

The management performance evaluation process is designed to recognize the strengths and accomplishments of Cabrillo's managers and to identify areas for improvement or professional development. The process should also assess the performance of the manager in the overall mission of the college, re-energize the college's overall efforts and be an interactive process focused on developing professionalism and excellence in all members of the management team.

These regulations shall apply to all managers below the level of Superintendent/President.

### **1.0 *General Guidelines***

- 1.1 All managers shall be evaluated on an annual basis. Each manager shall undergo a comprehensive evaluation at least once every three years. The word "manager" includes both classified and educational administrators.
- 1.2 The word "supervisor" refers to the administrator to whom the manager being evaluated reports.
- 1.3 The word "staff," unless otherwise specified, includes management, faculty and support staff.
- 1.4 Confidentiality shall be maintained by all who participate in this process. The contents of all documents shall remain confidential, in accordance with the California Public Records Act, Government Code section #6254.
- 1.5 The word "goals" or the phrase "performance goals" may include but is not limited to the following kinds of goals: master plan strategies for which the manager is responsible, performance objectives, and professional growth objectives.

### **2.0 *Comprehensive Evaluations***

New or reassigned managers shall first receive a comprehensive evaluation in the year following appointment to the position. Thereafter, comprehensive evaluations shall occur at least once every three years. Nothing in these procedures shall prevent the Superintendent/President or the supervisor from initiating a comprehensive evaluation of a manager during any year not scheduled for such an evaluation.

#### **The comprehensive evaluation process is as follows:**

- 2.1 The Human Resources Department compiles, and makes public to the campus community, a list of managers up for comprehensive evaluation. Based on this list and the team composition guidelines in Section 2.2, the Faculty Senate provides the appropriate supervisor with the name of a faculty member willing to serve on each team.
- 2.2 The manager being evaluated and his/her supervisor meet and discuss the membership of the review team. The team's responsibility will be to review all applicable materials and compile a list of major points, gleaned from the team's review of the evaluation materials and surveys, to be

utilized by the supervisor in the overall evaluation. The composition of the review team shall be:

- the supervisor
- a peer manager (jointly selected by the manager and the supervisor. )  
In most cases, it is expected that this peer will chair the review team. If the peer declines to chair the team or the manager being evaluated requests the peer not be the chair, the supervisor serves as chair.
- a faculty member (selected by the Faculty Senate) If the manager being evaluated heads an instructional division, the faculty member should be from that division.
- a support staff member (selected by the support staff who report directly to the manager)

Participation on a review team will not cause any reflection on the participant, nor will it affect his/her future business dealings with the Cabrillo Community College District, his/her employment, compensation or work assignments. Members of the review team will be required to sign an assurance of confidentiality statement, which will also include the first sentence of this paragraph. Review team members should be sensitive to diverse ethnic, socioeconomic, and cultural background issues of staff and students, including persons with disabilities.

Also during the meeting between the supervisor and the manager, they will discuss and agree upon a list of people who will receive the performance survey. All contract staff reporting directly to the manager, including those who may be serving on the review team, will be given a performance survey to complete. Additional staff will be identified to receive surveys, especially when the manager being evaluated has college-wide responsibilities. These surveys are later referred to as “solicited” surveys.

Managers who also have classroom and/or counseling assignments shall undergo a classroom/counseling evaluation. This classroom/counseling evaluation shall consist of an observation done by a faculty member in the same discipline as the manager, chosen by the appropriate Vice President. It shall also include student evaluations based on current practice in faculty evaluations. These results shall be turned over to the review team.

- 2.3 The supervisor’s assistant (either confidential or classified) notifies the team members of their selection and distributes to them a copy of this evaluation policy and the job description for the manager being evaluated.
- 2.4 The team chair sends out copies of the performance survey to the agreed upon recipients and personally tallies numeric responses of those returned by an established deadline. If assistance is needed in compiling the data,

including retyping the comments, the team chair may request the assistance of a confidential employee, but not a classified staff person.

