

#### MANAGEMENT TEAM EMPLOYEE PERFORMANCE EVALUATION PROCESS

The evaluation process is designed to support and improve the overall effectiveness of District operations and align the management team employee's work efforts with the District's goals. The purpose of the management team evaluation process is to clarify expectations and goals for performance. The process provides the opportunity to promote the development of professional abilities, acknowledge management team employee contributions, and enhance communication between the management team employee and the supervisor. It is important that this process be constructive and that the management team employee and supervisor emerge with a mutual understanding of the standards and expectations of performance.

The process emphasizes on-going communication through a year-long procedure, beginning with an initial conference, progressing to a mid-year conference and concluding with a summary conference. The process begins with discussion and identification of mutual goals and objectives, and major projects and priorities for the year. The evaluation concludes with the supervisor's summary assessment and review, including any commendations and recommendations, based on the following:

- 1. Progress made on goals and objectives
- 2. Performance of major position responsibilities
- 3. Behavioral skill factors
- 4. Management team employee's self-evaluation

Evaluations will be reviewed by the Superintendent/President and/or the appropriate Vice President.

Every other year, confidential feedback on behavioral skill factors is solicited from a minimum of 10 faculty, classified, and management staff. The feedback will be solicited each spring semester toward the end of the evaluation year, based on the following schedule. The first survey will be conducted in spring 2008 (even year). This input will be reflected in the summary assessment as deemed appropriate by the supervisor.

Confidential Feedback Survey Schedule for Management Team Positions					
Administrators	Years	Managers/Supervisors	Years	Confidential	Years
Associate Dean, HR	odd	Asst. to Supt/President	odd	Admin Asst to the VP, Administrative Services	even
Dean of Instruction	even	Controller	even	Budget/Operations Analyst	odd
Dean, Instructional Planning	odd	Director, Children's Center	odd	Exec Asst to the Supt/President	even
Dean, Student Services	even	Director, Inst. Research	odd	HR Analyst	odd
VP, Academic Affairs	even	Director, Student Financial Services	even	HR Benefits and Retirement Specialist	even
VP, Administrative Services	odd	Director, Admissions & Records	odd	HR Administrative Asst. II	odd
VP, Student Services	odd	Custodial/Evening Site Supervisor	odd	HR Specialist	even
Associate Dean, Instructional Technology & Development	even	Facilities Operations Supervisor	odd	Admin Asst to the VP, Student Services	even
Public Safety Training Center Director	even	Systems and Programming Manager	odd	Admin Asst to the VP, Academic Affairs	even
		Theatre Technical Director	even	Director, Student Success and Equity	odd
		Director, Information Systems	even		



#### MANAGEMENT EMPLOYEES EVALUATION PROCEDURE

#### **TIMELINE**

#### STEPS IN THE PROCESS

July

PREPARATION FOR INITIAL CONFERENCE - Supervisor schedules initial conference at the beginning of each fiscal year no later than July 31. In preparation for this meeting, the management team employee being evaluated drafts 3-5 goals and objectives and identifies major position responsibilities on the Initial Conference Form and submits to supervisor prior to the Initial Conference meeting. The goals and objectives should address day-to-day operations, new initiatives, and professional development. Professional development includes training activities, professional growth, or personal skill development. Goals should be either programmatic or individual; related to College and District goals; reasonable and attainable; and measurable. In addition, the management team employee identifies 4-7 major position responsibilities on the *Initial Conference Form* for the evaluation The evaluation components include the goals and objectives, performance of position responsibilities, behavioral skills, and a selfevaluation completed by the management team employee.

By July 31

2 INITIAL CONFERENCE – Supervisor and the management team employee being evaluated meet to review the evaluation process/components and reach agreement on goals an-+d objectives, specific activities to accomplish objectives, achievement measures, and the major position responsibilities identified for the evaluation year.

2 weeks after Initial Conference Management team employee being evaluated submits final goals and major position responsibilities list on *Initial Conference Form* to the supervisor within two weeks after the Initial Conference.

**January** 

MIDYEAR CONFERENCE – Supervisor and the management employee being evaluated meet in January to review progress, discuss challenges, and make adjustments to goals and objectives as needed

By May 31

SUMMARY CONFERENCE AND EVALUATION SCHEDULE – Supervisor schedules Summary Conference for the end of the year (to be conducted by June 30th.)

1-2 weeks prior to Summary Conference Prior to the Summary Conference date, the management team employee being evaluated prepares and submits *Self-Evaluation Form* to supervisor in preparation for the Summary Conference.

