



## Annual Performance Assessment Plan – Manager and Above

Name:	Date:
Job Title:	Supervisor:
Department:	Next Level Manager:
Performance Period:	Special Notes:
<p><i>The Connect for Health Colorado (C4HCO) Performance Assessment Plan is designed to guide achievement of personal and organizational performance goals and development opportunities during the year. This document is intended to be used to provide feedback on key skills, referred to as “competencies” which are necessary to perform in a management level position here at C4HCO, as well as feedback on strengths and opportunities for development and assessment of whether agreed upon goals and objectives from the prior or initial review period have been satisfactorily achieved. The Performance Assessment Plan is a living document and as such, should be updated during the coaching and feedback sessions as they occur throughout the year and as reality and changing business conditions warrant. Performance goals and progress achievement may be updated during the entire year; year-end overall performance ratings should only be assigned at the end of the year/performance period.</i></p>	

The competencies C4HCO has defined as necessary and critical in Manager-level and Above positions are:	
<b>1) Strategic Focus/ Ethics &amp; Integrity</b>	<b>4) Customer Focus</b>
<b>2) Management and Coaching</b>	<b>5) Courageous Leadership</b>
<b>3) Communication/Interpersonal &amp; Organizational Effectiveness</b>	<b>6) Fiscal Responsibility</b>

Under each of these six competencies, this form lists specific behaviors deemed critical for success which should be evaluated, using the rating scale and definitions provided below. C4HCO’s Core Values have also been included in these behavior descriptions for evaluation of the employee’s performance since the values of Honesty, Respect, Courage, Excellence, and Customer Focus are paramount to what C4HCO stands for.

<b>Rating:</b>	<b>(4) Exceeds Expectations-(EE)</b>	<b>(3) Meets Expectations-(ME)</b>	<b>(2) Developing or Inconsistent-(D/I)</b>	<b>(1) Needs Improvement-(NI)</b>
<b>Definition:</b>	Consistently meets and often exceeds all relevant performance standards. Shows initiative and versatility, works collaboratively,	Meets all relevant performance expectations, standards, requirements, and objectives and, on occasion, exceeds them.	Performance is still developing and/or does not consistently meet standards and expectations. Seldom exceeds,	Consistently falls short of performance standards. Tasks are accomplished with continual and close

	has strong technical & interpersonal skills. Work has significant impact beyond regular assignments and performance objectives. Can consistently be relied on as a contributor to critical outcomes and contributions may materially advance the mission of the organization.	Reliably performs the job assigned and may have a documented impact beyond the regular assignments and performance objectives that directly supports and furthers the mission of the organization.	occasionally meets, but sometimes falls short of, desired results. Focused coaching/direction and/or specific development plans to meet full performance standards may be required.	supervision/direction. Performance is unsatisfactory and fails to meet requirements and expectations. Immediate and sustained performance improvement required.

**Part 1 - PERFORMANCE FACTORS/COMPETENCIES** - Using the rating scale above, please mark in the applicable box next to each behavior description whether the employee’s performance was demonstrative of “4-(EE)”, “3-(ME)”, “2-(D/I)”, or “1-(NI)” over the review period. **Please provide examples/rationale in the box provided for any “4- Exceeds Expectations” or “1-Needs Improvement” ratings. Examples may also be provided here for other ratings.**

1. Strategic Focus/Ethics & Integrity	4-(EE)	3-(ME)	2-(D/I)	1-(NI)
<b>A.</b> Creates and sets appropriate goals and objectives and develops the support plan to ensure the critical steps/processes are put in place to achieve desired results for self and others, relative to C4HCO Strategic outcomes.				
<b>B.</b> Creates and implements strategies to track and increase productivity in areas needing improvement. Is forward thinking and seeks ways to improve and maximize opportunity.				
<b>C.</b> Has personal credibility and high integrity. Demonstrates sound moral and ethical principles. Earns others’ trust and respect through consistent honesty and professionalism in all interactions.				
<b>D.</b> Reacts thoughtfully and appropriately to key developments in areas of expertise that may affect the organization and looks for ways to collaborate and leverage these developments for C4HCO, its customers and partners.				
<b>E.</b> Considers both the short and long term impact when developing new initiatives, processes, and programs and evaluates the return on investment (ROI) to all stakeholders involved.				
<b>Examples/Rationale required for “4-Exceeds Expectations” or “1-Needs Improvement” ratings, and may also be provided for other ratings:</b>				

<b>2. Management and Coaching</b>		<b>4-(EE)</b>	<b>3-(ME)</b>	<b>2-(D/I)</b>	<b>1-(NI)</b>
<b>A.</b>	Models leadership behavior and displays attributes that inspires people to follow, including providing and fostering an environment of trust and collaboration, while displaying an appropriate level of empathy and professionalism, and a helpful, confident outlook.				
<b>B.</b>	Establishes a spirit of cooperation and cohesion for achieving goals within intact teams and across the organization. Keeps team members up to date on business objectives and ensures they understand how their performance and efforts contribute to organizational goals and objectives.				
<b>C.</b>	Actively and proactively manages performance, by setting clear goals and expectations, measuring progress towards completing goals, ensuring feedback, and addressing performance concerns and issues promptly; develops plans that support organization's objectives and that provide clear focus. Communicates plans and gains input from peers, employees and appropriate stakeholders.				
<b>D.</b>	Recognizes that learning happens at unscheduled times and takes advantage of every opportunity to turn challenging situations into learning experiences.				
<b>E.</b>	Empowers direct reports by giving them the appropriate authority to accomplish work in the most efficient and timely manner, while providing consistent oversight and effectively managing ongoing assignments, projects and critical priorities.				
<b>Examples/Rationale required for "4-Exceeds Expectations" or "1-Needs Improvement" ratings, and may also be provided for other ratings:</b>					

<b>3. Communication/Interpersonal &amp; Organizational Effectiveness</b>		<b>4-(EE)</b>	<b>3-(ME)</b>	<b>2-(D/I)</b>	<b>1-(NI)</b>
<b>A.</b>	Communicates effectively, verbally and in writing. Identifies, organizes, facilitates and/or sustains mutually beneficial partnerships and alliances with internal and external stakeholders.				
<b>B.</b>	Actively listens to views and opinions of others and keeps an open mind. Is empathetic toward others' opinions and concerns. Resolves conflicts, confrontations and disagreements positively and constructively.				
<b>C.</b>	Demonstrates open, honest and collaborative communication by sharing important information with others who need to know and is not withholding of information. Ensures all communications, especially challenging messages reflect leadership unity and management ownership.				

<b>D.</b>	Exhibits knowledge and understanding of C4HCO’s marketplace when making decisions; continually scans the external environment to evaluate how potential ideas may be used to organization’s advantage. Recognizes and seizes opportunities for C4HCO’s products and services; is objective, utilizing a broad framework in making judgments; has ability to see the “big picture” (Organization-wide picture).				
<b>E.</b>	Creates a work environment that encourages creative thinking; designs and implements new or cutting-edge programs/processes, focused on division, department, and organization’s goals and outcomes.				
<b>Examples/Rationale required for “4-Exceeds Expectations” or “1-Needs Improvement” ratings, and may also be provided for other ratings:</b>					

<b>4. Customer Focus</b>	<b>4-(EE)</b>	<b>3-(ME)</b>	<b>2-(D/I)</b>	<b>1-(NI)</b>
<b>A.</b> Insists on and provides high quality service to internal and external customers.				
<b>B.</b> Encourages others within the organization to find ways of delivering services that will better serve the needs of C4HCO’s partners and customers.				
<b>C.</b> Professionally and proactively challenges the status quo and addresses poor performance where it is impacting effective service delivery.				
<b>D.</b> Responds to customers’ needs, questions and concerns in an accurate, effective, and timely manner and handles all communications and customer interactions with an appropriate sense of urgency.				
<b>Examples/Rationale required for “4-Exceeds Expectations” or “1-Needs Improvement” ratings, and may also be provided for other ratings:</b>				

<b>5. Courageous Leadership</b>	<b>4-(EE)</b>	<b>3-(ME)</b>	<b>2-(D/I)</b>	<b>1-(NI)</b>
<b>A.</b> Treats others with respect and dignity and is sensitive to their unique needs; gets others involved so that they feel ownership, empowered, and energized; Inspires enthusiasm and commitment for the company, its products, and its future success; understands and promotes the company’s strategy.				
<b>B.</b> Tactfully dispenses timely, direct and actionable feedback; is open and direct with others without being intimidating; deals head-on with personnel issues and difficult or complicated situations.				

<b>C.</b>	Exercises good judgment by making sound and well-informed decisions; is proactive; effectively analyzes potential for and assumes measured risks, acts decisively and takes responsibility for results; makes breakthrough decisions based upon a mixture of analysis, wisdom, experience and judgment.				
<b>D.</b>	Is open to change and new information; adapts behavior and work methods in response to new information, technology, changing conditions or unexpected obstacles; adjusts rapidly to new situations warranting attention and resolution.				
<b>E.</b>	Recognizes own strengths and weaknesses; seeks feedback from others; extracts learning from failure.				
<b>Examples/Rationale required for "4-Exceeds Expectations" or "1-Needs Improvement" ratings, and may also be provided for other ratings:</b>					

<b>6. Fiscal Responsibility</b>		<b>4-(EE)</b>	<b>3-(ME)</b>	<b>2-(D/I)</b>	<b>1-(NI)</b>
<b>A.</b>	Manages budget and utilizes C4HCO resources effectively.				
<b>B.</b>	Looks for methods to improve processes that have a positive impact on the bottom line. Able to optimize profitability by making good decisions about various factors impacting the business.				
<b>C.</b>	Uses sound judgment when allocating company funds toward projects, programs, technology, systems, vendors, etc. and looks for the return on investment (ROI) on such expenditures to justify the expense.				
<b>D.</b>	Has strong business acumen and uses this knowledge to determine which opportunities to embrace and which to forego.				
<b>Examples/Rationale required for "4-Exceeds Expectations" or "1-Needs Improvement" ratings, and may also be provided for other ratings:</b>					

<b>7. Safety &amp; Compliance (Required)*</b>		<b>4-(EE)</b>	<b>3-(ME)</b>	<b>2-(D/I)</b>	<b>1-(NI)</b>
<b>A.</b>	Must successfully complete all C4HCO safety, regulatory compliance and other required training by assigned dates.				
<b>*Note – Required performance component for all C4HCO employees. May only be rated 3- Meets Expectations, or 1-Needs Improvement.</b>					

**Part 1 – TOTAL RATING** (Add all numeric ratings and divide by 29, the total number of Part 1 ratings)--  
**→**

**PART 2 – PERFORMANCE GOALS AND OBJECTIVES**

List goals and objectives agreed upon from last review (or initial review if newly hired or promoted) and describe key accomplishments, quantifiable results, and successful outcomes achieved over the review period. **Each goal should support one or more C4HCO Strategic Goals from the current year/review period. Current C4HCO Strategic Goals are listed on the Planning and Goal-Setting Form.**

Goal #	Strategic Goal Supported - Name/ #	SMART Goal Description and Outcome	Goal Achieved? Yes/No	Rating			
				4- (EE)	3- (ME)	2- (D/I)	1- (NI)
1							
2							
3							
4							
5							

**Strengths** – List major strengths and abilities.

**Opportunities for Development** – List the areas where the individual could improve and develop performance.

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**Part 2 – TOTAL RATING (Add Part 2 ratings and divide by total number of Part 2 goals/ratings)---→**

**Overall Rating** – Using the rating scale, please indicate your overall rating of the employee, taking into account the employee’s performance against the core competencies incorporating C4HCO’s Core Values. Additionally, this rating should take into account the employee’s performance in achieving the identified goals and objectives for the current review period. *(To calculate overall rating, add totals from Part 1 and Part 2, and divide by 2, then place that number in and check the box under the corresponding rating below).* Any overall ratings of 4-(EE), or 1-(NI) must be approved by *Review Panel* prior to being presented to employee.

Overall Rating – Check the box under the rating that applies			
EXCEEDS EXPECTATIONS 4-(EE)	MEETS EXPECTATIONS 3-(ME)	DEVELOPING OR INCONSISTENT 2-(D/I)	NEEDS IMPROVEMENT 1-(NI)
Attach <i>Review Panel</i> approval documentation			Attach <i>Review Panel</i> approval documentation

### **PART 3 – COMMENTS AND SIGNATURES**

*The employee and supervisor may add any relevant comments before signing the performance assessment.*

Employee Comments: *(Optional)*

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor Comments: *(Optional)*

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Next Level Manager's Signature: \_\_\_\_\_ Date: \_\_\_\_\_