- 2.5 The Human Resources Department makes available, to the campus community, copies of the performance survey to be completed on a voluntary basis. A process will be established by the Human Resources Department to control the distribution of these surveys. These completed surveys will be received by the Human Resources Department and turned over to the team chair following the same timeline as the solicited surveys. The team chair shall keep the results of these surveys separate from those of the solicited surveys and may compile the data in the same manner as the solicited surveys. The voluntary, unsolicited surveys shall be analyzed by the team as an additional source of information.
- 2.6 The manager being evaluated submits, to the supervisor, a self evaluation to include completion of the performance survey and a narrative which reviews the effectiveness of his/her performance in the position as detailed in the job description. This narrative should also address progress toward goals set forth in the previous evaluation, additional contributions to the campus and community, and professional growth activities. The narrative should conclude with the manager's suggestions for possible new goals for the next three years.
- 2.7 The team chair's assistant (either confidential or classified) contacts members of the review team and establishes a meeting date for the team.
- 2.8 The review team meets and reviews the job description, the numeric tallies of the solicited surveys prepared by the team chair, the retyped comments as they appear on the solicited surveys, the contents of the voluntary, unsolicited surveys, and any other applicable information provided by the supervisor. From this information, the team develops a bulleted, unprioritized summary to be used by the supervisor in preparing the overall evaluation. The team has an obligation to carefully analyze all information and craft a bulleted list that provides as accurate a reflection of the responses as possible. This list should reflect trends identified rather than isolated, atypical comments. The summary is intended to be a synthesis of the comments, not a word-for-word listing of them. The summary shall include all of the following that apply
  - strengths and commendations
  - areas for improvement
  - opportunities for staff development in areas where the manager's performance could be enhanced
  - possible performance goals to be addressed by the manager during the next three years

- 2.9 The supervisor writes the manager's overall evaluation based on the manager's performance of the duties contained in the job description and a review of the goals established for the manager during the previous evaluations using information from the bulleted summary generated during the review team meeting, the manager's self evaluation, the supervisor's own observations, and all applicable information influencing the function and staffing of that area that are within the manager's control. (See Section 5.0). The evaluation should include the new goals and staff development suggestions, as applicable.
- 2.10 The evaluation concludes with a conference between the manager and the supervisor during which the review team's bulleted summary, numerical tally of the solicited surveys, and the overall evaluation are reviewed and discussed. This conference shall include the identification and discussion of management development activities as necessary to address the new performance goals. If a significant problem has been identified, a plan for improvement with measurable outcomes shall be attached.

If during the evaluation process, the manager and supervisor identify a college-wide issue that is inhibiting optimum performance and needs to be addressed at a higher level, the supervisor may take this issue forward to the next level for consideration.

- 2.11 When the supervisor is not the Superintendent/President, the overall evaluation together with the review team's bulleted list, numerical tally of the solicited surveys, and the manager's self-evaluation, will be sent forward to the supervisor's immediate supervisor for review. This last review is to ensure consistency between the overall evaluation and the provided materials. Only the overall evaluation will be retained in the manager's personnel file, which is maintained by the Human Resources Department. All materials developed during the evaluation process shall be destroyed after 90 calendar days, except when information provided requires retention due to legal or ethical issues.

### **3.0 Annual Evaluations**

- 3.1 An annual evaluation shall be conducted in a year not scheduled for a comprehensive evaluation.
- 3.2 The annual evaluation shall include the following components:
- A. Supervisor's overall written evaluation to include review of the job description, effectiveness of performance, progress towards performance goals identified in the last comprehensive and annual evaluations, and identification of any applicable new goals.
  - B. Evaluation conference between the manager being evaluated and the supervisor. This conference shall include discussion and identification of management development activities, as applicable.

#### **4.0 *Administrative Review of Evaluations***

The following applies to both comprehensive and annual evaluations.

