



Demographic Data:

Employee: _____ Location: _____
 Class Title: _____ Position #: _____ Division: _____
 Work Unit: _____ Supervisor: _____
 Appraisal Period: From: _____ To: _____ Annual: Interim:

Talent Planning Section

Established with Employee input on _____ (Date)

Supervisor Signature: _____

Employee Signature: _____ I Agree Disagree with the Plan.

COPY MUST BE PROVIDED TO EMPLOYEE AT TIME OF SIGNING. Copy of this signed sheet to DMVA Human Resources Office by April 30.

Talent Coaching and Feedback Section

	Mandatory	Mandatory	Optional
Coaching and Feedback session conducted on	_____ (August)	_____ (January)	_____ (Date)
Supervisor Initials	_____	_____	_____
Employee Initials	_____	_____	_____

Copy of this signed sheet to DMVA Human Resources Office at conclusion of each Coaching & Feedback session.

Talent Final Evaluation Section

Final Evaluation completed with Employee input on _____ (Date)

Talent Level:

- Level 1 0-59 Unacceptable (Complete mandatory corrective action, review with Employee, and attach to this form.)
- Level 2 60-69 Needs Improvement (Complete mandatory performance improvement plan, review with Employee, and attach to this form.)
- Level 3 70-79 Effective
- Level 4 80-89 Highly Effective
- Level 5 90-100 Exceptional

Supervisor Signature _____

Employee Signature _____ I Did Did Not receive a copy of the Dispute Resolution Process.

Reviewer Signature _____

COPY MUST BE PROVIDED TO EMPLOYEE AT TIME OF SIGNING. Original final evaluation to DMVA Human Resources Office by July 31.

PERFORMANCE STRENGTH & ACHIEVEMENT COMMENTS:

PERFORMANCE GROWTH COMMENTS:



TALENT GOALS

Employees are evaluated on each of the talent goals listed below. A goal is a measurable pattern of skills, knowledge, abilities, behaviors and other characteristics that an individual needs to perform work roles or occupational functions successfully. These competencies are mandatory and universal across the State system. Supervisors will tie each goal to one of the department goals (WIG) listed below:

WIG 1 – Improve DMVAs recognition as an employer of choice 10% by June 30, 2024, as measured by a 5% increase by June 30, 2022, another 3% increase by June 30, 2023, and a final 2% increase by June 30, 2024.

WIG 2 – Improve organizational readiness 21% by June 30, 2024, starting with a 7% improvement by June 30, 2022.

WIG 3 – Complete 100% of identified NEXGEN organizational efficiencies by June 30, 2024, as measured by completing 50% in FY22, 30% in FY23, and 20% in FY24.

Talent/Goal Points

20

X

Percent of Accomplishment

75%

=

Final Points Received

15

(Assuming employee accomplished 75% of the goal assigned to him/her.)

COMMUNICATION TALENT GOAL: The Employee effectively communicates timely, both verbally and in writing, by actively listening and sharing relevant information with co-workers, supervisor(s), and customers so as to anticipate problems, reduce conflict, maintain professionalism, and refrains from blame to ensure the effectiveness of the Department of Military & Veterans Affairs.

Goal Description:

This goal relates to: WIG 1 WIG 2 WIG 3

Talent/Goal Points

X

Percent of Accomplishment

%

=

Final Points Received

Total of all goals must equal 100.

Percentage awarded must be based on 0% to 100% accomplished.

Final points for this goal

EVALUATION COMMENTS: Justification is required when employees receive an accomplishment rating of 69% or less.



INTERPERSONAL SKILLS TALENT GOAL: The Employee interacts effectively with others to establish and maintain smooth working relations. The Employee exhibits emotional intelligence, seeks resolution, is able to negotiate with others, and is able to resolve disagreements with co-workers independently instead of elevating it to the supervisor. The Employee gains confidence and trust, considers and responds tactfully to the needs of others, takes personal responsibility for own words and actions.

Goal Description:

This goal relates to: WIG 1 WIG 2 WIG 3

Talent/Goal Points

X

% of Accomplishment

 %

=

Final Points Received

Total of all goals must equal 100.

Percentage awarded must be based on 0% to 100% accomplished

Final points for this goal.

EVALUATION COMMENTS: Justification is required when employees receive an accomplishment rating of 69% or less.



CUSTOMER SERVICE TALENT GOAL: The Employee demonstrates responsible personal and professional conduct, works effectively with internal/external customers to satisfy service expectations. Is responsive, professional, and timely to all engagements with customers. Understands customers from their point of view, anticipates needs and attempts to meet those needs.

Who My Customer Is:
Goal Description:

This goal relates to: WIG 1 WIG 2 WIG 3

Talent Goal Points

X

% of Accomplishment

 %

=

Points Received

Total of all factors must equal 100.

Percentage awarded must be based on 0% to 100% accomplished.

Final points for this goal

EVALUATION COMMENTS: Justification is required when employees receive an accomplishment rating of 69% or less.



ACCOUNTABILITY TALENT GOAL: The Employee's work behaviors demonstrate responsible personal and professional conduct, conveys a professional and positive image of DMVA to others, demonstrates high ethical standards, supports management decisions and accepts direction with a positive attitude, and fulfills obligations, keeps commitment to others, and takes responsibility for actions. The Employee takes initiative to improve professional growth and development to improve the functioning of the Department; and has a strong work ethic and demonstrates drive and energy.

Goal Description:

This goal relates to: WIG 1 WIG 2 WIG 3

Talent Goal Points

X

% of Accomplishment

 %

=

Points Received

Total of all goals must equal 100.

Percentage awarded must be based on 0% to 100% accomplished.

