



# PERFORMANCE EVALUATION MANUAL

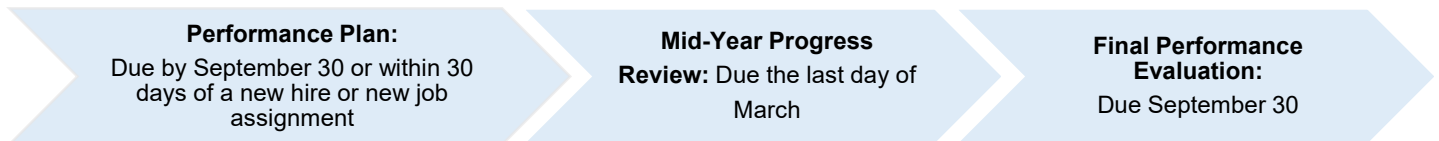
## OVERVIEW

Colorado law requires State entities to adopt performance management programs and evaluate employee performance on an annual basis. In addition, the performance management program is a critical tool that guides Auraria Campus in evaluating and enhancing the contributions of employees. The program serves as a foundation for fostering a culture of achievement, professional development, and growth. This performance evaluation manual provides a concise overview of objectives, methods, and key elements that enable us to continually improve and align our workforce with Auraria Campus strategic objectives. Below, you will find guidelines to walk you through the process.

NOTE: Supervisors are ultimately responsible for ensuring compliance with performance appraisal requirements and failure to comply will result in discipline. If you need additional assistance, please reach out to HR.

## DUE DATES

The Department of Personnel and Administration sets the performance plan year from September 1 through August 31, with the following key dates:



NOTE: An employee's performance plan, mid-year performance summary, and final performance summary are all included on a single "Performance Evaluation Form," which is used throughout the performance plan year.

## PERFORMANCE PLAN

Performance plans are essential for aligning individual employee goals with organizational objectives. The steps below will provide guidance on how to develop effective performance plans, enhance productivity, foster employee growth, and drive overall organizational success.

Supervisors must conduct a performance planning meeting with each of their employees and develop a corresponding plan on the Performance Evaluation Form by September 30. New employees hired after September 30, and employees who have received promotions or changed job titles after September 30, must have performance plans created or modified within 30 days of the date that the new hire or change occurs. If there is a change in supervisor, the new supervisor has 30 days to develop a new plan or re-confirm the previous plan with the employee.

Please review the suggested guidelines below for creating an effective performance plan.

**Collaborate:** Involve the employee in setting goals and objectives to encourage buy-in and ownership.

**Set Clear Goals:** For ease of use, goals related to the five uniform statewide core competencies (communication, interpersonal skills, customer service, accountability, and job knowledge) and management responsibilities are set forth on the Performance Evaluation Form. Each employee and their manager should establish a minimum of three additional goals that are specific to the employee's job. These job specific goals should be clear, measurable, achievable, relevant, and time-bound. The employee and their manager should ensure that the job specific goals align with the the Auraria Campus Strategic Plan (Activated Partnerships, Vibrant Environments, Sustainable Funding, and Exemplary Service).

**Define Review & Feedback Processes:** Determine who will conduct performance reviews with the employee.

**Support & Development Plan:** Identify resources and training necessary to help the employee achieve their goals. Discuss areas where the employee can improve and outline a plan for skill development.

## MID-YEAR PROGRESS REVIEW

Supervisors must conduct a mid-year progress review meeting with each of their employees and prepare a corresponding written review for the previous six-month period on the Performance Evaluation Form by the last day of March. Writing a mid-year progress review involves providing a concise, comprehensive overview of an employee's performance during the first half of the year. The mid-year review is an opportunity to assess progress, realign goals, and offer constructive feedback. Please review the suggested guidelines below for creating an effective mid-year progress review.

**Introduction & Appreciation:** Begin with a brief introduction and express appreciation for the employee's contributions.

**Performance Highlights:** Highlight achievements and successes over the past six months. Use specific examples that align with their performance plan, the Auraria Campus Strategic Plan, and the five uniform statewide core competencies.

**Strengths & Areas for Improvement:** Identify and discuss the employee's strengths and competencies. Gently address areas where improvement is needed, offering constructive feedback.

**Progress & Development:** Review progress toward the employee's goals for the year and discuss adjustments if necessary. Mention any skills development, training, or educational efforts.

**Identify Mid-Year Ratings for Each Goal:** Mark one rating for each goal on Performance Evaluation Form as follows: Exceptional, Highly Effective, Effective, Needs Improvement, or Unacceptable. Each of these ratings is described below:

### Exceptional

The employee consistently makes extraordinary contributions through superior performance on key goals, serves as a role model of Auraria Campus values, and contributes to the mission of their 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 are exhibited at this level in terms of quality and time, technical skills and knowledge, ingenuity, creativity, and initiative. The employee demonstrates exceptional job mastery in all major areas of responsibility and their contributions to the Auraria Campus are of marked excellence.

