

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	<p>① 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 <i>Initial Conference Form</i> 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 <i>Initial Conference Form</i> for the evaluation year. The evaluation components include the goals and objectives, performance of position responsibilities, behavioral skills, and a self-evaluation completed by the management team employee.</p>
By July 31	<p>② INITIAL CONFERENCE – Supervisor and the management team employee being evaluated meet to review the evaluation process/components and reach agreement on goals and objectives, specific activities to accomplish objectives, achievement measures, and the major position responsibilities identified for the evaluation year.</p>
2 weeks after Initial Conference	<p>③ Management team employee being evaluated submits final goals and major position responsibilities list on <i>Initial Conference Form</i> to the supervisor within two weeks after the Initial Conference.</p>
January	<p>④ 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</p>
By May 31	<p>⑤ SUMMARY CONFERENCE AND EVALUATION SCHEDULE – Supervisor schedules Summary Conference for the end of the year (to be conducted by June 30th.)</p>
1-2 weeks prior to Summary Conference	<p>⑥ Prior to the Summary Conference date, the management team employee being evaluated prepares and submits <i>Self-Evaluation Form</i> to supervisor in preparation for the Summary Conference.</p>
June	<p>⑦ Supervisor prepares <i>Summary Evaluation</i>. Supervisor and management team employee being evaluated meet to review the summary evaluation report at the Summary Conference scheduled no later than June 30th.</p>
Every other year	<p>⑧ 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 <i>Summary Evaluation</i> when completing the evaluation summary.</p>

MANAGEMENT EMPLOYEES EVALUATION PROCESS CHECKLIST

Management Employee being evaluated	Title	Evaluation Year
Supervisor	Title	Date

TIMELINE	STEPS IN THE PROCESS
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DONE

- | | |
|--|---|
| July | <input type="checkbox"/> INITIAL CONFERENCE
Management team employee prepares draft <i>Initial Conference Form</i> |
| | <input type="checkbox"/> Supervisor schedules Initial Conference meeting with management team employee being evaluated |
| By July 31 | <input type="checkbox"/> Supervisor and management team employee hold Initial Conference meeting and reach agreement on goals and objectives and major position responsibilities list |
| 2 weeks after Initial Conference | <input type="checkbox"/> Management team employee completes final version of <i>Initial Conference Form</i> and submits copy to supervisor |
| January | <input type="checkbox"/> MIDYEAR CONFERENCE
Supervisor and management team employee hold Midyear Conference meeting |
| February - April | <input type="checkbox"/> CONFIDENTIAL EVALUATION FEEDBACK SURVEY
<i>If this is a confidential evaluation feedback survey year for management team employee,</i>
Management team employee and supervisor determine list of a minimum of 10 faculty/staff to survey |
| | <input type="checkbox"/> Survey distributed to list of faculty/staff |
| | <input type="checkbox"/> Survey results tabulated and received by supervisor |
| By May 31 | <input type="checkbox"/> SUMMARY CONFERENCE
Supervisor schedules Summary Conference meeting in June with management team employee |
| 1-2 weeks prior to Summary Conference | <input type="checkbox"/> Management team employee completes <i>Self-Evaluation Form</i> and submits to supervisor |
| By June 30 | <input type="checkbox"/> Supervisor prepares <i>Summary Evaluation</i> in advance of Summary Conference |
| | <input type="checkbox"/> Supervisor and management team employee meet for Summary Conference to review <i>Summary Evaluation</i> |
| | <input type="checkbox"/> Supervisor provides copy of signed <i>Summary Evaluation</i> to management team employee being evaluated |
| | <input type="checkbox"/> Supervisor files copy of <i>Self Evaluation</i> and original signed <i>Summary Evaluation</i> with Office of Human Resources |

Goals and Objectives	Specific Actions to Accomplish Goals and Objectives	Target Dates for Completion
2.	a)	
How does this goal relate to the College and District goals?		
What problems/challenges are anticipated in reaching this goal?		
3.	a)	
How does this goal relate to College and District goals?		
What problems/challenges are anticipated in reaching this goal?		
4.	a)	
How does this goal relate to College and District goals?		
What problems/challenges are anticipated in reaching this goal?		

