



University of Colorado at Boulder

Performance Management User Guide

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Table of Contents

I - Overview	1
II - Timelines.....	3
III - Planning and Evaluation Form.....	4
IV - Planning Process	6
V - Coaching and Progress Review Meetings.....	8
VI - Performance Evaluation.....	9
VII - Dispute Resolution Process.....	12
VIII - Performance Management Achievement Pay	15
IX - Performance Management and Progressive Discipline	15
X - Family Medical Leave and Performance Management	15
XI - Resources	16
Appendix A: Supervisory Goal or Objective Example.....	17
Appendix B: Additional Sample Goals or Objectives	18
Training Goal or Objective Example.....	19
Appendix C: Prorated Evaluation Rating Form.....	20

I - Overview

Introduction

On September 1, 2000, the State Department of Personnel released the Performance Pay Program as mandated by Senate Bill 211 and repealed earlier versions of pay programs for State of Colorado classified staff, including all University of Colorado classified staff. In response to Senate Bill 211, the University of Colorado developed a system-wide performance pay program. As part of this program, each campus has the responsibility of implementing the state-mandated performance pay program for regular (non-temporary) classified staff.

The University of Colorado System Performance Management Plan and the associated performance management system and forms were created in accordance with State of Colorado statutes, performance management guidelines, and state personnel board rules and procedures. You can access the plan at: <https://www.cu.edu/SysHR/downloads/PerformanceMgmtPlan.pdf>

University of Colorado at Boulder Performance Management Program

The University of Colorado at Boulder (UCB) Office of Labor Relations (OLR) is responsible for ensuring that the Boulder campus complies with the Performance Management Plan. This User Guide is designed to assist UCB supervisors and employees in implementing the program. System Administration employees should contact the Director of Human Resources at 303-860-5646 for any questions regarding the System Administration performance management process.

Performance management is a key to success at all organizational levels. To that end, the performance management system is designed to help employees achieve performance excellence. The performance management system encourages collaboration between supervisors and employees, with emphasis on continuous feedback.

The performance management process has four main purposes:

- Help employees achieve performance excellence. The most important goal of the evaluation process is to help the employee achieve success in her/his position.
- Ensure communication between the supervisor and employee. This process requires that the supervisor and employee communicate specifically about the employee's performance. By communicating with employees on a regular basis about employee performance, supervisors will help employees understand performance expectations and help employees understand where they are succeeding and where they need to improve. This is also the formal opportunity to commend and encourage employee performance. Employees are also given the opportunity to share information and experiences with their supervisor and provide feedback regarding what will help them achieve success.
- Provide a basis for salary adjustment. This process provides the basis for salary increases, which are based on performance. Employees who perform at high levels are financially rewarded for such performance provided state funds are available.
- Documentation of supervisor and employee compliance and commitment to employee success. This process requires supervisors and employees to document their planning,

coaching and evaluation sessions and detail employee accomplishments, achievements and areas of improvement.

Supervisors are required to complete performance management training within 90 days of assuming supervisory responsibilities. Training is available on the Boulder Campus by contacting the OLR at 303-492-0956. Also, the OLR is available to assist employees and supervisors in the administration of the performance management program. The User Guide is available from the OLR and can be found online at: <http://hr.colorado.edu/lr/Documents/BoulderPMPUserGuide.pdf>

II - Timelines

The dates for the performance management cycle are April 1 through March 31. The entire performance management cycle timeline is described below. *Some departments have earlier deadlines, so please adhere to any earlier deadlines set by your department.*

- **April 1**
 - Performance management cycle begins.
- **April**
 - Supervisors must meet with each employee individually to conduct a cycle evaluation for the previous year. The Planning and Evaluation Form must contain all original signatures and dates. Send the original, signed Planning and Evaluation Form to the OLR at 565 UCB. The supervisor and employee should retain a copy for their records.
- **May 1**
 - All signed cycle evaluations **MUST** be received by the OLR. Supervisors' failure to submit all employee evaluations by this date may be subject to discipline.
- **May**
 - The supervisor must meet with each employee to discuss the performance plan. The supervisor must send a copy of the front page of the Planning and Evaluation Form with the planning portion filled out, signed and dated to the OLR by campus mail at 565 UCB or by fax at 303-735-3236.
 - ***For new, transferring and promoting employees, and employees with new supervisors, the supervisor must create a new performance plan **within 30 days** and send a copy of the front page to the OLR.*
- **June 1**
 - A copy of the front page documenting the completion of the plan **MUST** be received by the OLR.
- **September**
 - Ensure that at least one coaching session has occurred. The supervisor and employee must initial the front page indicating that the coaching session has occurred.
- **March 31**
 - Performance management cycle ends.

