

# Management Evaluation Process

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# Coast Community College District Management Evaluation

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## Purpose

The purpose of the Coast Community College District Management\* Evaluation Program is to encourage high levels of performance in the service of students, the institution, and the community. In addition, the Program seeks to identify management performance requiring improvement in order to increase overall effectiveness and efficiency in the operation of the District. The Evaluation Program is part of the District's total professional development program for managers. It is intended to improve and maintain good managerial leadership.

Manager Review Process - The Program includes three components designed to drive professional development activities for each manager in the District. The components, listed below, are described in this document.

- Annual Review of Goals
- Performance Review
  - A. Behavioral Survey (Every Second Year)
  - B. Self-Evaluation by Manager
  - C. Supervisor Evaluation
- New Managers: First-Year and Second Year Performance Review (See Page 6)

## Annual Review of Goals

Coast Community College management supports planning as the key to successful administration. District, college, and staff goals must be identified, priorities set, and resources allocated in order for managers and their institutions to be mutually successful. The manager's goals shall be reviewed each year and will be evaluated by the manager's supervisor as part of the Performance Evaluation. The supervisor must discuss the goals with the manager and assess the extent to which each has been accomplished, as well as their relationship to the District goals and the manager's job description. The supervisor's determination of the manager's success in attaining the goals shall be part of the total Performance Evaluation. Every second year, results of the Behavioral Survey will be incorporated into the annual review of goals.

**Establish and review annual professional performance goals** - Each District manager, in mutual agreement with the supervisor, shall establish four to eight performance and personal or professional development goals for the forthcoming year. Each manager is also required, to have as a goal, the completion of evaluations for his/her staff. Additional goals shall be developed in the following categories:

\* The terms manager and management, used throughout this document, include those District employees whose job titles designate them as educational administrators and/or classified managers.

- Minimum of 1 goal relating to the District or college’s broad organizational or Master Plan objectives
- Minimum of 2 goals relating to the manager’s department or division
- Minimum of 1 personal or professional development goal

The goals will serve as a component in the manager’s Performance Evaluation and will be included on the behavioral survey. However, the manager may choose to exclude the personal development goal(s) from the behavioral survey.

**Guide to Goal Development** – Performance goals should relate directly to one’s employment role and responsibilities. Goals may be of two kinds: (1) Those which can be annually measured and have a specific completion date, and (2) process goals which are continuing and may be amenable to assessment by gathering perceptual feedback on the behavioral survey. To the extent possible, each goal should specify a single key result. Effective performance goals are **SMART** as outlined below.

<b><u>S</u>pecific</b>	Clear and concise statement of what will be accomplished
<b><u>M</u>easurable</b>	Statement of what will be observably different once the objective is achieved; clear standard of measurement or outcome
<b><u>A</u>ttainable</b>	Realistic, feasible in terms of time, cost and the degree of challenge
<b><u>R</u>elevant</b>	Alignment with district, college, division or department objectives and contributing to organizational success
<b><u>T</u>ime-Defined</b>	Completion date, milestone or cycle time

The Goal Setting Form is attached (Appendix C) and will aid managers in documenting goals and monitoring progress.

On-going monitoring of the goals will ensure that the manager and supervisor periodically review progress, related budget constraints, and any additional short-term goals that must be accomplished. The manager’s goals shall be reviewed annually and will be evaluated by the manager’s supervisor as part of the Performance Evaluation.

**Performance Review**

The performance review is designed to give encouragement, motivation, and constructive feedback to managers about their job performance, defining both areas of strength and areas in need of improvement. The review is based upon the individual’s job description, perceptual feedback gathered on the Administrator Behavioral Survey, and the achievement of goals developed by the individual in conjunction with his/her supervisor.

