

COLORADO STATE UNIVERSITY - PUEBLO PERFORMANCE MANAGEMENT PROGRAM

Mission Statement:

There is hereby established a University at Pueblo, to be known as Colorado State University – Pueblo, which shall be a regional, comprehensive university, with moderately selective admissions standards. The University shall offer a broad array of baccalaureate programs with a strong professional focus and a firm grounding in the liberal arts and sciences. The University shall also offer selected master's level graduate programs.

Plan Overview\Performance Management

Colorado State University - Pueblo has a staff of approximately 454 employees (321 are contract status and 133 are classified status). Contract staff have historically been reviewed and rewarded based on a merit system, while classified staff has been compensated according to the state classified system.

Communication and Training

Colorado State University - Pueblo will provide access to the plan through email communication to the classified staff and by posting the plan on the HR Website. Copies of the plan may also be obtained in the Human Resources Office. Comprehensive training will be provided to all supervisors and employees on a yearly basis through the use of workshops. For new supervisors and employees, training will be included as a component of new employee orientation. Training will be divided into two components, supervisory training and employee training. Supervisory training is mandatory and will include the performance review cycle, planning (including setting goals and objectives that are measurable and related to the department and University mission, goals and objectives), performance management, coaching and feedback, performance documentation, evaluation process, and merit pay. Training for employees will include the performance review cycle, goal development, documentation, and merit pay.

Performance Plan

The supervisor and the employee will jointly develop a performance plan based on a discussion of the core competencies, the employee's job duties/knowledge, and work goals for the plan year. Employee performance plans should align with agency goals and objectives. A meeting will occur between the supervisor and employee to develop the plan. The performance plan is a work plan written by the supervisor in consultation with the employee and must include:

- The five uniform statewide core competencies:
 - **Communication**
 - **Diversity/Interpersonal Relations**
 - **Quality Management/Customer Service**
 - **Accountability**
 - **Job Knowledge**
- The employee's major job duties, job knowledge and job priorities for the plan year.
- The employee's goals for the plan year.
- Measurable expectations of the employee's performance and how the three areas related to the overall evaluation.
 - Teamwork can be measured as a component of an individual's performance plan
 - Specific training and/or professional development activities as they relate to the performance plan

All supervisors must have a factor included in their performance plan/evaluation that measures and evaluates the effectiveness of their performance management of their employees.

The result should be a performance plan that presents a clear understanding of all performance expectations. Supervisors are ultimately responsible for developing the performance plan; plans shall be completed within 30 days of the new plan year (April 30) or within 30 days of a new job assignment.

Performance Evaluation

In order to evaluate the individual's performance, a performance evaluation will be conducted annually for the previous twelve-month period beginning April 1 and ending March 31. Coaching and feedback are mandatory during the plan year. Communication is the key to successful performance management and all employees are expected to discuss performance throughout the year. In addition, the supervisor and the employee will formally meet during the halfway point of the evaluation period (between September 30 and October 31) and conduct a mid-year progress review. The mid-year review must be documented and forwarded to the Human Resources Office by the end of the month of October for the plan year. The supervisor and employee will review the existing plan and agree on any changes made. The performance appraisal forms will be distributed between March 1 – 31 and annual reviews performed during the month of April. The President and his appointing authority designees shall be responsible for conducting a review of all employee evaluations.

The supervisor should complete a qualitative evaluation based on the employee's performance consistent with the Performance Planning and Evaluation Form. Supervisors are ultimately responsible for completing the performance evaluation; evaluations shall be completed within 30 days of the plan year (April 30). Multi-source assessment processes, where feasible, should be considered for evaluating employees. *The five uniform core competencies cannot be disregarded in the final rating for each employee.*

Upon the supervisor's completion of the evaluation, the appropriate Appointing Authority or Designee (i.e. Deans, Directors) will review the evaluation for quality and consistency before the employee's final rating is given.

Quotas or forced distribution processes for determining the number of ratings in any of the three performance levels shall not be established.