III- Planning and Evaluation Form

The use of the University of Colorado at Boulder Planning and Evaluation Form (Form) is mandatory. This Form is available at: <http://hr.colorado.edu/lr/Documents/PMPautomatic.doc>.

This Form will guide supervisors and employees through the performance management cycle and documents the employee's plan, coaching session(s) and evaluation.

Page 1

The first page of the Form has four sections or boxes. The first box is the Employee Identification box which details the employee, the employee's position, work unit, supervisor, decision making authority and reviewer. *The supervisor is responsible for verifying that this information, including applicable position numbers, is correct.* This information can be verified in HRMS.

The supervisor also indicates in the first box the dates of the evaluation period and whether it is an annual evaluation or "other." The supervisor should check "other" if it is a close-out evaluation for a terminating, transferring or promoting employee or for an employee who has a change in supervisor. The supervisor must correct the evaluation dates and indicate the reason for the "other" evaluation, i.e., transfer, termination, promotion or change in supervisor.

Employee: Enter the full name of the employee.

Employee I.D.: Enter the employee's six-digit HRMS identification number.

Job Title: Enter the employee's state classified job title (i.e., General Professional II, Custodian I, etc.).

Position Number: Enter the employee's eight-digit position number (i.e., 00400023).

Work Unit: Enter the employee's department name.

Department Number: Enter the department's five-digit HRMS number.

Supervisor and Position Number: Enter the full name of the employee's immediate supervisor and his/her eight-digit position number.

Reviewer and Position Number: Enter the full name of the designated reviewer and his/her eight-digit position number. In most cases the reviewer is the next level supervisor. **The reviewer and supervisor may not be the same person.**

Decision Making Authority and Position Number: Enter the full name of the decision making authority and his/her eight-digit position number. In most cases, the decision making authority is the employee's appointing authority; however, where the supervisor is the employee's appointing authority, the next level appointing authority (typically the Reviewer) must be the decision making authority. **The decision making authority and the supervisor may not be the same person.** The decision making authority is used in the internal dispute resolution process. The reviewer and decision making authority may or may not be the same person.

The second box is used to verify the creation of a performance management plan, certify that the supervisor has reviewed the accuracy of the employee's Position Description Questionnaire (PDQ) and certify that when the employee is also a supervisor, the employee's plan includes a

supervisory goal and objective.¹ This section is also used to document that a written plan is complete and the employee and supervisor have met and discussed the expectations and measurement factors for the employee. The supervisor and reviewer must meet **before** the supervisor and employee meet to determine the expectations and measurement factors for the employee. The reviewer must sign and date the Form before the planning meeting occurs between the employee and supervisor. The employee and supervisor must also sign and date the Form when they meet. The employee must check the box indicating whether s/he agrees or disagrees with the plan.

The third box is used to document the coaching and progress review meetings between the supervisor and employee that occur during the performance management cycle.

The fourth box is used to verify that the supervisor and employee have held an evaluation meeting and that the employee has received a final evaluation score. The reviewer's signature indicates that the reviewer and supervisor have met to discuss the employee's score **prior to** the supervisor meeting with the employee to conduct the evaluation. After the supervisor and employee meet and the employee receives a score, they both sign and date the Form and the employee indicates whether s/he agrees or disagrees with the evaluation.

*****All signature areas MUST be signed and dated for audit purposes.**

Page 2

The second page of the Form has three sections. The first box contains the Campus Mission Statement and Strategic Goals. The mission statement and strategic goals are preprinted on the Form. The second box requires the supervisor to outline the Mission of the Work Unit. This information is typically contained in the employee's PDQ. The third box contains a description of the Role of this Position. Again, this information is contained in the employee's PDQ.

¹ The OLR has created a supervisory goal or objective. See Appendix A.

III - Planning Process

All classified employees in regular (non-temporary) positions, including 1% on-call employees and retirees must receive a plan at the beginning of each performance management cycle (see timelines in section II). In the case of new employees, whether by new hire, promotion or transfer, the supervisor must meet with the employee to develop a performance plan within 30 calendar days of the hire, transfer or promotion date.