Final points for this goal

EVALUATION COMMENTS: Justification is required when employees receive an accomplishment rating of 69% or less.



JOB KNOWLEDGE TALENT GOAL: The Employee is skilled in job-specific knowledge which is necessary to provide the appropriate quantity and quality of work identified in their position description in a timely and efficient manner. The Employee continuously utilizes and upgrades knowledge of the skills that make him/her an asset to the Department of Military & Veterans Affairs.

Goal Description:

This goal relates to: WIG 1 WIG 2 WIG 3

Talent Goal Points

X

Percent of Accomplishment

 %

=

Points Received

Total of all goals must equal 100.

Percentage awarded must be based on 0% to 100% accomplished.

Final points for this goal

EVALUATION COMMENTS: Justification is required when employees receive an accomplishment rating of 69% or less.



SUPERVISORY/HUMAN RESOURCE MANAGEMENT TALENT GOAL: The professional makes expectations clear and provides guidance, coaching, and tools as needed. Professional supports employee development by making training and other growth opportunities available. Empowers employees to complete tasks independently and delegates work appropriately. Addresses performance appropriately by recognizing quality work and addressing concerns. Completes formal performance planning and evaluations effectively and timely.

Goal Description:

Talent Goal Points

X

Percent of Accomplishment

 %

=

Points Received

Total of all goals must equal 100.

Percentage awarded must be based on 0% to 100% accomplished.

Final points for this goal.

EVALUATION COMMENTS: Justification is required when employees receive an accomplishment rating of 69% or less.



Talent Dispute Resolution Process

General

Personnel Procedures P8-13 through 18 provide for a two-staged review process for Performance Management and Evaluation disputes: internal and external. Employees may not grieve or appeal their performance plan or rating, but they may request a review. Employees may dispute their individual performance plan, including lack of a plan during the planning cycle; their individual performance evaluation; lack of a performance evaluation; the application of DMVA's Achievement Pay Plan to the individual employee's plan and/or evaluation; and, full payment of the award. Employees may not dispute the content of DMVA's Implementation Plan; matters related to the funds appropriated; the performance evaluations and awards of other employees; and, the amount of a performance award, including whether it is base or non-base building, any combination or none, unless the issue involves the application of DMVA's Achievement Pay Plan. Retaliation against any employee involved in the dispute resolution process is prohibited. A description of the internal dispute resolution process, including timelines and name or position of the appointing authority, shall be given to employees annually at the time of evaluation.

Internal Process

Employees are encouraged to resolve reviewable issues at the lowest level possible and in a timely fashion. Formal internal review procedures are as follows:

- a. All requests for review must be in writing. Only the issue(s) as originally presented in writing shall be considered throughout the process.
- b. The request must be within five (5) working days of the event giving rise to the request for review (i.e. the final evaluation decision), including the day the disputable event occurred.
- c. The request should be sent to the DMVA Human Resource Director, who will immediately give it to the Appointing Authority for determination or delegation. All employees must be notified of the authorized decision-maker for their disputes.
- d. The Appointing Authority, or designee, shall meet with the employee and supervisor within five (5) working days of receipt of the request unless this time frame is waived by both parties due to situations beyond their control (deployment, pre-arranged vacations, etc.) The employee does not have an absolute right to legal representation, but may have an advisor present. A co-worker would not be considered an advisor. The employee is expected to represent and speak for him or herself. Only issues addressed in the original written request may be discussed.
- e. The Appointing Authority or designee will make a final written decision within three (3) working days of the meeting, and are authorized to instruct the supervisor to:
 - o follow DMVA's implementation plan;
 - o correct an error;
 - o or reconsider a performance evaluation or agreement, if appropriate.Mediation may be recommended. Their authority is limited to reviewing the facts within the limits of this implementation plan. They may not substitute their judgment for that of the supervisor. They may not render a decision that would alter the implementation plan. The decision should be sent to the supervisor, with a copy to the employee and the DMVA State Personnel Office.
- f. Based on consideration of the recommendations received, the supervisor should then make a final decision within five (5) working days and advise the employee of that decision.
- g. The completion of the internal stage of the dispute resolution process for issues disputable at the external stage (Personnel Director), the employee will be advised in writing of the deadlines and address for filing with the Director. Such notice will include the requirement that they must attach a copy of the original written dispute and the Department's final decision. This decision is final and binding relative to issues involving an individual agreement or evaluation.

External Process

- a. Only the original issues involving the application of this implementation plan to the individual agreement and/or evaluation are reviewable outside DMVA. The employee must send a written request for review to the State Personnel Director at Department of Personnel, 1313 Sherman Street, 1st Floor, Denver, CO 80203, within five (5) working days of receipt of the final decision by DMVA if they wish to pursue the matter further. The request must include copies of the original issues and the final decision of the Department.
- b. The State Personnel Director or designee shall select a qualified neutral third party to review the issues presented. The neutral third party has 30 days to issue a written decision that is final and binding.
- c. Only issues originally presented in writing shall be considered throughout the dispute resolution process.



TALENT FEEDBACK AND SELF-ASSESSMENT

Employee: _____

Date: _____

COMMUNICATION TALENT GOAL:

Employee Self-Assessment:

INTERPERSONAL SKILLS TALENT GOAL:

Employee Self-Assessment:

CUSTOMER SERVICE TALENT GOAL:

Who My Customer Is:

Employee Self-Assessment:

ACCOUNTABILITY TALENT GOAL:

Employee Self-Assessment:

JOB KNOWLEDGE TALENT GOAL:

Employee Self-Assessment:

SUPERVISORY/HUMAN RESOURCE MANAGEMENT TALENT GOAL:

Employee Self-Assessment:

Employee Signature: _____