Three ratings are used: Level 3, Level 2 and Level 1.

Level 3: This rating represents consistently exceptional and documented performance or consistently superior achievement beyond the regular assignment. Employees make exceptional contribution(s) that have a significant and positive impact on the performance of the unit or the organization and may materially advance the mission of the organization. The employee provides a model for excellence and helps others to do their jobs better. Peers, immediate supervision, higher-level management and others can readily recognize such a level of performance. Supervisors must provide written justification for a level 3 rating.

Level 2: This rating level encompasses a range of expected performance. It includes employees who are successfully developing in the job, employees who exhibit competency in work behaviors, skills, and assignments, and accomplished performers who consistently exhibit the desired competencies effectively and independently. These employees are meeting all the expectations, standards, requirements, and objectives on their performance plan and, on occasion, exceed them. This is the employee who reliably performs the job assigned and may even have a documented impact beyond the regular assignments and performance objectives that directly supports the mission of the organization.

Level 1: This rating level encompasses those employees whose performance does not consistently and independently meet expectations set forth in the performance plan as well as those employees whose performance is clearly unsatisfactory and consistently fails to meet requirements and expectations.

Marginal performance requires substantial monitoring and close supervision to ensure progression toward a level of performance that meets expectations. Although these employees are not currently meeting expectations, they may be progressing satisfactorily toward a level 2 rating and need coaching/direction in order to satisfy the core expectations of the position.

If a supervisor gives an employee an overall rating of Level 1, they must also issue the employee a Performance Improvement Plan or a Corrective Action. Supervisors should consult with Human Resources in this situation.

If a supervisor fails to prepare a performance plan/evaluation, the reviewer shall be responsible for preparation. Supervisors who fail to plan with or evaluate their employees are subject to action under CRS 24-50-104(suspension without pay in increments of one workday). Absent extraordinary circumstances, failure to timely plan and evaluate in accordance with the established timelines of this plan results in a corrective action and ineligibility for a performance award. If the individual performance plan or evaluation is not completed within 30 days of the corrective action, the rater may be disciplinarily suspended in increments of one workday following a pre-disciplinary meeting. Statute provides, in addition, that if any evaluations are not completed by July 1, the supervisor may be demoted. If failure to evaluate by July 1 happens for two consecutive years, the supervisor shall be demoted to a non-supervisory position.

Before reviewing the evaluation with the evaluated employee, the affected employee's supervisor (the rater) will discuss the proposed evaluation with his or her supervisor (the reviewer). The role of the reviewer is as follows:

- 1) to ensure consistency in rating standards among the units and employees under his or her direction;
- 2) to ensure quality control by requiring that raters apply the standards of performance described in the three performance levels used in the evaluation procedures. This may require that the reviewer assist raters in correctly interpreting and applying the rating level standards;
- 3) to ensure that the evaluation process recognizes differences in the quality and quantity of work performed by employees within a work unit as well as other work related contributions that it may be appropriate to recognize in the evaluation process.

Reviewers have the authority and responsibility to direct raters to make changes to the proposed ratings for any employee under the reviewer's authority when the reviewer determines that it is necessary. If the rater and reviewer do not agree on the ratings for an employee, the reviewer may overrule the ratings proposed by the rater. If the reviewer overrules the rater, the ratings determined by the reviewer will become the ratings of record for the employee.

If a rater or reviewer fails to complete and sign the evaluation documents, the duty to complete the evaluation process will move up the chain of command until the review is completed. Until such time as the rating process is complete, the employee's ratings for the evaluation period under review will be considered to be level 2.

Merit Pay

Permanent classified employees may be eligible for merit pay each year. CSU-Pueblo will continue to fund the State Total Compensation Survey as approved by the state legislature and mandated by the state constitution. Prior to the payment of merit pay, the State Personnel Director will publish the percentage for merit pay increases for applicable priority groups according to available statewide funding. Merit pay will be administered in accordance with information provided by the State Personnel Director.