Goals and Objectives

The supervisor and employee should work together to create goals and objectives that reflect the employee's primary duties and responsibilities as described in the employee's PDQ. It is not sufficient to say, "Perform duties outlined in PDQ." Some departments have created standardized goals and objectives for certain job classifications. Goals may be developed that describe performance outcomes and/or standards, or special projects and programs. Typically, four or five goals or objectives are sufficient; however, there is no limit to the number of goals or objectives that may be included in the plan. In addition, new skills and assignments or training and development goals may become goals or objectives in the plan.

Some departments have created training, security, campus service, diversity or community building goals or objectives. Examples of such goals are available in Appendix B of this User Guide.

Measurement Method

Measurement methods may be objective or subjective. Objective measures are quantifiable and can be measured or counted whereas subjective measures rely on the interpretation of the employee's performance by an observer, usually the supervisor. Many subjective assessments relate to behaviors. The supervisor is responsible for making subjective decisions about an employee's performance; it is required and a necessary part of evaluating job performance. The supervisor may use other sources for observation, such as customer feedback and co-worker input.

In this section, the supervisor should explicitly outline the results necessary to achieve each rating level. The time period for accomplishing each goal should also be specified, where appropriate. Each goal or objective MUST include a measurement method for each rating level. It is not sufficient to say, "The employee will be rated on a scale of 1 to 3."

Core Competencies

There are five core competencies contained in the Form. These competencies were developed by a state-wide committee and approved by the Oversight Committee and the State Personnel Director and must be included in all evaluations in their original form. The Boulder Campus recommends the use of the measurement factors contained in the Form as the measurement method; however, supervisors are not required to use these factors and may develop different factors or measurement methods. For each core competency, the supervisor should check the factors that apply to the position. A department may also choose to include an additional core competency that is a universal standard of performance in that department.

For each core competency, the following measurement ratings apply:

Below Expectations (Level 1)

Employee does not consistently and independently meet expectations outlined in the measurement factors or whose performance is clearly unsatisfactory and consistently fails to meet requirements and expectations.

Meeting Expectations (Level 2)

Employee meets expectations and/or sometimes exceeds expectations outlined in the measurement factors.

Exceeding Expectations (Level 3)

Employee consistently performs at an exceptional level and frequently exceeds expectations outlined in the measurement factors. In addition to being a role model, employee consistently demonstrates initiative, performance excellence, and strives to improve the work unit by implementing its mission and values.

The use of decimals is encouraged when rating employee performance.

Summary of Performance Table

Assign a weight to each goal or objective and each core competency in the Summary of Performance table. The supervisor should use this section to help the employee understand the employee's performance priorities. The supervisor should assign greater value to the goals, objectives and core competencies that are more important and less value to the goals, objectives and core competencies that are less important.

Each goal or objective must be weighted and have a weight of at least 1. The sum of the weight column must equal 100. The OLR recommends that each core competency be given a weight of at least 5, but preferably 10.

Narratives

- **Training Plan**

The supervisor should identify any training programs the employee will be expected to attend during the performance management cycle. Careful consideration should be given to any new assignments for the position requiring training, any areas of weakness in the employee's preceding evaluation, or any areas that would be appropriate for career development. The training plans can also be incorporated into a goal or objective.

- **Planning Narrative**

The supervisor should identify and document any additional information that further defines the intent of the goals and objectives or enhances the employee's understanding of the performance expectations. The employee must have a clear understanding of the expectations of the job. This is also an ideal place to indicate when the supervisor and employee will meet for the employee's future coaching session(s).

IV - Coaching and Progress Review Meetings

At least one documented coaching and progress review meeting is required during the performance management cycle.

During a coaching and progress review meeting, the supervisor should go through the employee's performance plan and weekly or monthly one-on-one meetings **are not** coaching sessions. The coaching session should be a separate meeting where the employee's performance, as outlined in the plan, is specifically discussed.

The supervisor prepares for a coaching session by reviewing the employee's performance plan, the supervisor's personal notes and records, letters and memos from others (i.e., clients, coworkers), and examples of the employee's work performed during the performance management cycle. The supervisor then meets with the employee to review the plan and the employee's performance and discuss where the supervisor's expectations are being met or exceeded, and/or where improvement is needed. Expectations should be clarified and adjustments should be made to the plan, if necessary. The supervisor should provide the employee with specific examples to assist the employee in understanding the supervisor's feedback. For example, the supervisor should say, "On October 23rd I received an email from Dr. Smith who said that she was extremely pleased with your prompt and courteous response to her call." Simply telling the employee, "Your customer service is great!" will not help the employee understand what she has done that was "great."