June

Supervisor prepares *Summary Evaluation*. Supervisor and management team employee being evaluated meet to review the summary evaluation report at the Summary Conference scheduled no later than June 30th.

**Every other year** 

ANONYMOUS CONFIDENTIAL FEEDBACK FORM — Every other year, during the spring semester, a survey instrument will be submitted to a minimum of 10 faculty, classified, and management staff. The management team employee being evaluated will create the list in collaboration with the supervisor who will submit the instrument to those listed, collect responses, review input received, and reference as appropriate in the *Summary Evaluation* when completing the evaluation summary.



### MANAGEMENT EMPLOYEES EVALUATION PROCESS CHECKLIST

Management Employee b	eing evalu	ated Title	Evaluation Year
Supervisor		Title	Date
TIMELINE		STEPS IN THE PROCESS	
July	DONE	INITIAL CONFERENCE  Management team employee prepares draft <i>Initial C</i> Supervisor schedules Initial Conference meetir	Conference Form
By July 31		employee being evaluated  Supervisor and management team employee hold Ir reach agreement on goals and objectives and major	
2 weeks after Initial Conference		Management team employee completes final version and submits copy to supervisor	n of <i>Initial Conference Form</i>
January		MIDYEAR CONFERENCE Supervisor and management team employee hold M	Aidyear Conference meeting
February - April		CONFIDENTIAL EVALUATION FEEDBACK SU If this is a confidential evaluation feedback su team employee, Management team employee and supervisor deter faculty/staff to survey	ırvey year for management
		Survey distributed to list of faculty/staff	
		Survey results tabulated and received by supervisor	
By May 31		SUMMARY CONFERENCE Supervisor schedules Summary Conference meeting team employee	ng in June with management
1-2 weeks prior to Summary Conference		Management team employee completes Self-Evaluat supervisor	tion Form and submits to
By June 30		Supervisor prepares Summary Evaluation in advance	of Summary Conference
		Supervisor and management team employee meet review <i>Summary Evaluation</i>	t for Summary Conference to
		Supervisor provides copy of signed Summary Evaluated	luation to management team
		Supervisor files copy of <i>Self Evaluation</i> and original s Office of Human Resources	igned Summary Evaluation with



#### **INITIAL CONFERENCE FORM**

Prepared by Management Employee

Γιοραίσα	by Managerin	ont Employee	
Management Employee being evaluated		Title	Evaluation Year
Supervisor		Title	Date
Confidential Feedback Survey Year?	☐ Yes	□No	
The management employee being evaluate supervisor prior to the Initial Conference me management employee will review the evaluation goals and objectives, related activities, and Following the meeting, the Initial Conference	eeting. At the uation process measures as	Initial Conference, th s/components and re well as the list of ma	ne supervisor and each agreement on the jor position responsibilities.
PART I – ANNUAL GOALS AND OBJE List 3-5 annual goals and objectives on the undertake and the target dates for completi goals and the related activities will be r concurrence. Goals should address the for	form below. ion of each ac reviewed with	tivity. Use additiona the supervisor at	I sheets as needed. These the Initial Conference for

- initiatives, and (3) professional development. All goals should be: A. Programmatic or individual
  - B. Described in operational terms

  - C. Placed in priority orderD. Related to College and District goals
  - E. Reasonable and attainable
  - F. Measurable

Goals and Objectives	Specific Actions to Accomplish Goals and Objectives	Target Dates for Completion
1.	a)	
How does this goal relate to College and	District goals?	
What problems/challenges are anticipate	ed in reaching this goal?	



# Monterey Peninsula Community College District Management Team Employee Performance Evaluation Initial Conference Form

Goals and Objectives	Specific Actions to Accomplish Goals and Objectives	Target Dates for Completion
2.	a)	Completion
How does this goal relate to the College	and District goals?	
Then also the geal relate to the college	and District godie.	
What problems/challenges are anticipate	ed in reaching this goal?	
Trial problems, shallonges are aniisipate	od m rodorning uno godi.	
3.	a)	
How does this goal relate to College and	District goals?	
What problems/challenges are anticipate	ed in reaching this goal?	
4.	a)	
How does this goal relate to College and	District goals?	
What problems/challenges are anticipate	ed in reaching this goal?	