- A. Employees with an overall rating of Level 1- or needs improvement are not eligible for merit pay. For such employees the supervisor must implement a performance improvement plan or initiate a corrective action in accordance with personnel rules. NOTE: Employees with an overall rating of Level 1 may not be paid below the pay range minimum and will receive a salary adjustment to bring them to the pay range minimum when necessary.
- B. Base Building Merit Pay – Base building merit pay will be based on the final performance evaluation and salary position within the pay range as of June 1. Under no circumstance can an employee's base

building pay increase exceed the grade maximum of the employee's current salary range. If this is the case, a portion of base building merit pay that would cause base pay to exceed grade maximum shall be paid as a one-time, non base building lump sum in the July payroll.

- C. Non-Base Building Merit Pay – non-base building merit pay will be paid to the employee in a one-time lump sum payment in the July payroll. An employee must be employed on the date of payment to receive a non-base building merit payment.

Employees will be notified, in writing, of their merit pay no later than June 30. All merit pay is effective on July 1 (paid in the end of July Payroll) and the employee must be employed on that date in order to receive the pay. The employee's current department as of July 1 is responsible for salary adjustments. Employees hired during the performance cycle will be eligible to receive the merit pay adjustment specified for their performance rating.

CSU-Pueblo shall track and report performance and salary adjustment information annually to the State Department of Personnel. The report shall indicate total monies budgeted for merit pay, total merit pay monies given to each employee, total monies awarded per performance category, and the total number of disputes. Additional reporting requirements may include timeliness of plans, evaluations, and sanctions for non-compliance.

Dispute Resolution

Colorado State University - Pueblo provides a review process that is designed to resolve performance management issues in a timely manner. This process has two stages – internal to Colorado State University – Pueblo and external to the Colorado State Department of Personnel. The President of Colorado State University – Pueblo has delegated the final decision-making authority in the internal dispute resolution process to the administrative directors and deans of each department. If the director or dean is the supervisor or next level supervisor/reviewer of the individual requesting the review, the final decision will be made by the appropriate appointing authority (President, Vice-President or Provost) or the Director of Human Resources.

The Colorado State University – Pueblo dispute resolution process is an open, impartial process. Informal resolution of disputes at the lowest level is encouraged.

This process applies to the Colorado State University – Pueblo Performance Management Program only and is not a grievance or appeal process.

Although no party has an absolute right to legal representation, during the informal and formal process the employee may have an advisor of his/her choice assist him/her. The employee is expected to represent and speak for him/herself.

Employees may use the dispute resolution process without fear of retaliation.

A copy of the dispute resolution process is provided on the Human Resources Website and available in the Human Resources Office. Employees should consult with the Human Resources Office to determine the appropriate Dean, Director and Appointing Authority for their respective departments.

The employee shall discuss the reviewable issue with his/her immediate supervisor and attempt to resolve the problem informally prior to pursuing the formal CSU-Pueblo dispute resolution process.

The Role of the Director of Human Resources

At any stage of the internal dispute process, the employee, supervisor, next level supervisor/reviewer, dean, director or appointing authority may call on the Director of Human Resources to provide information about the dispute resolution process and/or to extend the time frames on the internal review process. The Director of Human Resources may extend the time frames on the internal process if it is determined that the extension will serve to resolve the dispute. The Director of Human Resources may be the investigator/reviewer in cases where the appointing authority is the supervisor or next level supervisor/reviewer.

What Can/Cannot Be Disputed

Only the following matters may be disputed:

- The individual overall performance evaluation, including lack of an overall evaluation; and,
- The application of a department's performance management program to the individual employee's final overall evaluation;

Final resolution of the issues concerning the employee's performance plan/lack of plan, and the employee's evaluation shall occur at the internal level. Employees will have no further recourse for resolution of these issues.