During the performance management cycle, supervisors should:

- Conduct at least one coaching and review meeting with each employee.
- Acknowledge and commend good performance in a timely fashion.
- Address performance problems immediately. Do not postpone discussions until the coaching session or annual evaluation meeting.
- Provide specific feedback and examples to employees, not vague, general observations. Both good performance, as well as poor performance, should be documented and discussed.
- Encourage employees to share their opinions and self- assessments. Encourage open lines of communication. Employees should be asked about their perceptions of their performance and the supervisor should respond to their input.

At the conclusion of the coaching and progress review meeting(s), the employee and supervisor must initial and date the first page of the Form to document the coaching session. The supervisor also documents the specific issues discussed on the page titled, "Coaching/Progress Review Notes." The supervisor should give a copy of the updated Form to the employee and maintain the original in the department.

V - Performance Evaluation

All classified employees in regular (non-temporary) positions, including 1% on-call employees and retirees, **must** receive an evaluation at the conclusion of the performance management cycle. Performance evaluation is the process of assessing and evaluating the work performance of an employee. The evaluation session is the culmination of a well thought out, documented, and understood performance plan. When done correctly, the evaluation provides a detailed and accurate picture of the employee's performance during the evaluation cycle.

After the supervisor and reviewer have met to discuss the employee's evaluation, the supervisor should schedule a specific meeting with the employee to discuss the employee's performance. During this meeting, the supervisor should give the employee the performance evaluation document and go through each area with the employee. The evaluation document must contain a detailed explanation in the "Results Achieved" boxes for each goal and objective and core competency. The supervisor should provide specific examples in this area to explain why a certain rating was given. The supervisor should also provide information in the Evaluation Narrative illuminating specific issues that were discussed during the evaluation meeting. This section can also be used to highlight exceptional employee achievements or outline areas for improvement.

The supervisor must assign a performance rating level for each goal or objective and each core competency. The use of decimals (Ex. 2.75) is encouraged in order to provide an accurate reflection of employee performance,. In order to calculate the overall score, follow these steps:

- Transfer the numeric rating to the Summary of Performance table;
- Multiply the pre-assigned weight by the numeric rating to determine the score for each goal or objective and each core competency;
- Add the individual numeric scores to determine the overall score achieved by the employee;
- Determine the employee's overall rating level using the Conversion of Total Numeric Score to Descriptive Rating table; and
- Write that number on page 1 of Form.

Note: When using the "Automatic Calculation" version of this form, you must "tab out" of each field in each goal and core competency (weight and rating) for the numbers to transfer and the proper calculations to occur on the Summary of Performance table. When using the "Automatic Calculation" version, the first three steps above will be completed for you.

The final overall evaluation may be disputed through the Dispute Resolution Process.

Close Out Evaluations

All employees who transfer, promote, demote, or change supervisors during the performance management cycle must have a close out evaluation prior to the final working day. This evaluation with original signatures must be sent to the OLR. If there is a change in supervisors, the new supervisor must also receive a copy of the close out evaluation. Please indicate the reason for the close out evaluation in the upper right corner of the evaluation form with the appropriate dates.

In the event that an employee has more than one supervisor during the course of the evaluation cycle, each supervisor must complete a close-out evaluation for the employee. However, the employee’s final overall evaluation score is determined by the supervisor who supervises the employee at the close of the evaluation cycle. That supervisor may take into consideration any closeout evaluation(s) from past supervisor(s) or positions for that evaluation cycle in determining the employees’ final overall evaluation score.

The supervisor may choose to prorate the employee’s overall score by following the steps below:

- Step 1: Determine the months covered by each evaluation score.
- Step 2: Convert the months covered to a decimal (see table below).
- Step 3: Multiply each score by the applicable decimal figure.
- Step 4: Add the numbers from the step above to obtain the overall annual rating.

Table

1/12 = .08	5/12 = .42	9/12 = .75
2/12 = .17	6/12 = .50	10/12 = .83
3/12 = .25	7/12 = .58	11/12 = .92
4/12 = .33	8/12 = .67	

For example, John worked for four months in the Department of Housing and then transferred to the Department of Facilities Management for the remaining eight months of the performance management cycle. John received a score of 250 from the Department of Housing and a 290 from the Department of Facilities Management.