# Monterey Peninsula Community College District Management Team Employee Performance Evaluation Initial Conference Form

Goals and Objectives	Specific Actions to Accomplish Goals and Objectives	Target Dates for Completion
5.	a)	
How does this goal relate to College and	d District goals?	
What problems/shallenges are entisinet	ad in reaching this goal?	
What problems/challenges are anticipate	ed in reaching this goal?	



## Monterey Peninsula Community College District Management Team Employee Performance Evaluation Initial Conference Form

#### **PART II - POSITION RESPONSIBILITIES**

Management team employee identifies 4 to 7 major responsibilities from the job description for the evaluation. These position responsibilities will be reviewed with the supervisor at the Initial Conference for concurrence.

1.       2.       3.       4.       5.       6.	LIST 4 - 7 MAJOR POSITION RESPONSIBILITIES
3.         4.         5.	1.
3.         4.         5.	
3.         4.         5.	
4.         5.	2.
4.         5.	
4.         5.	
5.	3.
5.	
5.	
	4.
6.	5.
6.	
6.	
	6.
7.	7.



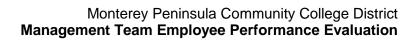
### **SELF EVALUATION FORM**

Prepared by Management Employee

Management Employee being evaluated	Title	Evaluation Year
Supervisor	Title	Date
	d objective listed on the <i>Initial Conferer</i> e activities accomplished, timelines, and	
Goals and Objectives	Specific Actions to Accomplish Goals and Objectives	Target Dates for Completion
1.	a)	
Status Report:		
2.	a)	
Status Report:		
Ctatae Roperti		

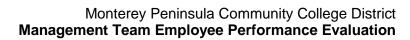


Goals and Objectives	Specific Actions to Accomplish Goals and Objectives	Target Dates for Completion
3.	a)	
Status Report:		
4.	a)	
Status Report:		
E		
5.	a)	
Status Report:		





Major Position Responsibilities and Behavioral Skills
Provide an overall assessment of your performance of major job responsibilities identified on the
Initial Conference Form and behavioral skills (leadership, decisionmaking, problem solving,
initiative, planning, contributions to college goals, fiscal responsibility, teamwork, supervision,
communication, sensitivity to diversity) used during the past year.





Accomplishments
Discuss accomplishments made during the past year.
Job Description Review
Indicate any changes in your job description that may be needed to reflect your current duties
and responsibilities.
Professional Crowth and Davalanment
Professional Growth and Development  Describe any efforts or activities undertaken for professional growth and development during the
past year. Indicate activities or training you would like to participate in for professional growth
and development.
and development.



Student Learning Outcomes (SLO), Program Learning Outcomes (PLO) and Service Area Outcomes (SAO) <i>This section is mandatory and must be completed.</i>
Describe your participation in SLO/PLO/SAO assessment in your area (e.g., oversight, facilitation, data gathering/evaluation, etc.) How do you support participation in assessment activities in your area? If you have direct reports, what steps have you taken to support their participation in assessment activities? How have you used the results of outcomes assessment conducted in your area to address gaps in teaching, learning, or services?
Additional Comments, if any
Signature of Employee Date

Original to: Supervisor Copy (with supervisor's Summary Evaluation) to:

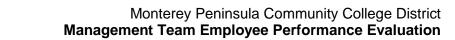
Office of Human Resources



### **SUMMARY EVALUATION**

Prepared by Supervisor

Management Employee being evaluated	Title	Evaluation Year
Supervisor	Title	Date
Confidential Evaluation Survey Year?	☐ Yes ☐ No	
contributions to college goals, fis communication, sensitivity to div	are considered: jectives, esponsibilities, cisionmaking, problem solving, init scal responsibility, teamwork, supe	tiative, planning, ervision,
In years when the confidential evaluation made after considering input received; appropriate by the supervisor.	•	
Supervisor's Assessment		





Supervisor's Assessment	



Supervisor's Assessment		



#### Part II - Commendations and Recommendations

Commendations	
Recommendations	



Part III – Overall Performance Rating	
<ul><li>Meets/Exceeds Expectations</li><li>Needs Improvement*</li><li>Unsatisfactory*</li></ul>	
*This rating to be substantiated by supporting comments Assessment and specific areas for improvement in Part I Recommendations.	
Conference with management team employee held on _	Date
Signature of Supervisor	Date
Employee Comments:  I have received and reviewed this evaluation with my sup	pervisor.
Signature of Employee	Date
The employee may submit a written response to this eva Office of Human Resources within ten working days from copy will be attached and filed with the Summary Evalua 87031).	the date of this evaluation. The HR

Original to: Human Resources
Copy to: Management employee
Superintendent/President

Area Vice President



#### **CONFIDENTIAL**

#### **EVALUATION FEEDBACK SURVEY**

(to be conducted as an electronic survey)

Management Employee being eva	luated Title	Evaluation Year
Supervisor	Title	Date
Return this form to:	Date Dupervisor of Management Employee	ue:

#### **INSTRUCTIONS:**

For each performance area below, select the rating scale number which best reflects your personal assessment. If you have no knowledge of the specific item listed, selct the number, "0". Space is provided after each item for supporting comments or examples.

