstrate punctuality; maintain confidentiality; demonstrate adaptability; convey a positive and professional image of the College to others; make good use of work time; pay attention to detail; demonstrate accuracy and follow-through; complete tasks in a timely manner; take initiative; show self-direction and take responsibility for their own work product.

Exemplary  Commendable  Needs Improvement

**Communication / Interpersonal Skills:** To what extent does employee effectively apply communication skills both orally and in-writing; actively listen and foster engaging and professional communication at all times; speak in a clear and direct manner; engage in thoughtful and constructive dialogue; speak and respond effectively and courteously; keep others informed; practice effective listening skills.

Exemplary  Commendable  Needs Improvement

**Customer Service / Responsiveness:** To what extent does employee treat all customers (internal and external) with respect and courtesy by demonstrating the following: answer telephone and/or in-person requests for information promptly and courteously; determine needs of internal and external customers; follow-up with appropriate individual(s) if employee does not know how to respond/proceed; offer alternatives to internal and external customers if unable to handle request; offer prompt service; maintain smooth working relations with others; demonstrate tact and diplomacy in negotiations or confrontations with others; maintain accessibility to others.

Exemplary  Commendable  Needs Improvement

**Job Knowledge:** To what extent does employee analyze work, set goals, develop plans of action and utilize time. Consider amount of supervision required and extent to which the employee can carry out assignments.

Exemplary  Commendable  Needs Improvement

## Performance Appraisal Administrator/Technical Professional

**Problem Analysis & Decision Making:** To what extent does employee take initiative to identify problems and creative solution-oriented results; consider and/or generate options to solve problems; obtain facts before making decisions; include appropriate persons in the decision-making process; produce clear recommendations; make decisions that reflect sound judgment and assessment of facts and related issues.

Exemplary  Commendable  Needs Improvement

**Planning:** To what extent does employee identify desired outcomes; create check points and time frames to realistically achieve those outcomes; develop alternatives and contingency plans when necessary; evaluate and refine plans.

Exemplary  Commendable  Needs Improvement

**Professional Contributions & Accomplishments:** To what extent does employee participate in college, system, community and professional organizations and make significant contributions to department, division and college.

Exemplary  Commendable  Needs Improvement

**Support of Strategic Plan, College Values/Team Participation:** To what extent does employee support the values and mission of the department, division and college; apply the values of empowering, collaborative, respectful and responsive to teamwork.

Exemplary  Commendable  Needs Improvement

**Support of Diversity/Inclusion:** To what extent does employee treat all individuals with respect; seek and consider diverse perspectives, ideas and learning opportunities.

Exemplary  Commendable  Needs Improvement

### Supervisor Competencies (Indicate N/A if Not Applicable)

**Supervision:** To what extent does supervisor provide effective support and constructive feedback that enables employees to consistently improve performance and solve problems; anticipate upcoming changes in work duties and encourage employee to explore training opportunities.

Exemplary  Commendable  Needs Improvement  N/A

## Performance Appraisal Administrator/Technical Professional

**Leadership:** To what extent does supervisor articulate a vision for team; communicate vision clearly; assist each member of the team in identifying their appropriate contribution; provide team with constructive feedback enabling them to make any necessary adjustments; celebrate and reward success.

Exemplary  Commendable  Needs Improvement  N/A

**Budget:** To what extent does supervisor allocate budget appropriately; maintain complete and accurate records; expend budget ethically and responsibly throughout the year.

Exemplary  Commendable  Needs Improvement  N/A

**Planning & Organization:** To what extent does supervisor analyze work, set goals, develop plans of action and utilize time.

Exemplary  Commendable  Needs Improvement  N/A

Refer to Handout

# Part Two: Goals

**Part Two: SMART\* Goals**

During the performance planning phase, review each goal with the employee. At the year-end evaluation, rate each goal. Goals should be specific to the employee's job and related to College, Department and/or Divisions goals and CCD's Strategic Plan. \* Specific and easily understood; measurable and objective; attainable, results-oriented; and time bound. Attach additional pages if needed.