- Step 1: 4 months; 8 months
- Step 2: $4/12 = .33$; $8/12 = .67$
- Step 3: $250 \times .33 = 82.5$; $290 \times .67 = 194.3$
- Step 4: $82.5 + 194.3 = 276.8$

This proration may be applied to all close out evaluations that occur during the performance management cycle. See Appendix C for a sample proration form that can be used.

A closeout evaluation may not be disputed through the dispute resolution process, but may be disputed as part of a dispute of the final overall evaluation. However, supervisors and employees are encouraged to informally discuss and resolve matters at the time of the close out evaluation.

Employees who are terminating or retiring and who are not transferring to another classified position at a state agency are not required to have a final closeout evaluation upon termination.

Interim Evaluation

A supervisor conducts an interim evaluation by meeting with the employee and evaluating the employee's progress toward meeting each goal and objective and core competency in the employee's performance plan. The supervisor may assign a score to each goal and objective and core competency, but the score is not considered a final evaluation score.

A supervisor may conduct an interim evaluation to address performance problems; however, the OLR does not encourage supervisors to conduct interim evaluations. The OLR recommends that if a supervisor wants to address performance problems, the supervisor use the coaching and progress review meeting or initiate the progressive disciplinary process. Please contact the OLR to obtain guidance before initiating the progressive disciplinary process.

Interim evaluation scores can NOT be used in the calculation of the final overall evaluation score and interim evaluations are NOT disputable. Interim evaluations DO NOT need to be submitted to the OLR.

VI - Dispute Resolution Process

Every University of Colorado classified employee is entitled to dispute certain aspects of the planning and evaluation process through a formal dispute resolution process. A description of the dispute resolution process is attached to every Form. Employees may also obtain the dispute resolution process form from the OLR at 303-492-0956.

In some cases, employees may question or disagree with matters regarding their performance evaluation ratings. In these instances, employees may address these issues through the dispute resolution process, which is intended to resolve issues as quickly and efficiently as possible.

The dispute resolution process is intended to be an open, impartial process that allows the parties to discuss contested issues. The process is not intended to be adversarial; rather, it encourages dialogue and communication to resolve problems. No party has an absolute right to legal representation. The parties normally are expected to represent and speak for themselves about matters related to performance management and evaluation; however, any party may have an advisor present. An “advisor” is defined in the State Personnel Rules and Administrative Procedures in 1-27 as an “individual who assists a party during a grievance or the performance management dispute resolution process by explaining the process, helping identify the issues, preparing documents, and attending meetings.”

Retaliation against any person(s) involved in the dispute resolution process is prohibited. Retaliation means any adverse action taken against an individual because s/he has, in good faith, requested review of a disputable issue related to a performance plan or evaluation and/or has participated in the process to resolve the dispute.

The Dispute Resolution Process

When disputing the individual final overall performance evaluation rating, the written request must be filed within five (5) working days after the meeting at which the rater formally presents the employee with his/her final overall performance evaluation and during which the employee and rater discuss the performance rating. Before initiating this process, employees are encouraged to have a meeting with their supervisor to identify and possibly rectify the issues in dispute. If this meeting does not resolve the dispute, the employee must complete the Dispute Resolution Form and contact the OLR at 303-492-0956.

What Issues are Disputable?

The State Personnel Director has defined the specific issues that may be disputed by an employee and has specified the stages at which these matters will be reviewed. They are:

1. The individual final overall performance evaluation, including lack of a final overall evaluation; and,
2. The application of the University’s performance management program to the individual employee’s final overall evaluation.

The formal dispute resolution process consists of two possible stages: internal and external. The internal stage occurs within the University while the external stage occurs before the State

Personnel Director. Final resolution of issues concerning the individual's annual performance evaluation – item #1 will occur at the internal stage (within the University) only and employees will have no further recourse for resolution of disputes related to these matters. Issue #2, if not resolved at the internal stage, is reviewable at the external stage.

What Issues are Not Disputable?

1. The content of the University's performance management program (or an approved campus modification of the program)
2. Matters related to the funds appropriated;
3. The performance evaluations and achievement pay of *other* employees

Internal Stage

When disputing the individual final overall performance evaluation rating, the written request must be filed within five (5) working days after the meeting at which the rater formally presents the employee with his/her final overall performance evaluation and during which the employee and rater discuss the performance rating. Copies of the written request must be submitted to the supervisor and to the Office of Labor Relations.

Unless there are extraordinary circumstances, the Decision Making Authority must, within five working days from receipt of the Dispute Resolution Form, meet with the employee, the supervisor, and with any other persons whom the employee or the supervisor deem to have pertinent information. After the meeting with the employee, the Decision Making Authority has five working days to render a decision.

The role of the Decision Making Authority is to review the information presented, to address facts surrounding the disputed issues, and to render an impartial decision. However, the Decision Making Authority may not render a decision that would alter the University's performance management program, policies, and processes. In reaching a decision to resolve the dispute, the Decision Making Authority has the authority to instruct a supervisor to: (1) follow the University's performance management program; (2) correct an error; (3) reconsider a final overall performance evaluation; (4) suggest other appropriate processes such as mediation; or (5) require the supervisor to change an employee's performance rating.

External Stage (Only For Disputable Issue #2)

If the employee is disputing the “application of the University’s performance management program to the individual employee’s plan and/or final overall evaluation” and is unsatisfied with the decision of the Decision Making Authority, the employee may file a written request for external review with the State Personnel Director within five working days from the date the internal decision is received. This request must be submitted on the standard Consolidated Appeal/Dispute Form available from the Office of Labor Relations. Mail, hand-deliver, or fax the form to:

State Personnel Board
1525 Sherman Street,
4th Floor,
Denver, Colorado 80203

Fax: 303-866-5038

The request must include a copy of the original written performance management issue(s) raised by the employee and the final written decision from the internal review. A copy of this written request must also be sent to Office of Labor Relations.

This request will be reviewed by the State Personnel Director, and if it is determined that further review is not warranted, that decision is final and binding and the employee will be notified accordingly. If, however, further review is warranted, the Director shall select a qualified neutral third party to review the dispute and issue a decision within thirty days, which is final and binding.

VII - Performance Management Achievement Pay

Performance management achievement pay decisions are directly linked to performance evaluations. The amount received by an employee is based on the employee's performance evaluation score. Each rating level is assigned a fixed percentage pay increase. For example, all employees who receive an Above Standard rating will receive the same percentage pay increase. All awards are paid at the same percent for each employee based on the results of the evaluations. Percentages for base and non-base building achievement pay will be set according to available statewide funding for each performance level based on the pool and payout cost after the evaluation levels are recorded. For this percentage to be calculated, the OLR must receive all completed evaluations by established campus deadlines. The awards are effective on July 1, unless otherwise mandated by the State Legislature.

VIII - Performance Management and Progressive Discipline

The performance management process when used effectively and paired with continuous feedback and communication should help employees achieve performance excellence by setting clear expectations and holding employees accountable to those expectations.

Certified classified employees are entitled to progressive discipline to address performance or behavioral problems.

In accordance with the System Performance Management Guide and State Personnel Board Rule 6-6, the Boulder Campus requires that any employee receiving an overall "Not Meeting Expectations" rating on their final overall performance evaluation receive a corrective action or a performance improvement plan as a result of their performance. The appointing authority may also consider a corrective action when an employee is rated as "Not Meeting Expectations" in one or more goals or core competencies even if the overall evaluation is "Meeting Expectations".

Appointing authorities and supervisors are strongly encouraged to address performance concerns as they present themselves instead of waiting until the end of the performance management cycle.

The Office of Labor Relations (OLR) (2-0956) helps to ensure that the progressive discipline process is fairly and appropriately utilized. Appointing authorities, supervisors, and classified employees may contact the OLR for more information on progressive discipline.

IX - Family Medical Leave and Performance Management

It is important for employees and supervisors to be aware of their rights and responsibilities under the Family Medical Leave Act and how it relates to performance management.

- Family Medical Leave (FML) provides up to 13 weeks (520 hours, prorated for part-time employees), of job protection per fiscal year to classified staff with one year of service for the following reasons: (1) The birth and care of your newborn child, (2) the placement and care of a child from adoption or foster care, (3) to care for a spouse, civil union partner, domestic partner, child, or parent with a serious health condition, (4) for an employee's own serious health condition, (5) for an employee to care for a parent, spouse, civil union partner, domestic partner, child or next of kin who is an injured service member, (6) active duty family leave due to a qualifying exigency when a parent, child, spouse, civil union partner, or domestic partner is called up for active military duty; or (7) up to 26 weeks (1,040 hours) in a single 12-month period for military caregiver leave to care for a service member who is seriously ill or injured in the line of duty while on active duty.

Employees on FML may not be penalized for taking time off for an FML qualifying condition. Supervisors and reviewers must make reasonable efforts to readjust goals, measurement methods, or goal weighting to ensure that an employee is only evaluated on their performance while not on FML.