The following matters may not be disputed:

- The content of the Colorado State University - Pueblo performance management program;
- Matters related to the funds appropriated
- The performance evaluations and merit pay of other employees;

Internal Formal Dispute Resolution Process

Request for Initial Review

- In the event the dispute is not resolved at the informal level, the employee may request, in writing, an initial review to his/her immediate supervisor within three (3) working days of the occurrence of the dispute, with a copy forwarded to the Director of Human Resources;
- The written request for review must be dated and signed by the employee. It shall present the facts, including dates, of the dispute and the desired remedy;
- The immediate supervisor shall acknowledge receipt of the request for initial review by written form;
- The immediate supervisor shall schedule a meeting to include the supervisor, employee and next level supervisor/reviewer within five (5) working days of receipt of the request for initial review. The purpose of the meeting is to discuss the issues presented in the request for review;
- Within five (5) working days of the meeting, the supervisor, in consultation with the next level supervisor/reviewer, shall answer, in writing, the employee's dispute, with a copy of the letter forwarded to the Director of Human Resources;
- Should the employee disagree with findings of the supervisor, he/she may request a review by the appropriate dean, director or appointing authority, as described in the **Final Review** process;

Request for Final Review

- If the employee disagrees with the response given by the supervisor during the initial review process, he/she may request, in writing, within three (3) working days of receiving the written response a request for final review to the appropriate dean, director or appointing authority with a copy forwarded to the Director of Human Resources. Only the issues presented during the request for initial review may be submitted;
- The dean, director or appointing authority must acknowledge receipt of the request for final review to the employee in written form. Any request for final review submitted after three (3) working days will not be accepted - the issue shall be considered closed on the basis of the written response during the initial review process;

- The dean, director or appointing authority shall schedule a meeting with the employee, supervisor, and next level supervisor within five (5) working days of the receipt of the request for final review;
- Within five (5) working days the dean, director or appointing authority shall complete his/her investigation and shall answer the employee's dispute in writing, with a copy of the letter forwarded to the Director of Human Resources.

Only issues originally presented in writing shall be considered throughout the dispute review process. Decision-makers are limited to addressing the facts surrounding the dispute and shall not substitute their judgment for that of the supervisor and reviewer, but may instruct the supervisor to;

- **Follow the Colorado State University - Pueblo Performance Management Program;**
- **Correct errors;**
- **Reconsider a performance rating or plan;**
- **Suggest other appropriate processes.**

Decision-makers cannot render a decision that would alter the Colorado State University - Pueblo Performance Management Program.

External Review Process

Only original issues involving the application of the Colorado State University - Pueblo Performance Management Program to the individual performance plan and/or evaluation may be submitted for review by the Director of the State Department of Personnel. For an issue being reviewed at the external stage, these individuals shall not substitute their judgment for that of the rater, reviewer or the department's dispute resolution decision maker at the internal dispute state.

- Within five (5) working days of Colorado State University – Pueblo's final decision, an employee may file a written request for review with the Director of the State Department of Personnel at:

Attention: Personnel Director
 Appeals Section
 1525 Sherman Street, 4th Floor
 Denver, Colorado 80203
 Fax 303-866-2021.

- The request for external review shall include a copy of the original issue(s) submitted in writing during the internal formal review process and the University's final written decision;
- The Director of the State Department of Personnel or designee may select a qualified neutral third party to review the dispute(s). The Director has thirty (30) days to issue a written decision, which is final and binding.
- In reaching a final decision in the external dispute stage, these individuals have the authority to instruct rater(s) to: a) follow the agency's program, b) correct an error, or, c) reconsider an individual performance plan or final overall evaluations.
 - They may also suggest other appropriate processes such as mediation.
- **Retaliation is prohibited against any person involved in the dispute resolution process.**

Colorado State University - Pueblo

Performance Planning and Evaluation Form

Rev. 5/2007

Employee Name PID #	Department	Position Number
Employee Job Title	Evaluation Period From: _____ To: _____	
Supervisor Name	Reason for Evaluation <input type="checkbox"/> Annual <input type="checkbox"/> Other (Please Specify) _____	

The performance planning and evaluation system for Colorado State University-Pueblo classified employees is a communication 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 reward excellence in job performance and directly link job performance to pay. The process should be related to the employees PDQ and the PDQ should be reviewed regularly for accuracy. Any time the PDQ has permanent and substantial changes, it should be submitted for review.