### Highly Effective

The employee makes significant contributions to their department's goals. The employee consistently models Auraria Campus values, and their performance exceeds expectations. Peers rely on these employees for advice or subject matter expertise. All goals, objectives, and targets are consistently achieved above the established

### Effective

The employee reliably and consistently meets all expectations, standards, requirements, and objectives of their position. They demonstrate Auraria Campus values, along with a willingness and ability to grow for the benefit of their department. At this level, performance meets expectations in quality of work, efficiency, and timeliness, with the most

### Needs Improvement\*

The employee's performance and/or behavior does not consistently meet minimum expectations of their position. While the employee shows capability and willingness to progress, they may require development in a key skill area(s) to be fully effective. Failure to exhibit marked improvement may result in performance management.

### Unacceptable\*

The employee's performance and/or behavior does not meet minimum expectations of their 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. The employee's failure to exhibit immediate marked improvement will result in corrective and/or disciplinary action.

**\*\*NOTE: Employees who receive a final rating of needs improvement or unacceptable must receive a performance improvement plan in conjunction with the final performance evaluation.\*\***

**Determine Overall Rating:** Review the employees' ratings for the period and average out the employee's performance rating based on scores. (Example: If 3 out of 4 are effective scored, final score would be effective. If the employee has 2 effective and 2 ineffective scores, you will use your best judgement on how the employees overall performance should be rated.)

**Next Steps:** Collaborate on setting objectives for the next six months. Discuss needed support and resources and outline the next steps, including action plans and ongoing feedback.

## FINAL PERFORMANCE EVALUATION

The final performance evaluation will be conducted annually for the previous twelve-month period beginning September 1 and ending August 31. Supervisors must conduct a final performance evaluation meeting with each of their employees and prepare a corresponding rating and written comments on the Performance Evaluation Form by September 30. Final performance evaluations at the end of the year are crucial for summarizing an employee's achievements, addressing areas of improvement, and setting the stage for the coming year. They provide a comprehensive overview of an employee's contributions and help in defining future goals and strategies to ensure Auraria Campus's continued success. Your final performance evaluation should include the following:

**Assessment & Feedback:** Evaluate the employee's performance based on the established goals and objectives, the Auraria Campus Strategic Plan, and the five uniform statewide core competencies. Provide feedback on their accomplishments, strengths, and areas for improvement, focusing on specific examples and results.

**Identify Year-End Ratings for Each Goal:** Mark one rating for each goal on the Performance Evaluation Form as follows: Exceptional, Highly Effective, Effective, Needs Improvement, or Unacceptable.

**Summarize & Document:** Summarize the key points of the review, highlighting achievements, areas for growth, and agreed-upon goals by providing written feedback in the space provided under each goal.

**Determine Overall Rating:** Review the employees' ratings for the period and average out the employee's performance rating based on scores. Ensure both you and the employee sign and acknowledge the discussion.

The goals of the department, set by Chiefs and Directors, should be a theme in your employees' goals. During monthly strategy updates, keep this in mind as specific milestones and achievements can be highlighted on the Dashboard to help with year-end final performance evaluations. In doing so, narratives captured and written in the Dashboard can be referenced to help fill out and complete your performance evaluations.

## WHAT IF MY EMPLOYEE REFUSES TO SIGN THE EVALUATION AND WANTS TO DISPUTE IT?

If an employee refuses to sign the Performance Evaluation Form, the Supervisor should note that fact in the signature block provided for the employee. In addition, AHEC provides a dispute resolution process that is designed to resolve performance management issues in a timely manner.

This process only applies to the Auraria Campus Performance Management Program and is not a grievance or appeal process. An employee may initiate a performance management dispute by providing a notification (by email or in person) to their first level (immediate) supervisor. This notification must occur within five (5) working days after they receive the performance appraisal or plan. Further information regarding the dispute resolution process is available through HR.

## SELF EVALUATION – MANAGERS REQUIRED

All managers must complete a self-evaluation on the Employee Self-Evaluation Form and **submit the completed form to their supervisor by September 15<sup>th</sup>**. To complete a self-evaluation, managers should follow these steps:

**Reflect on Performance:** Reflect on your performance over the evaluation period, considering achievements, challenges, and areas for growth. Think about specific examples that demonstrate your contributions and areas where you may have faced difficulties.

**Identify Strengths and Areas for Improvement:** Assess your strengths and weaknesses in relation to your job responsibilities. Highlight accomplishments that showcase your strengths and acknowledge areas where improvement is needed.

**Set Goals:** Based on your reflection, set realistic and measurable goals for your professional development. These goals should align with organizational objectives and address areas where improvement is necessary.

**Provide Examples:** Support your self-evaluation with specific examples and evidence to illustrate your points. This could include successful projects, positive feedback from colleagues or clients, or instances where you overcame challenges.

**Be Honest and Constructive:** Be honest in your assessment of your performance, acknowledging both successes and areas where you fell short. Offer constructive criticism to yourself and identify actionable steps to improve in areas of weakness.

It's important to note that while self-evaluations are required for managers to complete themselves, they are optional for non-supervisory staff. However, all employees are encouraged to take advantage of the opportunity to reflect on their performance and set goals for personal and professional growth.