The Office of Labor Relations (2-0956) is available to assist employees and supervisors with questions regarding Family Medical Leave.

X - Resources

The Office of Labor Relations administers the performance management program for the Boulder Campus and provides performance management for supervisors. The Office of Labor Relations is located at 3100 Marine Street, Third Floor, 565 UCB, Boulder, CO 80309. Telephone number is 303-492-0956, fax 303-735-3236. **System Administration employees should contact Lisa Landis, Director, Human Resources, at 303-860-5646.**

University of Colorado at Boulder Internet Resources

- Performance Management and Evaluation for Classified Staff:
 - <http://hr.colorado.edu/Pages/Performance.aspx>
- State of Colorado Performance Management Information
 - <http://www.colorado.gov/pacific/dhr/performance-management>
- HR Guide to Motivating Employees
 - <http://hr.colorado.edu/es/recognition/Pages/default.aspx>

Appendix A: Supervisory Goal or Objective Example

The performance management process requires that supervisors of classified employees have a supervisory goal or objective included in their performance plan. The following is an example of a supervisory goal or objective and recommended measurements methods. This example may be edited to meet individual supervisory issues or concerns and is intended only as a guideline to the development of appropriate goals and measurements for supervisors. The OLR recommends that this supervisory goal or objective be given a weight of at least 10%.

Goal or objective: Complete detailed performance plans for all employees by campus and department deadlines. Schedule and conduct coaching and progress review meetings during the performance management cycle. Conduct performance evaluation meetings by campus and department deadlines. Provide training and professional growth opportunities for employees. Supervise in a fair and objective manner. Demonstrate support and pride for staff accomplishments. Encourage staff to participate in campus diversity opportunities.

Measurement method:

Level 2: Performance plans are in place by campus and department deadlines and are updated to reflect changing needs. A coaching session is conducted with all employees during the performance management cycle. Evaluations are completed by campus and department deadlines. All areas in the “Results Achieved” areas contain detailed information and examples of employee performance to justify the score. Supervisor meets regularly with staff (i.e., one on ones, staff meetings, etc.). Supervisor understands and enforces the progressive disciplinary process, when necessary. Supervisor demonstrates patience and skill when training subordinates. Supervisor actively listens to and shares relevant information with staff. Supervisor encourages participation in campus diversity activities. Supervisor completes all mandatory supervisory training requirements such as on-line overview of State Personnel Board rules, Performance Management training and Discrimination and Harassment training or, if training requirements met in previous years, demonstrates competencies in State Personnel system and University policies related to personnel issues. Supervisor promotes employee morale and creates a positive work environment. Feedback to employees (positive and negative) is consistent, timely, and effective. Supervisor demonstrates respect, integrity and honesty when dealing with employees and others. Supervisor maintains confidentiality regarding personnel matters.

Level 3: In addition to Level 2, supervisor provides employee development opportunities. Supervisor creates diversity training and team building activities for staff. Supervisor provides employee recognition and rewards, both formal and informal. Supervisor shows appropriate judgment under difficult or unusual circumstances. Supervisor accepts criticism, is open to new ideas, and handles conflict constructively and diplomatically. Supervisor encourages employee development activities and team building. Supervisor seeks opportunities to improve their supervisor skills through training and development. Supervisor seeks and considers ideas from others. Supervisor demonstrates leadership when new, demanding or emergency situations arise.

Appendix B: Additional Sample Goals or Objectives

Community Building and Diversity Goal or Objective Example

Goal or objective: Promote community building and diversity initiatives that help employees learn and respect each others' differences.

Measurement method: **Level 2:** Demonstrates and promotes the respect of all people regardless of their differences. Attends campus or community diversity events (with prior supervisory approval). **Level 3:** In addition to Level 2, actively participates in a campus committee devoted to diversity or community building or initiates diversity activities (guest speakers, diversity pot luck, etc.) for the work unit.

Campus Service Goal or Objective Example

Goal and Objective: Participate in campus committees and activities that are designed to improve and enhance the culture and climate at the University of Colorado. Examples include participating in committees such as the Chancellors Advisory Committee on Minority Affairs (CACMA), Staff Council, Chancellor's Committee on Women (CCW), department diversity committees, and search committees, as well as volunteering or participating in events such as commencement and the Diversity Summit.

Measurement method: **Level 2:** Participates in one or more campus activity or event during the evaluation cycle; **Level 3:** in addition to Level 2, Employee is a member of a campus or University committee. Ensures that the committee obligations do not interfere with the operation of the work unit and encourages other work unit employees to participate in campus activities and committees.

Privacy and Security Goal for Information Technology Positions Goal or Objective Example

Goal or objective: Maintain and protect the confidentiality, integrity and availability of all information systems under employee's care.

Measurement method: **Level 2:** Employee demonstrates an understanding of and complies with the department's and/or University's policies and standards regarding the confidentiality, integrity and availability of all information systems. Employee completes all mandatory trainings for information technology positions. **Level 3:** In addition to Level 2, Employee assists in the identification of security management practices and, when necessary, the technologies to meet those needs. Identifies potential security deficiencies and develops ways to monitor and correct deficiencies when they occur.

Training Goal or Objective Example

Goal or objective: Successfully completes all mandatory trainings in a timely manner and seeks additional opportunities for appropriate training and development.

Measurement Method: Level 2: Employee successfully and upon their own initiative completes all university-wide mandatory trainings including the Discrimination and Harassment Training (within 30 days of hire) and the IT Security Training (within 90 days of hire) (if the employee is a supervisor, include Performance Management training and the online Successful Supervision course). Employee successfully completes (insert department specific trainings or HRMS required trainings,) within (insert appropriate timeframe). **Level 3:** Employee completes all trainings as mentioned above by the required deadlines and proactively seeks and takes advantage of opportunities for further job specific enrichment or employee development trainings. (Insert specific optional trainings if desired). Employee applies the knowledge or skills learned in these trainings to their position.

Building Proctor Goal or Objective Example

Goal or Objective: Employee contributes to a building that is well-maintained with regard to housekeeping, maintenance, fire prevention and safety as directed by the appropriate campus authorities.

Measurement method: Level 2: Employee attends proctor trainings on a regular basis. Posts information from Facilities Management, EHS, UCPD or other relevant departments regarding safety, housekeeping and maintenance projects as well as information on important campaigns such as energy conservation and hand washing. Monitors building and is available to building occupants for safety and housekeeping concerns and reports those concerns to Facilities Management or other appropriate department. **Level 3:** In addition to Level 2, Employee actively participates in proctor trainings. Assures information from Facilities Management, EHS, UCPD or other appropriate departments is actively distributed to building occupants in the most effective manner (emails, phone calls to liaisons, etc). Conducts monthly or quarterly safety and housekeeping inspections and reports findings to Facilities Management. Holds office hours or actively solicits feedback from building occupants on safety, maintenance and housekeeping on a regular basis. Actively promotes participation from building occupants in energy conservation practices, hand washing and other important campaigns. Participates in the Buff Energy Star program and/or the Green Building certification program.

Appendix C: Prorated Evaluation Rating Form

You may use this Prorated Evaluation Rating Form if your employee had more than one evaluation completed during the Performance Management Cycle. You may use the form to calculate a prorated score to determine the employee's overall evaluation score for the year. You must convey the prorated score to the employee as well as the score on the current evaluation.

EMPLOYEE: _____

Supervisor	Score	#Months	Decimal Conversion	Prorated Evaluation Score
			0	0
			0	0
			0	0
			0	0
			0	0
			0	0
			0	0
			0	0
Total Score				

Whenever an employee has one or more close out evaluations during the performance management cycle, the scores may be prorated to calculate the employee's overall score by following the steps below:

Step 1: Enter the former supervisor's name in the "Supervisor" column, write the former supervisor's close out evaluation score in the "Score" column and write the number of months the employee worked for that supervisor in the "#Months" column. Do this for each close out evaluation during the performance management cycle. Also, enter the current supervisor and current evaluation score and number of months the employee has worked for the current supervisor.

Step 2: Look at the conversion table below and write the decimal conversion figure that corresponds to the number of months the employee worked for the supervisor in the "Decimal Conversion" column.

Step 3: Multiply the decimal conversion figure times the score for each row and write that number in the "Prorated Evaluation Score" column.

Step 4: Add the numbers in the "Prorated Evaluation Score" column and write that number in the "Total Score" area. This is the employee's annual performance evaluation score.

The "Decimal Conversion" column is calculated by using the table below.

Months worked During Evaluation Period	Fraction of Year	Decimal Conversion
1	1/12	0.08
2	2/12	0.17
3	3/12	0.25
4	4/12	0.33
5	5/12	0.42
6	6/12	0.5
7	7/12	0.58
8	8/12	0.67
9	9/12	0.75
10	10/12	0.83
11	11/12	0.92