EVALUATION PROCESS

Planning Phase

By April 30 of each year, the supervisor and employee meet to discuss and/or establish the following three areas: core competencies, job knowledge/duties, and goals and the importance of each to the overall evaluation. For new employees, the Performance Plan must be completed within 30 days of date of hire. All employees shall be evaluated using the five core competencies listed on page 2: Accountability, Communication, Interpersonal Skills, Customer Service, and job knowledge; additional factors may be added. Supervisors shall list up to 5 job duties and shall also list up to 5 individual, department and/or college goals on which the employee shall be evaluated. Lastly, the supervisor shall complete the “Supervisor Planning Comments” section on page 5, 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 on page 5.

Progress Review Phase

At midyear or as often as deemed necessary, the supervisor and employee shall meet to discuss the employee’s performance and to decide if the performance plan needs to be revised. The supervisor shall provide feedback and coaching to the employee. The supervisor shall also complete the “Progress Review” section on page 5, obtain proper signatures, and provide a copy for the employee.

Year-End Evaluation

Before April 30 of each year or as often as deemed necessary, the supervisor and employee meet to discuss performance ratings. The supervisor and next level supervisor shall sign the performance evaluation form prior to reviewing it with the employee. The supervisor shall also complete the “Supervisor Overall Justification for the Rating” section on page 5, obtain proper signatures, and provide a copy for the employee. If any of the individual factor ratings are “Level 1”, the supervisor shall explain the reason(s) in the comments section for that individual factor; that rating may result in a Corrective Action or Performance Improvement Plan. If the employee is given an overall “Level 1” rating, a Corrective Action Form shall be completed. If the employee disagrees with the year-end evaluation rating, he/she shall explain the disagreement in the “Employee Comments” section on page 5 and may pursue resolution through the dispute process as identified in the State Classified Rules and reiterated in the CSU-Pueblo Classified Performance Management Program document.

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

Level 3: This rating represents consistently exceptional and documented performance or consistently superior achievement beyond the regular assignment. Employees make exceptional contribution(s) that have a significant and positive impact on the performance of the unit or the organization and may materially advance the mission of the organization. The employee provides a model for excellence and helps others to do their jobs better. Peers, immediate supervision, higher-level management and others can readily recognize such a level of performance. Supervisors must submit written justification for this rating.

Level 2: This rating level encompasses a range of expected performance. It includes employees who are successfully developing in the job, employees who exhibit competency in work behaviors, skills, and assignments, and accomplished performers who consistently exhibit the desired competencies effectively and independently. These employees are meeting all the expectations, standards, requirements, and objectives on their performance plan and, on occasion, exceed them. This is the employee who reliably performs the job assigned and may even have a documented impact beyond the regular assignments and performance objectives that directly supports the mission of the organization.

Level 1: This rating level encompasses those employees whose performance does not consistently and independently meet expectations set forth in the performance plan as well as those employees whose performance is clearly unsatisfactory and consistently fails to meet requirements and expectations.

Marginal performance requires substantial monitoring and close supervision to ensure progression toward a level of performance that meets expectations. Although these employees are not currently meeting expectations, they may be progressing satisfactorily toward a level 2 rating and need coaching/direction in order to satisfy the core expectations of the position.

Directions: During the planning phase, the first area to be discussed is **CORE COMPETENCIES**. Review the following five Core Competencies with the employee you supervise. At year-end evaluation, rate each of the competencies by placing a check mark (✓) next to the three rating levels of Level 1, Level 2 and Level 3. If one competency is more critical to the job assignment, please indicate so in the “Supervisor Planning Comments” on page 5. You may make comments in the spaces provided for each competency. You may also further define the definitions listed below or add definitions to this form. Comments are required for “Level 1” ratings.

