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San Jose Evergreen Community College District

Administrator Annual Performance Evaluation

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| Administrator Name: | | |
| Position Title: | | Hire Date: |
| Evaluation Cycle: | Evaluation Period: to | |
| Supervising Administrator: | | |

For supervising administrator: For each category provided, indicate rating and complete overall comment section to provide support for ratings.

EXCEPTIONAL Contributions to institution consistently exceeds expectations. Performance is beyond what is required of the job.

EXCEEDS EXPECTATIONS Sustained consistently high performance.

MEETS EXPECTATIONS Performance is what is expected for the position.

NEEDS IMPROVEMENT Performance meets some requirements of the position; however, critical job components are performed unsatisfactorily. An immediate and sustained improvement in quality and/or quantity of work is necessary. Specific directives to improve with timelines are to be provided.

UNSATISFACTORY Corrective action is required. Continued performance at this level is unacceptable. Immediate improvement as directed is expected.

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| **Professional Knowledge and Expertise** |
| JOB KNOWLEDGE  □ a. Exceptional  Excellent understanding of position responsibilities. Extremely knowledgeable at all times.   * b. Exceeds Expectations   Good knowledge of position responsibilities. Well informed. Actively pursues additional knowledge.   * c. Meets Expectations   Has sufficient knowledge of position responsibilities.   * d. Needs Improvement   Inadequate knowledge of position responsibilities. Understanding of job duties not sufficient. To increase significantly core knowledge required for position.   * e. Unsatisfactory   Lack of knowledge. Very little understanding of job responsibilities. Needs immediate change remeduiation.to extensively expand knowledge required for the positon. |
| CONTINUOUS INDIVIDUAL GROWTH AND DEVELOPMENT   * Exceptional   Prioritizes taking initiative to maintain currency and develop professionally.   * b. Exceeds Expectation   Consistently takes initiative to maintain currency and develop professionally.   * c. Meets Expectation   Takes initiative to maintain currency and develop professionally.   * d. Needs Improvement   Infrequently takes initiative to maintain currency and develop professionally.   * e. Unsatisfactory   Fails to take initiative to maintain currency and develop professionally. |
| DEPENDABILITY   * a. Exceptional   Frequently requests more responsibility. Rarely needs supervision. Makes frequent constructive suggestions. Extremely well organized and efficient.   * b. Exceeds Expectation   Takes responsibility on own initiative. Requires little supervision or follow-up. Will make constructive suggestions. Well organized. Sets high goals and makes good progress.   * c. Meets Expectation   Accepts amount of responsibility expected for position. Requires some supervision. Understands priorities. Sets satisfactory goals and puts forth effort to meet them.   * d. Needs Improvement   Accepts responsibility when requested. Makes occasional constructive suggestions. Requires follow-up and supervision. Less than satisfactory effort made in reaching goals.   * e. Unsatisfactory   Does not accept responsibility. Rarely has constructive suggestions. Requires follow-up and supervision on a continual basis. Has little concept of priorities. Goal setting is very limited. |

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| **Leadership** |
| QUALITY OF LEADERSHIP   * a. Exceptional   Demonstrates highest quality of leadership by positive role-modeling, generating enthusiasm and commitment to the institution at all times. Arrives at the best decision even on challenging matters.   * b. Exceeds Expectation   Considerable skill in directing others. Consistently sound thinker in given situations that occur in his/her area.   * c. Meets Expectation   Demonstrates good leadership. Commands respect of staff. Displays good judgment resulting from sound evaluation.   * d. Needs Improvement   Sometimes demonstrates adequate control and direction. Judgment is occasionally sound.   * e. Unsatisfactory   Often weak and unable to exert control. Decisions and recommendations are often unsound or ineffective. |
| INITIATIVE AND CREATIVITY   * a. Exceptional   Always takes initiative within area of responsibility and beyond. Exceptionally creative.   * b. Exceeds Expectation   Demonstrated initiative and creativity is noteworthy.   * c. Meets Expectation   Demonstrates creativity and initiative routinely.   * d. Needs Improvement   Has occasionally identified problems and developed solutions.   * e. Unsatisfactory   Does develop new ideas. Often ignores problems. |
| PROBLEM SOLVING/DECISION MAKING   * a. Exceptional   Defines problems and analyses quickly and accurately. Uses all information sources and job knowledge to fullest potential. Demonstrates excellent insight in solving problems. Takes prompt and appropriate action and follows through.   * b. Exceeds Expectation   Possesses good decision-making skills. Uses job knowledge and information sources to good advantage. Shows consistent insight in solving problems.   * c. Meets Expectation   Understands situations in most cases. Analyzes problems to make sound decisions. Demonstrates insight in solving problems.   * d. Needs Improvement   Researches or understands in some cases. May be hesitant about making decisions in general. May make wrong decisions due to lack of knowledge or evaluation of the situation.   * e. Unsatisfactory   Does not research or evaluate situations properly. Makes decisions with little information or research or refuses to make decisions or makes poor decisions. Demonstrates little or no insight into solving problems. Avoids making decisions. |