The goals of the Performance Review are as follows:

- To identify standards whereby each manager's performance can be measured.
- To recognize and commend individuals who are performing in an outstanding manner.
- To clarify job expectations and develop a prioritization of responsibilities where needed.
- To identify and support those individuals who are performing satisfactorily.
- To identify and assist individuals whose performance needs improvement.
- To engage the manager and supervisor in constructive dialogue focused on increased job effectiveness, job satisfaction, development of a professional growth plan, and career development.

The Performance Review for each manager shall take place once in each of the first two years of employment and every second year thereafter. The review shall comprise the following areas of professional performance:

- Review of Annual Goals and Goals including Division Goals
- Behavioral Survey Results (administered every two years)
- Self-Evaluation by the Manager
- Evaluation by the Supervisor

## **Behavioral Survey**

**Overview** - A Behavioral Survey (Sample – Appendix G) shall be part of each manager's Performance Review during the manager's first two years of employment (See Timeline – Appendix B). At the completion of two years of employment, the Behavioral Survey will be administered every second year as a part of the manager's Performance Review. The survey shall be sent to all faculty/staff members assigned to their Division and other appropriate faculty/staff members who work with the manager. At the beginning of the Performance Review year, each manager may submit names of other appropriate faculty/staff members to their supervisor to consider for participation in the survey. The supervisor will determine the final list of additional names to be surveyed. Individuals whose names are submitted should have knowledge of the manager's work performance and, as much as possible, reflect the diversity of students, classified staff, faculty, peers, and other administrators with whom the manager regularly works.

### **Who should be invited to complete the behavioral survey?**

#### **Required:**

- Every employee who reports directly to the manager should receive an invitation (includes full-time faculty, part-time faculty, classified, and managers if applicable).
- Other employees with whom the manager interacts as part of his/her professional duties and who can reasonably be expected to provide constructive feedback. The manager suggests participants and the supervisor approves.

**Recommended but not required:**

- Other members of standing committees upon which the manager serves or chairs may be appropriate for receiving an invitation to complete the survey.
- Any person on-campus, within the district, off-campus, or in the community with whom the manager interacts as part of his or her professional duties and who could reasonably be expected to provide constructive feedback.

**Confidentiality** – The identity of survey respondents is to remain confidential. Further, the review and evaluation will be confidential, with access limited to those individuals who normally have access to the manager’s confidential records.

**Self Evaluation by the Manager**

As part of the Performance Review, each District manager shall also evaluate him/herself by reviewing the extent to which s/he has fulfilled the duties and obligations set forth in the following areas:

- The extent to which the manager has met his or her own annual goals.
- The manager’s perception of the results from the Behavioral Survey.
- The manager’s self-evaluation should also describe his or her professional activities which exceed those set forth in the job description. These activities should not be routine activities which would be expected or required as directly related to the manager’s normal responsibilities. Acceptable other professional activities might include, for example, participation in community or statewide organizations, serving on District or campus committees, working on special projects or grants, or making other valuable contributions to the District or the community.

The manager shall submit the self-evaluation to the supervisor at an agreed upon time following the completion of the Behavioral Survey portion of the Performance Review. The supervisor and the manager shall meet to discuss the manager’s self-evaluation. The supervisor shall include the self-evaluation in his or her consideration of the manager’s total performance.

**Supervisor Evaluation**

Having received and reviewed the manager’s self-evaluation and the Behavioral Survey report, the supervisor shall complete a Performance Review of the manager. The supervisor and manager will meet to discuss the manager’s Performance Review in accordance with the District schedule for completion of the evaluation. The supervisor will evaluate the manager’s performance, taking the manager’s self-evaluation into consideration. The total review will comprise the following components:

- Degree of success in completing the annual goals, taking into consideration the degree of difficulty inherent in each of the goals.

- Degree of success in the areas of decision making, teamwork, quality and quantity of work, leadership, and communication.
- Other professional activities such as campus or District committee work, extra assignments, or other projects, involvement with community or state organizations, or professional development activities.

It should be understood that Performance Review is intended to be a constructive process to identify both strengths and weaknesses in the manager's performance. To the extent appropriate, the supervisor's review should ordinarily emphasize the manager's strengths. Performance areas in which the supervisor believes improvement is needed and which are noted in the review report should be, as much as possible, those which have been the subject of previous periodic reviews and support provided by the supervisor in a Performance Review.

Although this document describes an annual Performance Review, the supervisor may conduct a manager's performance review at any time. At the discretion of the supervisor, this review can incorporate a behavioral survey.

## **Filing of the Performance Review Report**

- Both the manager and the supervisor should retain copies of the supervisor's review, the manager's self-evaluation, and summary of the Behavioral Survey.
- The survey form completed by the manager's supervisor shall not be included with the survey summary.
- All original survey data shall be retained by the office from which the survey was conducted for at least thirty (30) calendar days after the final Performance Evaluation is completed and the manager has had an opportunity to request reconsideration of the evaluation and a review of the summary by the supervisor. At the end of the evaluation period the original survey materials shall be deleted.
- The manager retains the right to attach to the supervisor's copy any written response he or she may wish to make to the review.
- The supervisor's copy of all evaluation materials shall be forwarded to the appropriate Vice President and/or the College President for review. The evaluation will then be forwarded to the Vice Chancellor of Human Resources for placement in the manager's personnel file.

## **Reconsideration of the Review**

If a manager believes the results of the Performance Review are inappropriate, the manager may, within seven working days after receiving the results, arrange a conference with the supervisor to discuss the review. Written documentation may be presented to the supervisor at that meeting. If the manager's concerns are not thereupon resolved, the manager may arrange a meeting to include the manager, his or her supervisor, and the next higher level supervisor to discuss the review. Following such a meeting, the next higher level supervisor will present a written response to the manager's concerns about the review. The manager may also attach any written response to the review or to the written response of the next higher level supervisor. All such written responses shall be placed in the manager's personnel file along with the performance review.

## **First and Second Year Performance Review Procedure for New Managers**

### **Establish performance goals and goals within 60 days (See Goal Setting Form – Appendix C)-**

Within the first sixty calendar days of employment managers will meet with supervisors to discuss expectations and the framework for the establishment of goals. Within the first 90 days of employment, each new manager in consultation with his/her supervisor, shall establish four (4) to eight (8) performance-related and personal goals appropriate for entering his or her new position. The new manager and his/her supervisor will meet, discuss, and finalize the goals.

**90-Day Evaluation (Form -- Appendix D) –** At the end of ninety days, the supervisor will provide a written summary of performance based on feedback received, indications of progress toward agreed-upon goals, and discussions with the new manager.

**Six month performance review (See Checklist - Appendix D.1) -** At the end of six months, the new manager and supervisor will meet to discuss progress. A conference checklist is provided for this purpose. Any written comments shall provide encouragement and/or direction, as appropriate.

**Self-Evaluation (Appendix E) -** The manager shall submit the self-evaluation to the supervisor at an agreed upon time following the completion of the Behavioral Survey portion of the Performance Review. The supervisor and the manager shall meet to discuss the manager's self-evaluation. The supervisor shall include the self-evaluation in his or her consideration of the manager's total performance.

**Written performance review (Appendix F) -** At the completion of the first year of a manager's employment, the supervisor shall complete a written report reviewing the manager's performance. At the completion of the second year, the report should reflect, in part, findings from the completed Behavioral Survey. The supervisor and manager will then meet, discuss the supervisor's report, the results of the behavioral survey, as well as progress made on the manager's previous goals. As a result of such discussion, the manager shall establish new goals, as appropriate, for the upcoming year of service.

Filing of the Performance Review and Reconsideration of the Review will follow the guidelines outlined above.

**Behavioral Survey (Appendix G) –** Prior to the conclusion of the new manager's first cycle, (See Appendix B – Timelines) a Behavioral Survey will be conducted in time for inclusion in the manager's first formal performance review.