<p>Factor: Accountability– To what extent does employee demonstrate adaptability, convey a positive and professional image of the College to others, put forth extra effort when the need arises, not abuse leave practices, demonstrate punctuality, maintain confidentiality, make good use of work time, pay attention to detail, demonstrate accuracy and follow-through, complete tasks in a timely manner, take initiative and show self-direction; behave in a business-like manner; take initiative to learn higher level or additional skills; voluntarily assist others when the need arises?</p>		
<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3

<p>Factor: Communication Skills – To what extent does employee speak and respond effectively and courteously; produce written documents using proper grammar, format and sentence structure; produce written documents which display an attractive appearance; produce written documents which clearly convey the subject and major points; keep others informed; practice effective listening skills; practice effective telephone skills; maintain sensitivity to the feelings and efforts of others; ask appropriate questions to clarify information/needs; actively listen to others; avoid gossip and negative rumors?</p>		
<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3

<p>Factor: Interpersonal Skills – To what extent does employee treat others with courtesy and respect; display a pleasant, friendly, affable attitude; contribute to a positive work environment; promote cooperation and teamwork; accept criticism and handle conflict constructively and diplomatically; demonstrate tact, diplomacy, and a positive personal regard when confronting problems with others; treat others fairly and without prejudice or bias. Also, is seen by others as someone whom they can depend on and does not initiate conflict.</p>		
<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3

<p>Factor: Customer Service – To what extent does employee answer telephone and/or in-person requests for information promptly and courteously, determine needs of internal and external customers, offer alternatives to internal and external customers if unable to handle request, show respect and helpfulness to internal and external customers, offer prompt service, maintain smooth working relations with others, demonstrate tact and diplomacy in negotiations or confrontations with others, maintain accessibility to others?</p>		
<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3

<p>Factor: Job knowledge– To what extent is the employee skilled in job specific knowledge, which is necessary to provide the appropriate quality and quantity of work in a timely and efficient manner?</p>		
<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3

Directions: During the Planning Phase, the second area to be discussed is **JOB KNOWLEDGE/DUTIES**. Please list up to 5 job duties for which the employee is responsible. At year-end evaluation, rate each job duty by placing a check mark (✓) next to the rating levels of Level 1, Level 2 and Level 3. In rating each job duty, consider the following: to what extent does employee demonstrate occupational/professional competence, maintain/update job knowledge, work cooperatively with others, meet schedules and deadlines, meet a level of quality and quantity for the assignment, take responsibility for decisions made, resolve day-to-day problems? You may further define the above definition. If you wish to indicate more than 5 job duties, attach a separate page. Comments are required for "Level 1" ratings.

Major Job Duty #1:		
<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3

Major Job Duty #2:		
<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3

Major Job Duty #3:		
<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3

Major Job Duty #4:		
<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3

Major Job Duty #5:		
<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3

Directions: During the Planning Phase, the third area to be discussed is **GOALS**. List up to 5 goals for which the employee is responsible for attaining. At year-end evaluation, rate each goal by placing a check mark (✓) next to the rating levels of Level 1, Level 2 and Level 3. 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 "Level 1" ratings.

Goal #1:		
<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3

Goal #2:		
<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3

Goal #3:		
<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3

Goal #4:		
<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3

Goal #5:		
<input type="checkbox"/> Level 1	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 3

Supervisor Planning Comments (Mandatory):

PDQ reviewed (required when permanent and substantial changes are made) Yes No

Employee Signature

Date

Supervisor Signature

Date

Supervisor Progress Review Comments (Mandatory):

PDQ reviewed (required when permanent and substantial changes are made) Yes No

Employee Signature

Date

Supervisor Signature

Date

Overall Evaluation – Please check (✓) one box.

Level 1

Level 2

Level 3

Supervisory Overall Evaluation Justification for the Rating (Mandatory). Please include employee strengths and areas for improvement (use additional sheets if necessary):

PDQ reviewed (required when permanent and substantial changes are made) Yes No

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: