Management Employees Evaluation
Principles and Process

Principles

The goal of performance evaluation is to improve management effectiveness and promote continuous learning and development. Constructive feedback for management improvement should be clear and helpful to achieve that goal. If a management performance improvement plan is necessary, it should include specificity of area(s) for improvement, criteria for meeting satisfactory marks, a reasonable timeline, and any applicable supportive assistance to facilitate the management employee's performance improvement.

New management employees and management employees on a one-year contract shall receive notice in September from Human Resources to complete their management employee evaluation by December 31 of the academic year their contract is up for renewal and will receive Board action in February of the same academic year. Management employees who receive three-year contracts shall be evaluated every three (3) years, unless there are identified and documented deficiencies that the immediate manager deems it necessary to do so annually. Management employees with three (3) year contracts shall receive notice in July from Human Resources to complete their management employee evaluation by September 30 of the academic year their contract is up for renewal and will receive Board action in November. All management employee evaluations must be completed and received by Human Resources before placement on Board for action. No management employee contract will be signed by the president without a current management employee evaluation on file.

The evaluation process will consist of the Self-Evaluation completed with input from peers and/or direct reports together with goals and objectives. The peers and direct reports should include faculty and/or classified staff, management colleagues, and other individuals who can provide meaningful feedback as applicable to the management assignment.

Self-Evaluation

The self-evaluation process will include input from a peer evaluation process. There will be only one peer evaluation survey that is used for the manager's self-evaluation. For a management employee who has no direct reports, the management employee and their direct manager will mutually agree on a minimum of five (5) peers/faculty, staff, management colleagues, and/or other individuals who can provide meaningful feedback to survey. For a management employee who has direct reports, the management employee and their direct manager will mutually agree on a minimum of 5 + 50% of the number of direct reports not to exceed 15 unless the manager being evaluated chooses to survey more peers, faculty, staff, management colleagues, and/or other individuals who can provide meaningful feedback to survey. The peers and direct reports may provide feedback anonymously through the online Peer Direct Report Evaluation Form. Any areas marked as below satisfactory (a rating of 3 or 4) must contain comments on how to

improve, criteria for meeting satisfactory marks, and a reasonable timeline. The management employee will use the input to complete their Self-Evaluation and submit all data results with their self-evaluation to their manager. Additionally, the management employee should reflect on the progress made towards goals and objectives from the previous evaluation.

Management Evaluation of Management Employee

After the management employee submits their Self Evaluation to their manager, the manager will complete the Management Employee Evaluation Form. The manager will hold a meeting with the management employee to review the evaluation and set goals and objectives for the following evaluation period. This meeting should be held within a month of the management employee receiving the Self-Evaluation.

Goals and Objectives

At the evaluation meeting, the management employee and their evaluator will review and set up goals and objectives for the following evaluation period.

Performance Improvement Plan

If current management employee is given a one (1) year contract or is placed on an annual evaluation due to performance, a six (6) month improvement plan will be created. This improvement plan will address the areas where the management employee did not meet the standard or needed improvement on the previous evaluation. The improvement plan will contain specific recommendations for improvement with specific observable outcomes to meet expectations and provisions for assisting the manager in implementing any recommendations made. These specific recommendations will be created by the evaluator in consultation with the manager, a management representative appointed by a management steering co-chair, and human resources prior to implementation. An impartial mentor shall be assigned with mutual agreement between the management employee and their manager to work with the management employee to help meet the requirements of the Performance Improvement Plan. If all criteria for the improvement plan are met at the end of the six (6) months, no further action is needed and the management employee should move to a three (3) year contract for the next contract period. If all criteria are not met at the end of the 6 months, the management employee may be given six (6) months' notice of non-renewal.

Management Representation

Any management employee may include representation designated by a management steering co-chair in their evaluation meeting. Notice of representation must be provided to their manager before the evaluation meeting. The management employee is expected to have direct conversation with their manager about their evaluation.

Part I. Management Employee Evaluation
Peer and/or Direct Reports Input

Management Employee's Name: **Date:**

Title:

Department:

Peer, faculty, staff, management colleagues, direct reports', and/or other individuals who can provide meaningful input in the management employee's evaluation is valued. Please complete the following evaluation form online. Your input will remain anonymous.

