A Quick Intro to...

Performance Management
What Can I Learn From This Overview?

- What Performance Management is and is not
- The State policies and Rules that govern the Performance Management process
- Where I need to start with this process
- Line-of-site performance management
- How to set goals to the new rating levels
- How to incorporate the state’s core competencies
- How to monitor performance
- Supervisor and employee responsibilities throughout the process
What Performance Management Is NOT

Mid-Year Evaluation

Year-End Evaluation

It is NOT just 2 conversations a year and a narrative in a system. It is MUCH more.
So, What is Performance Management?

Includes 2 Formal Evaluative Check Points
Guided by State Personnel Board Rules, state employees receive a mid-year and year-end evaluation on achievement of goals set at beginning of performance year.

Focuses on Feedback
Feedback to the employee focused on reinforcing and redirecting as well as feedback to the supervisor to establish and build trust and communication for effective team productivity.

Starts with the Position Description
This lays the foundation for job duties and goals and should be revisited every other year (at a minimum).

Occurs during Onboarding
Collaboration between employee and supervisor to develop goals based on PD and personal/professional goals.

Is worked through weekly during Check-ins
Goals built from PD ensure that daily work contributes to employee and organizational growth.
What State Policies & Rules Should I Know About?

- Colorado State Personnel Rules
- Classified Employee Handbook
- Partnership Agreement - Collective Bargaining Agreement Between the State of Colorado and Colorado Workers for Innovative and New Solutions (COWINS)
- Agency Performance Management Programs - CHECK WITH YOUR HR TEAMS!
How Do I Start This Process?

Know where you’re going. Goals cascade down from leadership.

Governor

Cabinet (Executive Directors)

Agency Executive Leadership Teams

Department/Divisions

Team Managers

Team Leaders

Employees
**Performance Management Building Blocks**

Goals designed to elevate job duties for employee career growth.

EX: Job Duty - Design and Implement training...

Goal: Participate and complete Statewide Supervisor Certificate Training by December 31, 2022. Using knowledge from program, create a Position Description for a Training Specialist III to report to your position.

Goals designed to measure performance of job duties.

EX: Job Duty - Design and Implement learning...

Attract, develop and retain a results focused workforce.

Develop next generation leaders through innovative programs that promote excellence in management.

Create a leadership development program that builds the capabilities of green talent.

Develop a two-day classroom based leadership academy workshop and deliver it by March 1st.
How Do I Connect This to the New Rating System?

5. What does a level 5 evaluation of each goal and competency look like for my position?

4. What does a level 4 evaluation of each goal and competency look like for my position?

3. What does a level 3 evaluation of each goal and competency look like for my position?

2. What does a level 2 evaluation of each goal and competency look like for my position?

1. What does a level 1 evaluation of each goal and competency look like for my position?
How Do I Use the Core Competencies?

FACTORS TO CONSIDER:
- Position and position expectations
- Individual time in position
- Individual strengths, knowledge, abilities, and skills

Communication

Level of Proficiency based on factors considered

What does each rating level look like based on all this information?

1.
2.
3.
4.
5.
How do I Monitor Performance Management?

Weekly/Bi-weekly Check-In

- Wellness (How are you doing?)
- Successes (What is going well in your work/goals?)
- Challenges (Obstacles to completing work/goals?)
- Feedback up and down (both to employee and from employee)
Employee Responsibilities

**KNOW**
Know your job and what’s in your position description. If you’re unclear, ask your supervisor.

**ASK**
Ask questions and clarify what you hear. If you don’t understand how your goals or job duties tie to the strategic plans, ask! The goal is to meet your supervisor’s expectations. Sometimes we assume we know what they are.

**WORK**
Accomplish your tasks and do your job to the best of your ability. The state operates better when everyone is working together, at their best.

**DOCUMENT**
Document what you do. This helps you keep track of what you’re doing and gives you documentation for your part of the Performance Evaluation Process.

**FEEDBACK**
Look at work through a growth mindset. How can you keep learning to be better? Work with your supervisor to develop your relationship and trust through active listening, open dialogue, and continued communication and feedback.

COLORADO
Center for Organizational Effectiveness
Statewide Learning & Development Solutions
Supervisor Responsibilities

- Coach and Grow Employee
  - Coach
    - Feedback
    - Recognition/Praise
    - Provide Opportunities
    - Provide Line of Site Performance Management
  - Grow
    - Weekly Check-ins
    - Documentation
    - Awards/Recognition
    - Stretch Assignments
    - Performance Evaluations
There’s More!

This is not the end of the Performance Management learning journey. There are several layers to this process and to ensure success with your performance year, we strongly recommend continuing your learning journey with some of COE’s supplemental training including:

SUPERVISOR LEARNING OPPORTUNITIES
- Statewide Supervisor Certificate Program
- Unconscious Bias
- Coaching Skills for Supervisors and Managers
- Progressive Discipline Part I
- Progressive Discipline Part II
- Effective Coaching & Feedback

ALL EMPLOYEE LEARNING OPPORTUNITIES
- Effective Communication & Listening Skills
- Courageous Conversations
- Creative Problem Solving
- Decision Making Made Simple
- Time Management: Maintaining Productivity in a Remote Environment
Reach out!

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