

## Evaluation of Employees

### 1001.1 PURPOSE AND SCOPE

The Department's employee performance evaluation system is designed to record work performance for both the Department and the employee, providing recognition for good work and developing a guide for improvement.

### 1001.2 POLICY

The Colorado State University Police Department utilizes a performance evaluation report to measure performance. The evaluation report is intended to serve as a guide for work planning and review by the supervisor and employee. It gives supervisors a way to create an objective history of work performance based on job standards.

The Department evaluates employees in a non-discriminatory manner based upon job-related factors specific to the employee's position, without regard to actual or perceived race, ethnicity, national origin, religion, sex, sexual orientation, gender identity or expression, age, disability, pregnancy, genetic information, veteran status, marital status, and any other classification or status protected by law.

### 1001.3 EVALUATION PROCESS

Evaluation reports will cover a specific period of time and should be based on documented performance during that period. Evaluation reports will be completed by each employee's immediate supervisor. Other supervisors directly familiar with the employee's performance during the rating period should be consulted by the immediate supervisor for their input.

All sworn and civilian supervisory personnel shall attend approved supervisory courses that includes training on the completion of performance evaluations within one year of the supervisory appointment.

Each supervisor should discuss the tasks of the position, standards of performance expected and the evaluation criteria with each employee at the beginning of the rating period. Supervisors should document this discussion in the prescribed manner.

Assessment of an employee's job performance is an ongoing process. Continued coaching and feedback provides supervisors and employees with opportunities to correct performance issues as they arise.

Non-probationary employees demonstrating substandard performance shall be notified in writing of such performance as soon as possible in order to have an opportunity to remediate the issues. Such notification should occur at the earliest opportunity, with the goal being a minimum of 90 days written notice prior to the end of the evaluation period.

Employees who disagree with their evaluation and who desire to provide a formal response or a rebuttal may do so in writing in the prescribed format and time period found in the HR Manual.

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<http://www.hrs.colostate.edu/policies/hrs-manual.html>

State Classified employees are evaluated based on the State of Colorado Performance Management Program. The Performance Management Program (PMP) is a state-mandated program and, as a state institution, Colorado State University is required to implement this program for its state-classified employees. This process is comprised of three required steps: planning, mid-year review, and final evaluation.

The detailed guide can be found on CSU's central HR website located here:

<http://www.hrs.colostate.edu/employee-relations/sc-performance-management.html>

Administrative Professional employees are evaluated once per year on the fiscal cycle, beginning July 1 and ending June 30. Evaluations are due within 60 days of the end of the performance cycle.

Details on the process can be found in Section D.5.5. of the Academic Faculty and Administrative Professional Manual, found on the University website for the Office of the Provost and Executive Vice President located here:

<https://facultycouncil.colostate.edu/faculty-manual/>

### **1001.4 EVALUATION FREQUENCY**

Employees are evaluated on a yearly basis in compliance with CSU Performance Management reporting requirements. The Performance Management Planning and Evaluation Cycle for CSU State-Classified employees is April 1 through March 31 of each year.

### **1001.5 FULL-TIME PROBATIONARY PERSONNEL**

Personnel must successfully complete the probationary period before being eligible for certification as regular State Classified employees. An evaluation will be completed monthly for all full-time civilian personnel during the probationary period. Probationary POST certified personnel are evaluated daily, weekly and monthly during the probationary period.

### **1001.6 REGULAR STATUS PERSONNEL**

Performance plans are developed in April of each year for the State Classified employees of the University, as well as some Administrative Professionals. Additionally, a plan must be developed within 30 days of a new hire, transfer, or promotion for all State Classified employees.

#### **1001.6.1 RATINGS**

State Classified Personnel Definitions of Overall Performance Rating Levels:

**Level 3 (Exceptional Performer):** 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

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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.

**Level 2 (Successful Performer):** 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 (Needs Improvement):** 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 through a Corrective Action/ Performance Improvement Plan to insure 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.

Administrative Professional personnel definitions of Overall Performance Rating Levels:

**Outstanding** - Actual performance that is well beyond that required for the position. It is exceptional performance, definitely superior or extraordinary.

**Exceeds requirements** - Represents performance that is better than expected of a fully competent employee. It is superior to what is expected but is not of such rare nature to warrant outstanding.

**Meets requirements** - Performance of a fully competent employee. It means satisfactory performance that meets the standards required of the position.

**Needs improvement** - A level of performance less than that expected of a fully competent employee and less than the standards required of the position. A needs-improvement rating must be thoroughly discussed with the employee.

**Unsatisfactory** - Performance is inferior to the standards required of the position. It is very inadequate or undesirable performance that cannot be tolerated.

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Space for written comments is provided at the end of the evaluation in the rater comments section. This section allows the rater to document the employee's strengths, weaknesses and suggestions for improvement. Any rating under any job dimension marked unsatisfactory or outstanding shall be substantiated in the rater comments section.

### **1001.7 EVALUATION INTERVIEW**

Prior to conducting the evaluation meeting with the employee, supervisors must provide evaluation forms to the Division Commander. The Division Commander shall review the evaluation for fairness, impartiality, uniformity and consistency and then submit the forms to the Reviewer (Chief of Police) for approval. When the supervisor has received Reviewer approval, arrangements shall be made for a private discussion of the evaluation with the employee. The supervisor should discuss the results of the recently completed rating period and clarify any questions the employee may have. If the employee has valid and reasonable protests of any of the ratings, the supervisor may make appropriate changes to the evaluation. Areas needing improvement and goals for reaching the expected level of performance should be identified and discussed. The supervisor should also provide relevant counseling regarding advancement, specialty positions and training opportunities. The supervisor and employee will sign and date the evaluation. Employees may also write comments in the employee comments section of the performance evaluation report.

After the supervisor finishes the discussion with the employee, the signed performance evaluation is forwarded to the departmental HR Liaison for processing. The Division Commander shall use the quality of performance ratings prepared as a factor to evaluate the supervisor.

### **1001.8 EVALUATION REVIEW**

The Division Commander shall use the quality of performance ratings prepared as a factor to evaluate the supervisor.

### **1001.9 EVALUATION DISTRIBUTION**

The original performance evaluation cover sheet shall be maintained in the employee's central personnel file in the office of CSU Human Resources. A copy of the cover sheet and full original supporting documentation is maintained in the employee's departmental personnel file in accordance with record retention policy. A copy will be given to the employee by the supervisor.