Rating:

1. Performance exceeds the standard (Used to commend the recipient for performance above the expected)

2. Performance meets the standard (Used to acknowledge satisfactory performance of duties and responsibilities)

3. Improvement recommended (Used to warn the recipient that performance is below what is expected)

4. Performance does not meet the standard (Used for unacceptable performance)

5. Not applicable/insufficient data

A rating of "improvement recommended" (3) or "performance does not meet the standard" (4) must be accompanied by explanatory remark by the evaluator. Additionally, positive remarks or constructive feedback for improvement is optional; space the "comments" section is provided.

|	1	2	3	4	5
A. Responds appropriately, using clear and effective listening, speaking, and writing skills to engage in honest, open dialogue that promotes diverse ideas and perspectives at all levels.	☐	☐	☐	☐	☐
B. Creates effective project implementation plans, and demonstrates appropriate original thinking.	☐	☐	☐	☐	☐
C. Follows through on work commitments, manages time effectively, and maintains quality of work under deadlines.	☐	☐	☐	☐	☐
D. Effectively assesses, analyzes and responds to program and personnel issues, including the promotion of diverse ideas and perspectives.	☐	☐	☐	☐	☐
E. Demonstrates planning skills using data and outcomes assessment that promotes diverse ideas and perspectives.	☐	☐	☐	☐	☐
F. Equitably and ethically sustains people, processes and information as well as physical and financial assets to fulfill the mission of the college.	☐	☐	☐	☐	☐
G. Operates with transparency, and honesty.	☐	☐	☐	☐	☐
H. Respects the work of others; displays sensitivity to a diverse work and learning community; readily admits when they are wrong or lacks information.	☐	☐	☐	☐	☐
I. Recognizes and manages their own biases and the impact it has on their performance including direct employee oversight.	☐	☐	☐	☐	☐

		1	**2**	**3**	**4**	**5**
J.	Carries out duties in a manner that reflects the college mission and core values.	☐	☐	☐	☐	☐
K.	Overall summary of the manager's evaluation.	☐	☐	☐	☐	☐

L. Comments (optional): Any rating of "improvement recommended" (3) or "performance does not meet the standard" (4) must be accompanied by an explanatory remark by the evaluator.

Setting Up Your Survey

1) Login to your Qualtrics account at http://mtsac.edu/qualtrics. You will be prompted to enter your Mt. SAC Portal user name (not your email) and Portal password.
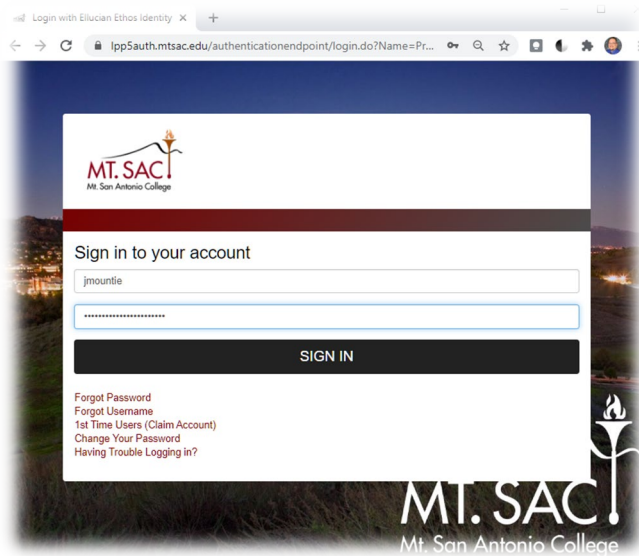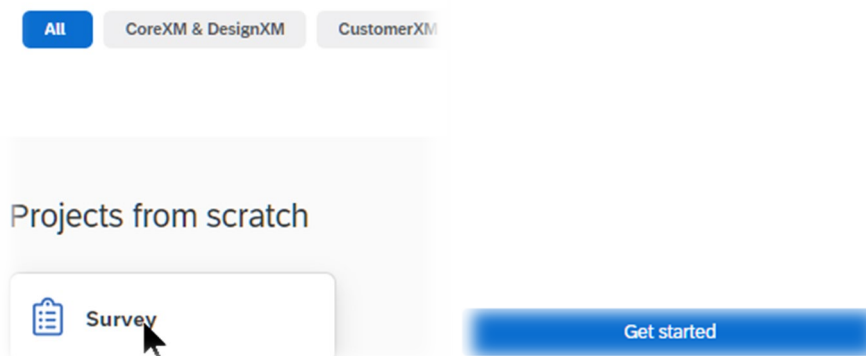

2) From the Qualtrics homepage, click on "*Create new project*" in the upper right corner.
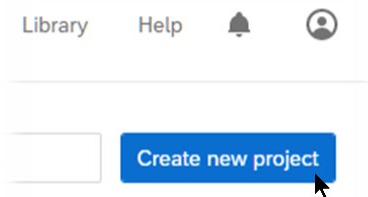
3) On the **Catalog** page, click on "*Survey*" under the words "*Projects from scratch*".

In the lower right, click on "*Get Started*".

4) On the **Create a new project** page, under "*Name*" click on "*Untitled Project*" and name your survey, such as "*Evaluation – J. Mountie*". Click below "*Folder*" and select "Management". Click below "*How do you want to start your survey?*" and select "*Use a survey from your library.*" Under "*Library*" click on "*employee*". Under "*Survey*" select *Management* and "*Management Evaluation Template 2021*". Click on "*Create Project*".

Create a new project

Survey

Name

> Evaluation - J. Mountie

Folder

> Management ⌄

How do you want to start your survey?

> Use a survey from your library ⌄

Library

> employee ⌄

Survey

> Management Evaluation Template 2021 ⌃

🔍 Search...
Library folders
Management >
Uncategorized >

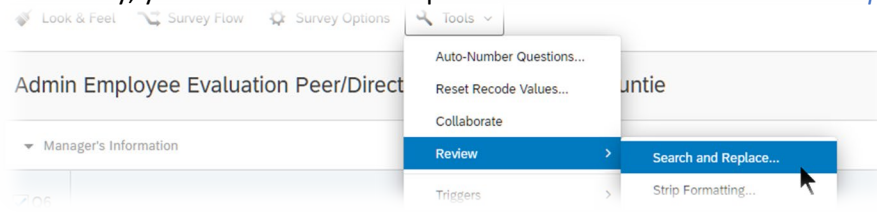| 🔍 Search... |
|---|
| **Surveys** |
| Management Evaluation Template 2021 |

Create project

5) You will need to customize the first block with your information. Click inside the area of the first question to start editing. This is the only required changes to the survey.

> anager's Information
>
> Q6
>
> Name:FIRST_LAST
> Title:YOUR_TITLE
> Date:01/01/2021
> Dept:YOUR_DEPT
>
> Peer, faculty, staff, management colleagues, direct reports, and/or other ind

Alternately, you can use the menu option *Tools > Review > Search and Replace*.

> Look & Feel   Survey Flow   Survey Options   Tools ⌄
>
> Auto-Number Questions...
> Reset Recode Values...
> Admin Employee Evaluation Peer/Direct   Collaborate   untie
> ⌄ Manager's Information   Review   >   Search and Replace...
> Triggers   >   Strip Formatting...

This will reveal a new option at the top of the page, and you can replace the text "*FIRST_LAST*", "*YOUR_TITLE*", the date "*01/01/2021*", and "*YOUR_DEPT*" with current information. Click on the "*all*" button to update the survey.

> ⌄ first_last   ◀ previous   next ▶   Jo Mountie| replace   all

6) Optionally, click the "*Preview*" button in the upper right to review the survey.

7) Click on the "*Publish*" button to finalize the survey.

> Actions   Library   Help   🔔   👤
>
> ⎋ Preview   ⬆ Publish   🔍 Se...
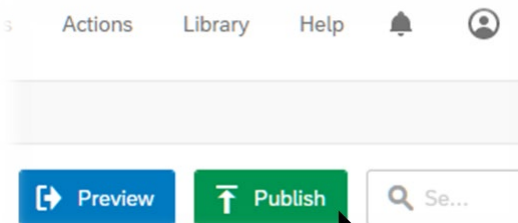
8) On the confirmation page, add a "details" comment if you like, then click on "Publish."

> **Publish Survey**
>
> Publishing will update the version seen by respondents. It can take up to 5 minutes to reflect changes for respondents starting new survey sessions.
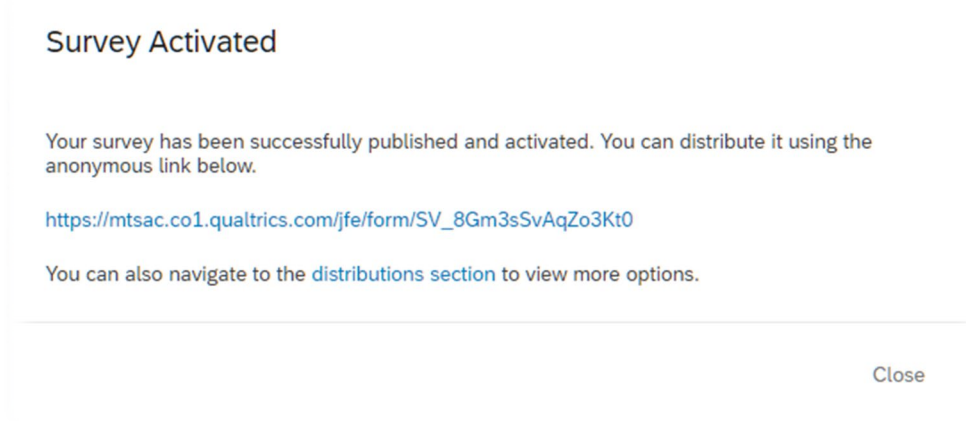>
> Details
>
> Mountie Peer Eval - Dec 2020
>
> Add a description for your version history
>
> ExpertReview
> Survey strength: **Great**
> Recommendations: **0**
>
> View recommendations
>
> Cancel   Publish

9) This will display your survey link. You can ignore this for now as you will see it again soon.

10) Click on the words "*distribution section*" and continue to the next section of this document.

Distributing Your Survey

1) Open your survey and click on "*Distributions*" module at the top. If you are continuing from above, skip to step 2 below.

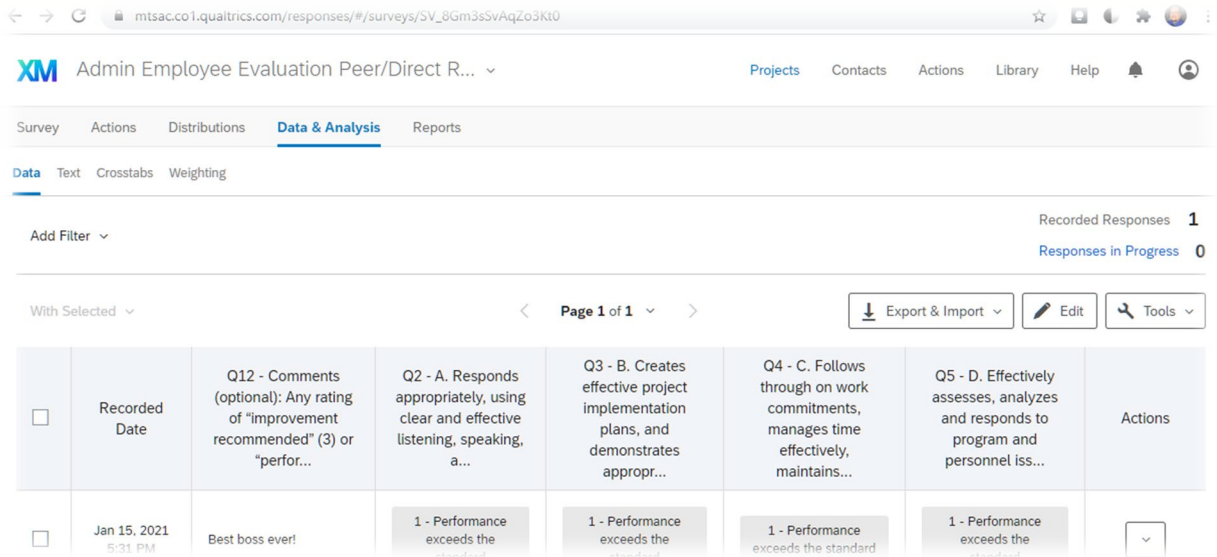2) Click on "*Anonymous Link*" on the left as your method of distribution.
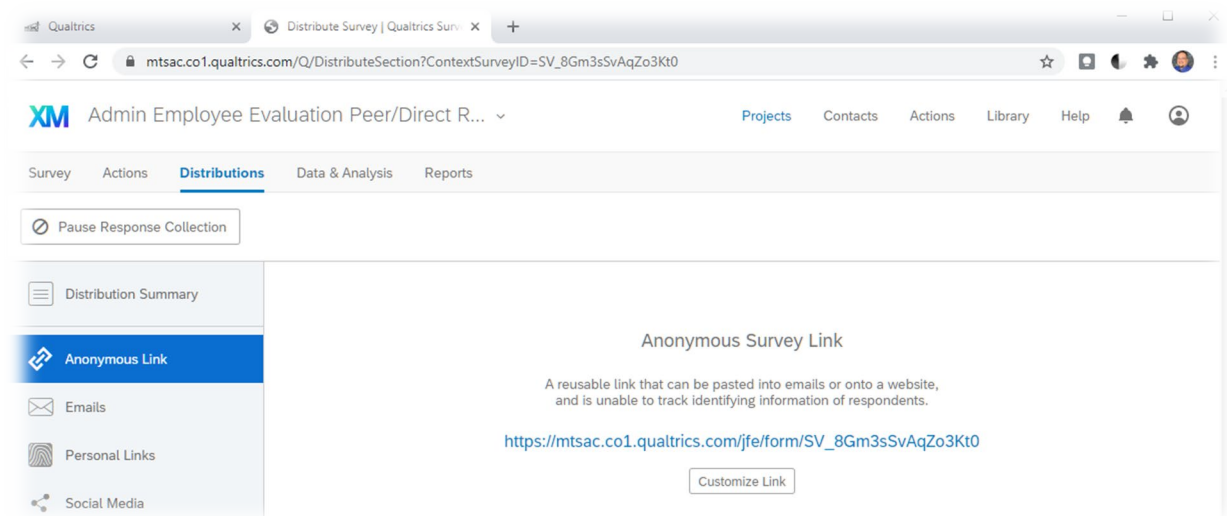
The Anonymous Link allows you to collect responses anonymously. This link can be pasted into an email or placed on a website for anonymous distribution.
Note: *survey is already configured to only accept one response per recipient.*

Reviewing Your Survey Results

1) Open your survey and click the "*Data & Analysis*" module at the top. This allows you to manage, add information to, and analyze individual participant responses. This shows you the raw data.

2) Click on the "*Reports*" module at the top. This allows you to view answer summaries and create custom pages to visualize and manage aggregate results. Generate reports in PDF format using the "*Share Report*" button on the right.
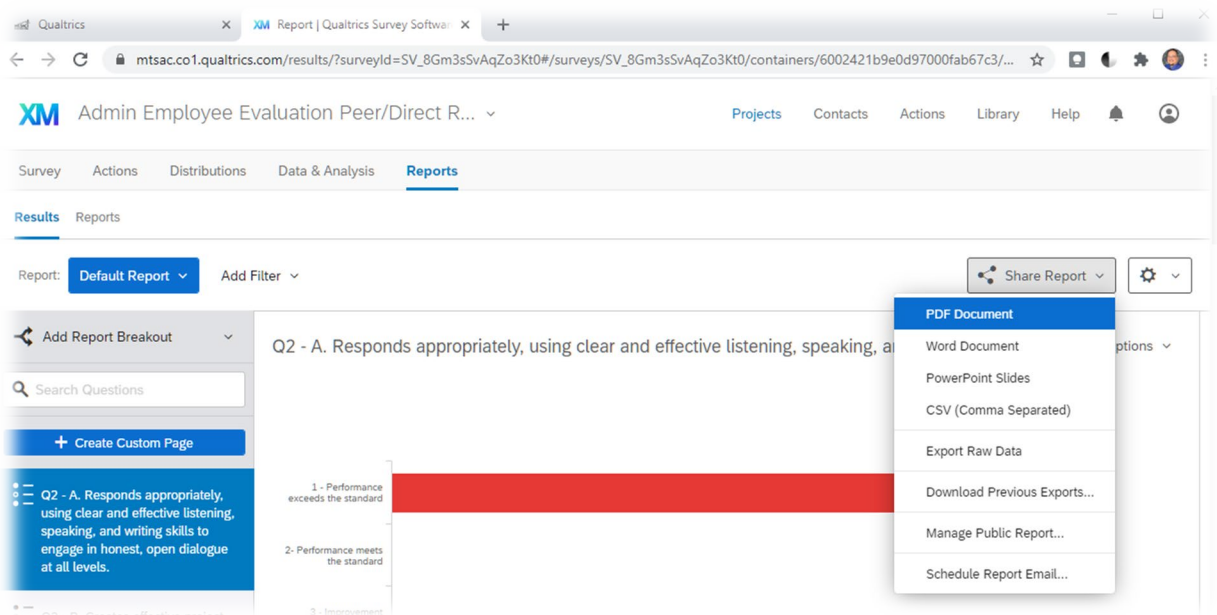
Part II: SELF EVALUATION
MANAGEMENT EMPLOYEE

Management Employee's Name: **Date:**

Title:

Department:

Use peer/direct reports feedback to complete. Submit your completed Self Evaluation - Management Employee to your manager

A. **Goals should reflect a commitment to equitable outcomes and inclusive practices. Review Progress on Last Year's Goals:**

Goals:	Results:

(Attach separate sheet if additional space is needed)

B. **Summary of Self-Evaluation including sample comments from peers and/or direct reports that addresses work in diversity, equity, and inclusion. Comments may address the following areas:**

   1. **Administrative Skills: communication, project management, productivity, problem solving, planning/program review, and resource management**

   2. **Leadership Skills/Values: integrity, inclusiveness/collaboration, innovation/creativity, humility/ sensitivity, and alignment of work to college mission and core values**

Areas of excellence:	Areas for improvement:

(Attach separate sheet if additional space is needed)

C. **I will be working on the following self and professional items that reflect a commitment to equitable outcomes and inclusive practices in the   academic year.**

Goals and Objectives (list your top 1-5):	Action Plan:

D. I need the following assistance (e.g. equipment, support, conferences, training, etc.)**:**

The District can provide:

Management Employee Signature: _____ **Date:** _____

Next-Level Manager: _____ **Date:** _____

Distribution:
Manager
Human Resources

Part III MT. SAN ANTONIO COMMUNITY COLLEGE DISTRICT MANAGEMENT EMPLOYEES EVALUATION FORM

Management Employee:

Title:

Department:

Evaluator:

1 E--Exceeds Expectations
2 M--Meets Expectations
3 NI--Partially Meets Expectations/Needs Improvement
4 DN--Does Not Meet Expectations (significant improvement required)

I. Review Last Year's Performance (A) [to be completed by the evaluator]

Management Employee Skills	Description: Evaluation on their commitment to equitable outcomes and inclusive practices should be a component in each category	Rating
Communication	Responds to audience appropriately, uses clear and effective listening, speaking, signing and writing skills to engage in honest, open dialogue at all levels of the college and its surrounding community [AACC Leadership Competency]	
Project Management	Creates effective project implementation plans, secures appropriate resources, and meets deadlines	
Productivity	Follows through on assignments and work commitments, manages time effectively, maintains quality under deadlines, communicates the need for additional assistance in a timely manner	
Problem Solving	Effectively assesses, analyzes, and responds to program and personnel issues (as appropriate)	
Planning/Program Review	Demonstrates planning skills for short- and long-term goals; uses data for analysis and review of own work and work of the unit(s) under that evaluator's supervision; conducts outcomes assessment for his/her unit's work	
Resource Management	Equitably and ethically sustains people, processes, and information as well as physical and financial assets to fulfill the mission, vision, and goals of the community college [AACC Leadership Competency]	
Comments (To what degree did the manager demonstrate these skills and values?):		

II. Review Last Year's Performance (B)

Leadership Skills/Values	Description: Evaluation on their commitment to equitable outcomes and inclusive practices should be a component in each category	Rating
Integrity	Operates with transparency and honesty	
Inclusiveness/ Collaboration	Effectively collaborates within and outside of his/her own area, appropriately includes others in planning and implementing activities	

Innovation/Creativity	Displays appropriate original thinking	
Humility/Sensitivity	Respects the work of others; displays sensitivity to a diverse work and learning community; readily admits when he or she is wrong or lacks information/knowledge	
Alignment of Work to College Mission and Core Values	Carries out duties in a manner that reflects the college mission and core values	
Comments (To what degree did the manager demonstrate these skills and values?):		

III. Establish Work and Professional Goals for Next Year

Initial Goals that reflect a commitment to equitable outcomes and inclusive practices (based on accomplishment of previous goals, current Administrative Self-Evaluation, and current peer and/or direct report input)	
To be completed prior to evaluation meeting	
Goal	Action Plan, Criteria for Satisfactory Performance, Timeline

Additional Goals that reflect a commitment to equitable outcomes and inclusive practice (based on manager's current evaluation)	
To be completed at evaluation meeting	
Goal	Action Plan

My signature acknowledges that I have read and discussed this evaluation with my manager. My signature does not necessarily mean that I concur with the evaluation, and I understand that the evaluation will become a permanent part of my personnel file. I have the right to submit written comments within ten (10) working days and to have those comments attached to this evaluation for inclusion in my personnel file.

Management Employee Signature: _____ **Date:** _____

Evaluator Signature: _____ **Date:** _____

Reviewed by (Next-Level Manager)**:** _____ **Date:** _____

Comments of Next-Level Administrator (Optional):

Distribution:
Manager
Human Resources

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