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

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.

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

SELF EVALUATION FORM

Prepared by Management Employee

Management Employee being evaluated	Title	Evaluation Year
Supervisor	Title	Date

Annual Goals and Objectives – Status Report

For each annual performance goal and objective listed on the *Initial Conference Form*, assess the progress made and summarize the activities accomplished, timelines, and challenges/problems encountered, etc.

Goals and Objectives	Specific Actions to Accomplish Goals and Objectives	Target Dates for Completion
1.	a)	
Status Report:		
2.	a)	
Status Report:		

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

Student Learning Outcomes (SLO), Program Learning Outcomes (PLO) and Service Area Outcomes (SAO) *This section is mandatory and must be completed.*

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

Part I –Supervisor’s Assessment

This assessment represents the supervisor’s comprehensive evaluation of the management employee. The following components are considered:

- progress made on goals and objectives,
- performance of major position responsibilities,
- behavioral skills (*leadership, decisionmaking, problem solving, initiative, planning, contributions to college goals, fiscal responsibility, teamwork, supervision, communication, sensitivity to diversity*) exhibited, and
- self-evaluation components completed by management employee

In years when the confidential evaluation survey is utilized, the supervisor’s assessment will be made after considering input received; however, input will only be reflected as deemed appropriate by the supervisor.

Supervisor’s Assessment

Supervisor's Assessment

Supervisor's Assessment

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Part II – Commendations and Recommendations

Commendations

Recommendations

Part III – Overall Performance Rating

- Meets/Exceeds Expectations
- Needs Improvement*
- Unsatisfactory*

*This rating to be substantiated by supporting comments and examples in Part I – Supervisor’s Assessment and specific areas for improvement in Part II – Commendations and Recommendations.

Conference with management team employee held on _____
Date

Signature of Supervisor Date

Employee Comments:

I have received and reviewed this evaluation with my supervisor.

Signature of Employee Date

The employee may submit a written response to this evaluation to the supervisor and to the Office of Human Resources within ten working days from the date of this evaluation. The HR copy will be attached and filed with the Summary Evaluation (California Ed. Code Section 87031).

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

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
3. The duties within the management employee's scope of responsibility are effectively performed. Supporting comments/examples:	1*	2*	3	4	0
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. Supporting comments/examples:	1*	2*	3	4	0
5. The management employee reflects a District-wide perspective in decisionmaking and recognizes and maintains policies and procedures that support the college mission. Supporting comments/examples:	1*	2*	3	4	0
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. Supporting comments/examples:	1*	2*	3	4	0
7. The management employee communicates effectively and clearly, both verbally and in writing. Supporting comments/examples:	1*	2*	3	4	0
8. The management employee actively participates in committee work and meetings. Supporting comments/examples:	1*	2*	3	4	0

* 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
9. The management employee actively participates in shared governance processes. Supporting comments/examples:	1*	2*	3	4	0
10. The management employee works cooperatively for organizational effectiveness. Supporting comments/examples:	1*	2*	3	4	0
11. The management employee is approachable about concerns and issues. Supporting comments/examples:	1*	2*	3	4	0
12. The management employee demonstrates sensitivity and the ability to work effectively with others from culturally different backgrounds. Supporting comments/examples:	1*	2*	3	4	0
13. The management employee is an effective supervisor of staff, develops effective teams, and provides guidance and direction for their office/departments. (if applicable) Supporting comments/examples:	1*	2*	3	4	0
14. The management employee provides leadership and effective management for the college. (if applicable) Supporting comments/examples:	1*	2*	3	4	0

* 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
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COMMENDATIONS:

GENERAL COMMENTS:

I interact with the management employee Daily Weekly Monthly Less often

THE CONFIDENTIALITY OF RESPONSES WILL BE MAINTAINED. A SUMMARY OF THE RESULTS ONLY WILL BE SHARED WITH THE MANAGEMENT EMPLOYEE BEING EVALUATED.