- 4.1 Within ten (10) working days after the meeting at which the manager receives his/her overall evaluation, the manager may respond in writing to the overall evaluation. The response shall be attached to the evaluation. A copy of this response will be given to the supervisor.
- 4.2 Should the manager being evaluated believe that he/she has been evaluated unfairly, a panel consisting of the Director of Human Resources (or his/her supervisor) and two other managers (one selected by the concerned manager and one appointed by the Superintendent/President) shall review the manager's concerns. The panel will review the materials, consult with the supervisor and the manager, and issue a determination within thirty (30) working days. This determination will be forwarded to the Superintendent/President whose decision shall be final.
- 4.3 Vice Presidents will review all evaluations for those managers within their component but not under their direct supervision.
- 4.4 The Superintendent/President will review evaluations and that review may result in oral and/or written input to the manager being evaluated and to the manager's supervisor.
- 4.5 At the discretion of the Superintendent/President there may be a review of the evaluation by the Governing Board.
- 4.6 As a side benefit of the evaluation process, issues of institutional concern or trends toward excellence and exceptional service may be identified and brought forward for consideration by the Vice Presidents, the Superintendent/President, and the Governing Board. (See Section 2.10).

#### **5.0 *Performance Categories***

Performance categories, in addition to the specific duties listed in the job description, shall include, but are not limited to:

- 5.1 **Management Skills:** ability to organize, encourages teamwork, builds morale, meets timelines/deadlines, facilitates meetings effectively, possesses knowledge of department and total organization, maintains currency in field, encourages discussion, promotes confidence and trust, allows/fosters input in decision making, conducts objective staff evaluations, facilitates effective conflict resolution, ensures consistent/fair work assignments, promotes constituent/department advocacy within the mission and goals of the college, demonstrates consistently effective and fair employment practices
- 5.2 **Communication Skills:** keeps staff/faculty informed, encourages open/honest communication, provides clarity, accessibility, responsiveness, encourages discussion
- 5.3 **Interpersonal Skills:** maintains positive rapport, demonstrates sensitivity to diversity, motivates others
- 5.4 **Analytical Skills:** ability to make sound decisions, efficient budget management including budget development, sound budget decisions

- 5.5 Leadership Skills: attention to long range planning, encourages and provides opportunities for staff development, attention to student and community needs, support for and encouragement of innovation, development of leadership among faculty and staff, encourages and motivates others

## **6.0** *Timeline*

To complete the process in a timely manner, the following timelines have been established. It is the responsibility of the supervisor and the Human Resources Department to monitor the process to insure timely completion. Timelines for evaluation of newly-hired or reassigned managers may be adjusted at the request of the supervisor and with the approval of the Superintendent/President.

### *Early February*

- Human Resources Department identifies managers to be evaluated and notifies the college community
- Faculty Senate identifies faculty willing to serve on review teams

### *February*

- Faculty Senate President provides supervisors with name of a faculty member for each review team
- Managers and supervisors meet and agree on peer who will typically chair the review team. They also develop list of staff to receive surveys

### *Early March*

- Supervisor's assistant notifies teams of selection and distributes copies of evaluation policy/process and job description

### *March 15-April 15*

- Review team chair or his/her assistant distributes surveys
- Staff complete surveys and return them to review team chair
- Human Resources Department advertises availability of unsolicited surveys and controls distribution/collection

### *April 15*

- Deadline by which all surveys are returned to review team chair
- Review team chair obtains from the Human Resources Department the completed unsolicited surveys

### *Late April*

- Review team chair or a confidential employee tallies numerical responses and types comments from the solicited surveys
- Managers complete self-evaluation
- Review team chair's assistant sets up meeting of review team and notifies members

### *May*

- Review team meets and prepares bulleted summary based on information gathered

### *May/June*

- Supervisor writes overall evaluation

- Supervisor and manager meet to discuss evaluation, celebrate accomplishments, agree on new performance goals, and identify professional development opportunities to address findings and goals

*Note: Given the number of managers reporting directly to the Vice President of Instruction, the Vice President may, in cooperation with the Human Resources Department, request that the comprehensive evaluation process for some instructional managers occur during a fall semester.*

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