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| **Organizational Abilities** |
| PLANNING ABILITY   * a. Exceptional   Demonstrates exemplary ability to do long range and short term planning based on set goals and objectives.   * b. Exceeds Expectation   Sets clear objectives. Uses available resources well. Consistently forecasts to improve planning.   * c. Meets Expectation   Is a careful, effective planner. Anticipates and takes action to solve problems.   * d. Needs Improvement   Plans ahead occasionally. Identifies simple problems.   * e. Unsatisfactory   Fails to seek or find problems in areas of responsibilities. Often performs poorly due to lack of planning. |
| SAFETY ENSURES COMPLIANCE AND ADDRESSES SECURITY AND SAFETY/EMERGENCY PROCEDURES   * Exceptional   Demonstrates exemplary ability proactively to address and follow security and safety procedures.   * b. Exceeds Expectation   Proactively addresses and follows security and safety procedures.   * c. Meets Expectation   Addresses and follows security and safety procedures.   * d. Needs Improvement   Inconsistently addresses and follows security and safety procedures.   * e. Unsatisfactory   Fails to address and follow security and safety procedures. |
| ORGANIZATIONAL ABILITY   * a. Exceptional   Is a highly skilled organizer. Is able to obtain optimum effectiveness.   * b. Exceeds Expectation   Consistently displays effective organizational abilities.   * c. Meets Expectation   Displays efficiency in the ability to organize. Makes appropriate use of resources.   * d. Needs Improvement   Inconsistent in contributing to organizational efficiencies. Frequently demonstrates inability to address organizational effectiveness or efficient concerns.   * e. Unsatisfactory   Does not make effective use of resources. Lacks the ability to address organizational effectiveness or efficiency concerns. |
| QUANTITY OF WORK   * a. Exceptional   Accomplishments exceed expectations and objectives. Projects and assignments are frequently completed before deadline.   * b. Exceeds Expectation   Accomplishments consistently exceed expectations. Projects and assignments are completed on time.   * c. Meets Expectation   Accomplishments meet expectations in all areas. Projects and assignments are completed in timely basis.   * d. Needs Improvement   Amount of work accomplished is often unacceptable. Projects and assignments are periodically late or incomplete.   * e. Unsatisfactory   Amount of work is unacceptable. Projects and assignments are late or incomplete. |
| QUALITY OF WORK   * a. Exceptional   Quality of work is superior.   * b. Exceeds Expectation   Quality of work exceeds requirements.   * c. Meets Expectation   Work is of an acceptable quality.   * d. Needs Improvement   Work is sometimes of poor quality, although some work may be satisfactory.   * e. Unsatisfactory   Work is of poor quality. |
| PROGRAM MONITORING AND IMPROVEMENT (DATA COLLECTION, USE AND ANALYSIS)   * a. Exceptional   Proactively incorporates data collection, use and analysis in program monitoring and improvement.   * b. Exceeds Expectation   Consistently incorporates data collection, use and analysis in program monitoring and improvement   * c. Meets Expectation   Understands data collection, use and analysis in program monitoring and improvement   * d. Needs Improvement   Infrequently incorporates data collection, use and analysis in program monitoring and improvement   * e. Unsatisfactory   Fails to understand the importance of data collection, use and analysis in program monitoring and improvement |
| CONFLICT RESOLUTION   * a. Exceptional   Outstanding ability to effectively resolve conflict between and among others.   * b. Exceeds Expectation   Noteworthy ability to resolve conflict between and among others.   * c. Meets Expectation   Adequately resolves conflict between and among others.   * d. Needs Improvement   Infrequently resolves conflict between and among others.   * e. Unsatisfactory   Fails to resolve conflict between and among others |
| FISCAL/BUDGETARY SKILLS   * a. Exceptional   Expert abilities in fiscal and budgetary matters.   * b. Exceeds Expectation   Highly skilled in fiscal and budgetary matters.   * c. Meets Expectation   Skilled in fiscal and budgetary matters.   * d. Needs Improvement   Needs to improve skills in fiscal and budgetary matters.   * e. Unsatisfactory   Is unskilled in fiscal and budgetary matters. |

