

**Administrative/Professional Staff**

##### Performance Planning and Evaluation Tool

**Rev. 3/2013**

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| Employee Name | PID # |
| Employee Job Title | Evaluation Period  From: To: |
| Department | Supervisor Name |

The performance planning and evaluation system for Colorado State University-Pueblo Administrative/Professional employees is a performance management tool for the employee and supervisor. It is designed to promote better understanding between supervisors and employees about job responsibilities and performance expectations. It is also designed to identify excellence in job performance and directly link performance evaluation to the job duties. Nothing herein shall prohibit the right of the appointing authority to terminate employment as deemed appropriate.

EVALUATION PROCESS

Planning Phase

By April 30 of each year, the supervisor and employee meet to discuss and/or establish the performance plan for the upcoming year. This will identify the areas to be evaluated, the performance expectations and measurements in each area, and the importance of each area in the overall final evaluation. This plan should be directly related to the job duties and provide a clear understanding of the expectations. It will include the core competencies that everyone will be evaluated on as well as job knowledge/duties and goals. For new employees, the Performance Plan must be completed within 30 days of date of hire. Supervisors may provide planning comments that they believe are necessary to properly document evaluation criteria or planning discussions. The employee and the supervisor will each sign the planning form and submit it to Human Resources. A copy should be kept by the employee and/or supervisor for reference throughout the performance year.

Progress Review (Optional)

The supervisor should provide ongoing feedback and coaching to the employee through out the performance cycle. However, when deemed necessary by the supervisor, a formal progress review may be conducted. In that case, the supervisor and employee will meet to discuss any performance concerns and to decide if the performance plan needs revision. This will provide the opportunity for the employee to improve performance if necessary. If a formal progress review is conducted, the supervisor and employee shall sign the form as indicated.

Year-End Evaluation

Before April 30 of each year or as often as deemed necessary, the supervisor and employee meet to discuss final performance ratings. The supervisor and next level supervisor shall sign the performance evaluation form prior to reviewing it with the employee. The supervisor shall record the justification of the overall rating and any topics covered with the employee. The employee may add remarks regarding the evaluation in the space provided. If more space is needed by the supervisor or the employee, additional sheets may be attached. A rating of unsatisfactory on any factor will require that the supervisor consider a performance improvement plan to address the deficiency. An overall rating of unsatisfactory may result in disciplinary action up to and including termination. Administrative/Professional staff have no right to progressive discipline and may be terminated by the appointing authority as deemed appropriate.

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

Superior: This rating represents consistently exceptional and documented performance or consistently superior achievement. Employees make exceptional contribution(s) that have a significant and positive impact on the performance of the unit or the University. The employee provides a model for excellence and is recognized as a leader in their field and the University. Peers, immediate supervision, higher-level management and others can readily recognize such a level of performance.

Above Average (Meritorious): This rating level represent the outstanding performer who consistently provides a high level of performance and efficiency while frequently exceeding expectations, standards, requirements, and objectives of the job assigned. Their work is seen by the immediate supervisors and peers in the department as high quality on a consistent basis.

Satisfactory: This rating level represents the range of expected performance on a consistent basis. It includes those employees who demonstrate the required competencies to be successful in their position as well as those employees who are successfully developing in the job. These employees are meeting all the expectations, standards, requirements, and objectives on their performance plan and, on occasion, may exceed them. This is the employee who reliably performs the job assigned.

Unsatisfactory: This rating level encompasses those employees whose performance does not consistently and independently meet performance expectations as well as those employees whose performance is clearly unsatisfactory and consistently fails to meet requirements and expectations.

Directions: The first area of performance is CORE COMPETENCIES. Evaluate each of the competencies by placing a check mark (✓) next to the appropriate rating level. If one competency is more critical to the job assignment, please indicate so during the planning phase. You may make comments in the spaces provided for each competency. An unsatisfactory on any factor should result in written directives on how to improve or may be considered for the purpose of determining continued employment.

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| **Factor: Accountability–** To what extent does employee demonstrate responsibility for their actions; convey a positive and professional image; demonstrate initiative in work responsibilities; support the mission of the University and department; utilize their time appropriately; apply appropriate decision making processes; seek appropriate input; demonstrate reliability and dependability; put forth creative ideas and solutions to resolve issues? | | | |
| 🞎 Unsatisfactory | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |

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| Factor: Communication/Interpersonal Skills – To what extent does employee communicate effectively; produce quality written documents which clearly convey the subject and major points; appropriately communicate verbally with all levels of employees and peers; ask appropriate questions to resolve problems and issues? | | | |
| 🞎 Unsatisfactory | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |

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| Factor: Planning and Organizing – To what extent does employee establish appropriate work and professional goals; meet required deadlines; manage projects and priorities; adapt to change; utilize resources effectively and efficiently? | | | |
| 🞎 Unsatisfactory | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |

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| Factor: Problem Solving – To what extent does employee base analyses on relevant information; appropriately research necessary information to make informed decisions; develop sound, practical solutions and make timely decisions; provide creative solutions to difficult issues; remain fair and impartial when resolving disputes; work cooperatively with other employees to promote teamwork; capitalize on learning opportunities to develop themselves and others; elevate problems to appropriate level and notify appropriate personnel when problems arise? | | | |
| 🞎 Unsatisfactory | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |

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| **Factor: Work knowledge–** To what extent does the employee have job specific knowledge; seek/participate in appropriate developmental opportunities; understand desired outcomes; provide the appropriate quality and quantity of work in a timely and efficient manner? | | | |
| 🞎 Unsatisfactory | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |

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| **Factor: Customer Service** – Does the employee practice good active-listening techniques, ask appropriate questions, show empathy and build rapport? Is the employeeresponsive, competent, and complete in serving customers? Does the employee effectively refer a matter to the appropriate person when necessary, making sure that the customer’s needs are being met? Does the employee follow through on service requests in a positive manner? When confronted with an unfamiliar situation, does the employee take the time to learn from the experience?  For employees with supervisory responsibility the evaluation should consider the extent to which the supervisory employee is effective in training and coaching employees on customer service issues. Does the supervisory employee’s work behavior exemplify good customer service so that employees can learn from the supervisor’s example? Consider the extent to the supervisor conveys to the supervised staff a sense of personal responsibility for providing good customer service and cultivating a positive public image for the University. | | | |
| 🞎 Unsatisfactory | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |

Directions: During the Planning Phase, the second area to be discussed is JOB DUTIES. Please list up to 5 most important job duties for which the employee is responsible. At year-end evaluation, rate each job duty by placing a check mark (✓) next to the appropriate rating level. In rating each job duty, consider such things as the following: to what extent does employee demonstrate occupational/professional competence, perform the duty to the expected level, recognize the importance of the duty and carry it out in an efficient manner. If you wish to indicate more than 5 job duties, attach a separate page. An unsatisfactory on any factor should result in written directives on how to improve or may be considered for the purpose of determining continued employment.

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| Major Job Duty #1: | | | |
| 🞎 Unsatisfactory | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |

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| Major Job Duty #2: | | | |
| 🞎 Unsatisfactory | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |

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| Major Job Duty #3: | | | |
| 🞎 Unsatisfactory | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |

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| Major Job Duty #4: | | | |
| 🞎 Unsatisfactory | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |

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| Major Job Duty #5: | | | |
| 🞎 Unsatisfactory | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |

Directions: During the Planning Phase, the third area to be discussed is GOALS. List up to 5 professional work related goals the employee is expected to achieve for the plan year. At year-end evaluation, rate each goal by placing a check mark (✓) next to the appropriate rating level. 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 5 goals, attach a separate page. Comments are required for “Unsatisfactory” ratings.

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| Goal #1: | | | |
| 🞎 Unsatisfactory | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |

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| Goal #2: | | | |
| 🞎 Unsatisfactory | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |

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| Goal #3: | | | |
| 🞎 Unsatisfactory | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |

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| Goal #4: | | | |
| 🞎 Unsatisfactory | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |

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| Goal #5: | | | |
| 🞎 Unsatisfactory | | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |

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| **Supervisor Planning Comments:**  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Employee Signature Date Supervisor Signature Date |

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| **Optional Formal Progress Review Conducted 🞎 Yes 🞎 No**  **(Supervisor Comments are Mandatory if a formal progress review was conducted):**  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Employee Signature Date Supervisor Signature Date |

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| Overall Evaluation – Please check (✓) one box. | | | |
| 🞎 Unsatisfactory | 🞎 Satisfactory | 🞎 Above Average (Meritorious) | 🞎 Superior |
| Supervisory Overall Evaluation Justification for the Rating (Mandatory). Please include employee strengths and areas for improvement (use additional sheets if necessary):  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Supervisor Signature Date \* Next Level Signature Date  **I agree with this final evaluation 🞎 Yes 🞎 No**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  **Employee Signature Date**  Human Resources Signature Date  *\* Second Level Supervisor must sign and agree with evaluation prior to supervisor presenting to employee.*  *\* Please submit this form with original signatures to HR for preservation in the official employee personnel file.* | | | |
| **Comments from Employee (Optional unless you are disagreeing with the final overall evaluation). Attach additional sheets if necessary:** | | | |