

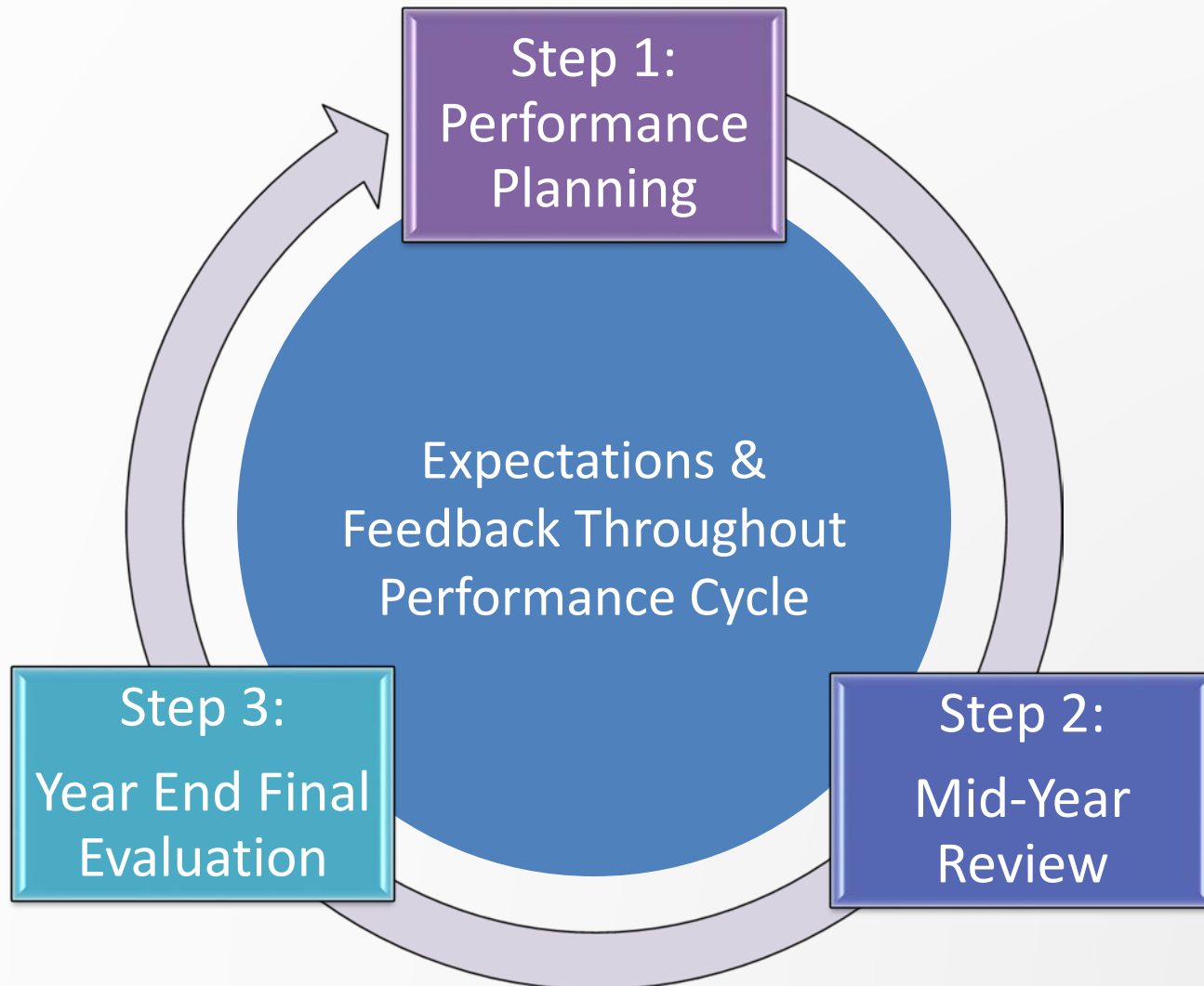
# Performance Management Training

Non-classified Administrative /  
Professional Technical

# Agenda

- Performance management cycle
- Two-way communication
- Basic steps for how to provide feedback
- Review the updated APT evaluation document

# 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

- 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

# 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

# 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

## 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.
  - Participative: both supervisor & employee are involved in the development—ensures understanding & commitment
  - Flexible enough to account for changing conditions
- Supervisors should provide performance criteria an employee will be evaluated against
  - Exemplary, Commendable

# Common Types of Goals

- Job description **related** goals – not just the responsibility included in their job description
  - Example:
    - The responsibility in the job description is to check in students at the front counter—this is their job responsibility
    - A goal is to achieve or improve upon something; a goal directly related to their job description could center around decreasing student check-in by ten minutes.
- Project goals
  - Defined start and end date with timeline, deliverables, expected outcomes, review, etc.

# Common Types of Goals

- Behavioral goals
  - Improve upon an opportunity for growth / area for improvement such as communication, interpersonal skills, conflict resolution, etc.
  - This particular goal could be achieved by completing professional development
- “Stretch goals”
  - Especially challenging goals used to expand KSA’s of high potential employees
  - Example: an employee has positive leadership characteristics but does not have the opportunity to supervise employees; a goal for this employee could be to chair a college-wide committee.

# 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 employee & attached to final performance document.
- The employee should indicate the following within the self-appraisal & narrative achievement of goals:
  - 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.

## 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
  - Overall “Needs Improvement” must go through HR Director before meeting with employee
  - “Needs Improvement” requires Performance Improvement Plan or Letter of Corrective Action (developed with HR Director)
- Job description review



# 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.**

# Evaluating Performance

- Review information discussed during mid-year review
- Review self-appraisal / narrative
- Assess goals objectively: results versus expectations
- Use all resources gathered throughout the plan year

# 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

# 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

# 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
- Five parts to updated APT evaluation document
- HR is your resource, reach out for any guidance or support