**Goal #1:**

College, Department and/or Divisions goals and/or CCD's Strategic Plan related to this goal include:

- Exemplary
- Commendable
- Needs Improvement

Refer to Handout

**Performance Appraisal Administrator/Technical Professional**

**Goal #2:**

College, Department and/or Divisions goals and/or CCD's Strategic Plan related to this goal include:

- Exemplary
- Commendable
- Needs Improvement

**Goal #3:**

College, Department and/or Divisions goals and/or CCD's Strategic Plan related to this goal include:

- Exemplary
- Commendable
- Needs Improvement



## Part Two: Goals

- Goals should be specific to the employee's job and related to College, Department and/or Divisions goals and CCD's Strategic Plan.
  - Plan: review each goal with the employee
  - Mid-Year: review progress & update goals as applicable
  - Final Eval: rate each goal

# Common Types of Goals

- Job description related goals
- Project goals
- Behavioral goals
- “Stretch goals”
  - Especially challenging goals used to expand KSA’s of high potential employees

# 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

- Objectives established over a period of time
- Performance criteria provided for what the employee will be evaluated against
- Aligned 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

# Performance Plan Agreement

## Performance Appraisal Administrator/Technical Professional

### Performance Plan Agreement:

I have had the opportunity to discuss the performance plan and goals, which I have developed with my supervisor.

Employee Name (Print): \_\_\_\_\_

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor Name (Print): \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Comments:

Refer to Handout

# Part Three: Mid-Year Review

- Mid-year covers April 1st through September 30<sup>th</sup>
- Opportunity to revise goals as needed
- Space is provided for employee and supervisor to comment on progress

## Performance Appraisal Administrator/Technical Professional

### Part Three: Mid-Year Review

Supervisor's Comments:

I/we acknowledge that a mid-year progress review has been conducted and the plan submitted:

- Has been revised (copy attached) to more accurately reflect the employee's position and the tasks they perform.
- Remains pertinent to the employee's position and the tasks they perform.

Employee's Comments:

Employee Name (Print): \_\_\_\_\_

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor Name (Print): \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Part Four: Self-Appraisal / Narrative

- To be completed by you & attached to final performance document.
- Should indicate the following within the self-appraisal & narrative achievement of goals:
  - Significant accomplishments achieved during the past year.
  - Your strengths & areas of improvement.
  - The extent to which you achieved goals from this year's goals indicated within Part Two.

## Part Five: Annual Evaluation

- Overall performance rating must be supported by final individual ratings for core competencies and goals.
- Provide written explanation for overall “Exemplary” and “Needs Improvement” ratings; recommended for Commendable
- Job description review



# Part Five: Final Overall Evaluation

## Performance Appraisal Administrator/Technical Professional

### Part Four: Final Self-Appraisal and Narrative Achievement of Goals

To be completed by the employee and attached to the final performance document. The employee should indicate the following within the self-appraisal & narrative achievement of goals:

- The significant accomplishments achieved during the past year.
- Their strengths & areas of improvement.
- The extent to which they achieved goals from this year's goals indicated within Part Two of this document.

### Part Five: Final Overall Evaluation

The overall performance rating must be supported by the final individual ratings for core competencies and goals. A written explanation shall accompany all "Exemplary" and "Needs Improvement" ratings. Overall ratings of "Needs Improvement" also require a Performance Improvement Plan or Letter of Corrective Action. Attach additional pages as needed.

#### The overall performance rating for the evaluation period is:

- Exemplary       Commendable       Needs Improvement

#### Job Description Review

The job description has been reviewed and is:

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

#### Supervisor's Comments (attach additional pages as needed):

## Performance Appraisal Administrator/Technical Professional

### Final Evaluation Supervisor Signatures:

Supervisor Name (Print): \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

2<sup>nd</sup> Level Supervisor Name (Print): \_\_\_\_\_

2<sup>nd</sup> Level Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

### Employee's Comments:

Attach additional pages as needed.

I have reviewed this appraisal and have been given the opportunity to discuss it with my supervisor.

Employee Name (Print): \_\_\_\_\_

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Refer to Handout

# Summary of Key Points

- Be knowledgeable about the performance management cycle
  - Keep supervisors informed on your progress; discuss any concerns you may have
- Ask questions if there is any uncertainty
- Five parts to updated APT evaluation document
- Take time to develop your self-appraisal / narrative and include what supportive documentation you may have.
- HR is your resource, reach out for any guidance or support

Please complete survey emailed to you after session.