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| **Communication Skills** |
| ORAL EXPRESSION   * a. Exceptional   Outstanding ability to communicate ideas to others.   * b. Exceeds Expectation   Consistently able to express ideas clearly and concisely.   * c. Meets Expectation   Usually organizes and expresses thoughts clearly and concisely.   * d. Needs Improvement   Sometimes able to express thoughts clearly.   * e. Unsatisfactory   Unable to express thoughts clearly. |
| WRITTEN EXPRESSION   * a. Exceptional   Outstanding ability to communicate ideas to others.   * b. Exceeds Expectation   Consistently able to express ideas clearly and concisely.   * c. Meets Expectation   Usually organizes and expresses thoughts clearly and concisely.   * d. Needs Improvement   Sometimes able to express thoughts clearly.   * e. Unsatisfactory   Unable to express thoughts clearly. Lacks organization. |
| 13 SHARING INFORMATION WITH STAFF AND /OR DEPARTMENT/DIVISION IN SUPPORTING AN INFORMED WORKFORCE   * a. Exceptional   Always acquires and disseminates information in a timely manner and conducts individual and staff briefings to confirm understanding.   * b. Exceeds Expectation   Consistently acquires and disseminates information in a timely manner and confirms staff's understanding.   * c. Meets Expectation   Generally disseminates information with clarity to subordinate and department.   * d. Needs Improvement   Inconsistent dissemination of useful information in unpredictable or untimely manner. Information not well understood or is transferred to subordinate and department in an incomplete manner.   * e. Unsatisfactory   Does not obtain or share information with subordinate or department personnel. Lack of useful information leads to subordinate and department not being productive. |

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| **Diversity/Civility/Workforce Development** |
| EMPLOYEE DEVELOPMENT – GROWTH & RETENTION   * a. Exceptional   Demonstrates exceptional motivation and teamwork. Training and employee development procedures are always utilized. Corrective action is fair and very effective. Sets high standards of performance which are generally achieved. Outstanding level of communication with employees. Promotion of high standards in the workplace through timely evaluations.   * b. Exceeds Expectation   Demonstrates consistent level of motivation and teamwork. Training procedures and work standards are well developed and communicated. Disciplinary measures are appropriate and effective. Encourages open communication with employees.   * c. Meets Expectation   Demonstrates satisfactory motivation and teamwork. Training is undertaken and completed on a regular basis. Work standards are adequate. Disciplinary measures are taken when necessary and are appropriate to situation. Communicates satisfactorily with employees.   * d. Needs Improvement   Marginally demonstrates marginal motivation and initiative. Training only undertaken in crisis situations. Performance objectives and standards are seldom developed or communicated. Disciplinary action not appropriate, communicates poorly with employees.   * e. Unsatisfactory   Lacks the ability to motivate. Little training undertaken. Performance objectives and standards are neither developed nor communicated. Disciplinary action is not taken or is not appropriate to situation. |
| CIVILITY   * a. Exceptional   Demonstrates exceptional ability to foster civility in the work and learning environment.   * b. Exceeds Expectation   Demonstrates consistently the ability to foster civility in the work and learning environment.   * c. Meets Expectation   Adequately fosters civility in the work and learning environment.   * d. Needs Improvement   Marginally demonstrates the ability to foster civility in the work and learning environment.  e. Unsatisfactory  Lacks the ability to foster civility in the work and learning environment. |
| DIVERSITY (Hiring and Environment)   * a. Exceptional   Demonstrates exceptional ability to create an inclusive work and learning environment that embraces diversity and respects for all.   * b. Exceeds Expectation   Demonstrates consistently the ability to foster a work and learning environment that is welcoming, safe, and respectful for all.   * c. Meets Expectation   Fosters a work and learning environment that is welcoming, safe, and respectful for all.   * d. Needs Improvement   Marginally demonstrates the ability to foster a work and learning environment that is welcoming, safe, and respectful for all.   * e. Unsatisfactory   Lacks the ability to foster a work and learning environment that is welcoming, safe, and respectful for all. |

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| Global Ends Statements/Student Learning Outcomes |
| Global End Statement (Career Development, Transferability, College Readiness, Institutional Excellence, Student Success, and College Experience)   * a. Exceptional   Outstanding ability to advance the Board of Trustees’ priorities and the metrics by which they are measured.   * b. Exceeds Expectation   Consistently advances the Board of Trustees’ priorities and the metrics by which they are measured.   * c. Meets Expectation   Advances the Board of Trustees’ priorities and the metrics by which they are measured.   * d. Needs Improvement   Marginally advances the Board of Trustees’ priorities and the metrics by which they are measured.   * e. Unsatisfactory   Lacks the ability to advance the Board of Trustees’ priorities and the metrics by which they are measured. |
| Student Learning Outcomes (For academic administrators)   * a. Exceptional   Exceptionally understands and advances the learning outcomes cycle.   * b. Exceeds Expectation   Comprehensively understands and advances the learning outcomes cycle.   * c. Meets Expectation   Understands and advances the learning outcomes cycle.   * d. Needs Improvement   Inconsistently understands and advances the learning outcomes cycle.   * e. Unsatisfactory   Fails to understand and advance the learning outcomes cycle. |

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| Overall Summary | | | | |
| I | □ | DO | * DO NOT | agree with this evaluation. |
| Employee Signature:  Date: | | | | Supervising Administrator Signature:  Date: |

If you DO NOT agree, please state your comments below: