

## **Current Annual Director Evaluation Process**

*A (\*) denotes an action that fulfills or is related to a current statutory requirement. See page 4 for breakdown of statutory requirements.*

Each agency director:

- Submits to the evaluation facilitator:
  - Job description
  - Pay ranges for respective staffs\*
  - Self-directed agency and individual professional goals for upcoming review period
  - Update on agency and individual professional goals for current review period
- Participates in evaluation meeting with Executive Committee

Evaluation facilitator (currently the OLWR):

- Works with directors and Executive Committee to determine if any changes are needed to core competencies (see page 5 for core competencies)
- Requests that each oversight committee complete evaluation form\*
  - 8 questions, tie into core competencies
  - Collects and manages completed forms
- Provides opportunity for all members to complete evaluation form\*
  - 7 questions, tie into core competencies
  - Collects and manages completed forms
- Solicits feedback from each agency's staff
  - 8 questions, tie into staff leadership and management competencies
  - Collects and manages completed forms
- Aggregates and formats all feedback
- Compiles into a report for the Executive Committee regarding each director:
  - Job description
  - Agency staff pay ranges\*
  - Upcoming self-directed goals
  - Update on previous/current goals
  - Staff evaluation
  - Committee evaluation\*
  - Other member evaluation\*
  - Executive Committee evaluation summary from previous year(s)
- Submits report to Executive Committee

- Submits individual reports to directors
- Facilitates evaluation meeting with Executive Committee and directors
- Collects Executive Committee chair signature on salary adjustment forms, if applicable
- Submits to LCS or OSA Accounting any salary adjustments
- Provides record storage and maintenance

Executive Committee:

- Reviews report from facilitator
- Solicits additional feedback or follows-up, as needed
- Completes evaluation form
  - 7 questions, tie into core competencies
  - Completed individually online, results are averaged
- Completes evaluation meeting\*
  - Provides any specific agency or individual professional goals
- Approves salary pay ranges of the staffs of legislative service agencies\*
  - Custom and practice is that approval of each agency's budget request by each oversight committee and the Executive Committee, along with the subsequent passage of the legislative appropriations bill, constitutes approval of these pay ranges for purposes of this requirement
- Determines whether to retain directors (consults with LAC re: retention of State Auditor if there is a desire not to retain)\*
  - By vote
- Determines salary for each director\*
  - By vote

## **Possible Approaches for 2024 (and beyond)**

Keep same process:

- Can also tweak, as necessary
  - Can adjust the amount of feedback sought
  - Can adjust the information that directors provide to Executive Committee

Fulfill only the statutory requirements:

- Directors only provide salary ranges for their agencies
- Each oversight committee provides report on director performance (can be facilitated or committees required to submit their own reports)
- All members provided opportunity to provide feedback (can be facilitated or feedback directly to Executive Committee or caucus leadership)
- Executive Committee:
  - Determines whether to retain directors
  - Determines salary for each director
  - Approves salary pay ranges of the staffs of legislative service agencies
  - Completes evaluation meeting or provides evaluation memo

Outsource process to external consultant:

- Likely to be similar to current process, attempting to make the process more meaningful to the Executive Committee and agency directors, but brings external perspective
- Removes any potential concerns about the OLWR's involvement
  - OLWR Director reports to OLLS Director
  - Facilitating the process may not fall clearly within the statutory scope of the OLWR
    - Typically facilitated by HR
    - The OLWR does not provide full HR services
- Comes with additional cost, need to determine who pays

Change the statute:

- If there is desire to completely re-write the process

## **Annual Director Evaluation Statutory Requirements**

Section 2-3-303 (3)(b), C.R.S., requires:

- the Legislative Council to provide a report to the Executive Committee evaluating the performance of the Legislative Council Staff Director of Research,
- the Committee on Legal Services to provide a report to the Executive Committee evaluating the performance of the Director of the Office of Legislative Legal Services,
- the Legislative Audit Committee to provide a report to the Executive Committee evaluating the performance of the State Auditor, and
- the Joint Budget Committee to provide a report to the Executive Committee evaluating the performance of the JBC Staff Director.

Section 2-3-303 (3)(g), C.R.S., allows that any member or legislative committee may provide information or recommendations about any director or the staffs of legislative agencies.

Section 2-3-303 (3)(g), C.R.S., requires that each legislative agency director shall file a report annually with the Executive Committee setting forth the salaries paid to their respective staffs.

Section 2-3-303 (3)(c), C.R.S., and Section 2-3-303 (3)(f), C.R.S., require the Executive Committee of the Legislative Council to:

- evaluate the performance of the legislative agency directors,
- determine the salaries of the legislative agency directors, and
- approve salary pay ranges to be used in determining the salaries of the staffs of legislative service agencies.

## **Nonpartisan Service Agency Director Core Competencies**

### Customer Service

- Maintains a commitment to quality and ensures that the agency provides exemplary service to legislators, legislative staff (partisan and nonpartisan), other state agency staff, and the public, as applicable.
- Consistently provides service in a nonpartisan manner.
- Consistently works to innovate and evolve service provision, as applicable, as service needs change and evolve.

### Leadership

- Demonstrates and clearly articulates the mission and goals of the agency.
- Maintains the highest ethical standards and creates a culture of ethical service provision.
- Accepts feedback and demonstrates tact and diplomacy when resolving conflicts.

### Accountability

- Demonstrates a high level of accountability in all aspects of the job.
- Accepts responsibility for own words and actions.
- Maintains confidentiality and exercises good judgment.

### Management

- Ensures that the agency can attract, develop, and motivate a highly qualified workforce.
- Allocates responsibilities and workload appropriately, and maintains an effective management and supervisory structure.
- Communicates regularly and effectively.
- Appropriately identifies issues and challenges in a timely manner, and takes appropriate action to resolve them.

### Job Knowledge

- Demonstrates appropriate subject matter expertise relevant to the agency's core functions as they relate to the powers and duties of the legislative branch.