Your response should be based not on the reaction of others, but on your own firsthand knowledge and experience with the management employee, focusing on the management employee's performance at the present time. As with all evaluations, the ultimate goal is to improve performance; therefore, any comments should be constructive, assisting the individual to improve his/her performance.

#### Rating scale:

- 1 = Strongly disagree
- 2 = Disagree somewhat
- **3** = Agree somewhat
- 4 = Strongly agree
- **0** = Unable to rate, insufficient opportunity to observe

Performance area	strongly disagree	disagree somewhat	agree somewhat	strongly agree	unable to rate
Overall, the services within the management employee's scope of responsibility support the mission of the college and meet District goals and objectives.	1*	2*	3	4	0
Supporting comments/examples:					
The management employee is knowledgeable about his/her areas of responsibility.	1*	2*	3	4	0
Supporting comments/examples:					

<sup>\*</sup> Supporting comments required when "strongly disagree" (rating number 1) or "disagree somewhat" (rating number 2) are selected.

# Monterey Peninsula Community College District Management Team Employee Performance Evaluation Confidential Evaluation Feedback Survey

Performance area	strongly disagree	disagree somewhat	agree somewhat	strongly agree	unable to rate
The duties within the management employee's scope of responsibility are effectively performed.	1*	2*	3	4	0
Supporting comments/examples:					
4. The management employee demonstrates effective decisionmaking through being able to weigh alternatives, consider variables, analyze information, and make a clear judgment free from contradiction and vagueness.	1*	2*	3	4	0
Supporting comments/examples:					
<ol> <li>The management employee reflects a District-wide perspective in decisionmaking and recognizes and maintains policies and procedures that support the college mission.</li> </ol>	1*	2*	3	4	0
Supporting comments/examples:					
6. The management employee is effective at solving problems, is able to consider a problem from several viewpoints, and demonstrates ability to be creative and innovative in devising solutions.	1*	2*	3	4	0
Supporting comments/examples:					
7. The management employee communicates effectively and clearly, both verbally and in writing.	1*	2*	3	4	0
Supporting comments/examples:					
The management employee actively participates in committee work and meetings.	1*	2*	3	4	0
Supporting comments/examples:					

<sup>\*</sup> Supporting comments required when "strongly disagree" (rating number 1) or "disagree somewhat" (rating number 2) are selected.

# Monterey Peninsula Community College District Management Team Employee Performance Evaluation Confidential Evaluation Feedback Survey

Performance area	strongly disagree	disagree somewhat	agree somewhat	strongly agree	unable to rate
<ol> <li>The management employee actively participates in shared governance processes.</li> </ol>	1*	2*	3	4	0
Supporting comments/examples:					
The management employee works cooperatively for organizational effectiveness.	1*	2*	3	4	0
Supporting comments/examples:					
The management employee is approachable about concerns and issues.	1*	2*	3	4	0
Supporting comments/examples:					
The management employee demonstrates sensitivity and the ability to work effectively with others from culturally different backgrounds.	1*	2*	3	4	0
Supporting comments/examples:					
The management employee is an effective supervisor o staff, develops effective teams, and provides guidance and direction for their office/departments. (if applicable)		2*	3	4	0
Supporting comments/examples:					
The management employee provides leadership and effective management for the college. (if applicable)	1*	2*	3	4	0
Supporting comments/examples:					

<sup>\*</sup> Supporting comments required when "strongly disagree" (rating number 1) or "disagree somewhat" (rating number 2) are selected.



# Monterey Peninsula Community College District Management Team Employee Performance Evaluation Confidential Evaluation Feedback Survey

COMMENDATIONS:				
GENERAL COMMENTS:				
I interact with the management employee	□ Daily	□ Weekly	□ Monthly	□ Less often
THE CONFIDENTIALITY OF RESPONSES RESULTS ONLY WILL BE SHARED WITH EVALUATED.				_