

H. Performance Evaluation Procedures (Educational Administrators, Classified Administrators, and Confidentials)

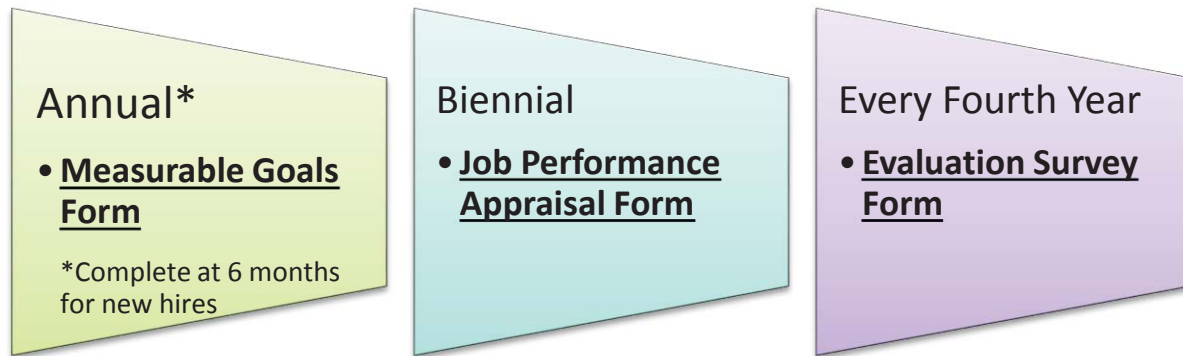
1. Philosophy and Purpose

- 1.1 The evaluation of administrators is designed to recognize excellence in administration, to strengthen performance, to designate areas needing improvement, and to foster the growth and development of administrators in meeting the educational needs of faculty, staff and students engaged in the process of teaching and learning.
- 1.2 The administrator appraisal process is an on-going communications process. The process provides an overall evaluation of an administrator's work performance and an opportunity for the supervisor (evaluator) and administrator (evaluatee) to discuss the administrator's work performance in terms of the District's and Colleges' goals and objectives.

2. Evaluation Tools

- 2.1 Administrators (evaluatees) are evaluated using three tools: Measurable Goals Form, Job Performance Appraisal Form, and Evaluation Survey Form. Effective administrators possess strong communication skills, leadership, teamwork, professional knowledge and expertise, administrative skills, and diversity/cultural proficiency leadership.
 - a. The **Measurable Goals Form** helps the evaluatee (in conjunction with their supervisor) to annually target improved job performance through development of personal and departmental goals.
 - b. The **Job Performance Appraisal Form** is a measuring tool for both the District and the evaluatee. The Job Performance Appraisal Form establishes the criteria against which the employee is assessed and evaluated. Areas of strength and areas where performance improvement may be required or desired are highlighted for the employee.
 - c. The **Evaluation Survey Form** is completed by up to 20 co-workers, students, or community members as determined by the administrator (evaluatee) and immediate supervisor (evaluator).
 - a. For Certificated Administrators, in accordance with article 6.13 in the YFA Contract, the Evaluation Survey Form will be offered to all division faculty.

3. Frequency of Implementation



3.0 *Semiannual Review: During First Year of Employment as an Administrator*
Immediate supervisor (evaluator) and evaluatee will meet twice during evaluatee's first year of contract for the purpose of the following:

- a. Discuss evaluation process.
- b. Review District and College goals.
- c. Develop annual administrator goals and related objectives (Measurable Goals Form).
- d. Review job description and identify current major responsibilities and skill areas.

3.1 *Annual Review: Measurable Goals*

Each year, evaluatees will review their Measurable Goals with their immediate supervisor (evaluator) and complete the following:

- a. Review progress toward goals and adjust as needed.

3.2 *Second Year Review: Add Job Performance Appraisal Form*

Immediate supervisor (evaluator) and evaluatee meet for the purpose of the following:

- a. Formal evaluation using Job Performance Appraisal Form on previous year's performance only.
- b. Review past year's goals and establish new or revised goals for the subsequent year.

3.3 *Third Year Review: Measurable Goals*

Each year, evaluatees will review their Measurable Goals with their immediate supervisor (evaluator) and complete the following:

- b. Review progress toward goals and adjust as needed.

3.4 *Fourth Year Review: Add Evaluation Survey Form*

Immediate supervisor (evaluator) and evaluatee meet for the purpose of the following:

- a. Formal evaluation using Job Performance Appraisal Form on previous year's performance only.
- b. Review past year's goals and establish new or revised goals for the subsequent year.
- c. Conduct Evaluation Survey with peers using Evaluation Survey Form.

4. Instructions for Evaluation Tools

4.1 Measurable Goals Form- see form.

4.2 Job Performance Appraisal Form- Use the following rubric to complete this form.

- a. Exceeds Expectations - Evaluatee exhibits a high level of performance, often going above and beyond base duties. Leader is proactive and displays vision in these areas.
- b. Meets Expectations - Evaluatee successfully performs the duties in these areas as required by their job description.
- c. Below Expectations* - Evaluatee is not meeting job performance expectations and needs to improve in these areas.
- d. No Basis for Judgment - Evaluator has no knowledge of this aspect of evaluatee's duties or the question is not applicable.

** When Below Expectations is marked on the Job Performance Appraisal Form, specific written comments are mandatory. Furthermore, measurable goals and targets for improving the administrator's performance should be attainable and mutually agreed upon.*

4.3 Evaluation Survey Form- The Evaluation Survey is a tool for the immediate supervisor's appraisal of the administrator's performance to be used in conjunction with the Job Performance Appraisal. Survey results will be shared with the evaluatee. The Evaluation Survey Form will be sent out using Survey Monkey, assuring anonymity.

- a. **Selection of Stakeholders:** The immediate supervisor (evaluator) and evaluatee will prepare a list of up to 20 individuals (stakeholders) to participate in the evaluation survey. The stakeholders identified should include persons within the evaluatee's sphere of influence and/or persons who are knowledgeable of the evaluatee's work, including any full-time faculty and/or part-time faculty in a particular division or department, staff, peers, students, and, where appropriate, community members.
- b. All efforts should be made to ensure the diversity among stakeholders reviewing are both representative of the diversity of California and sensitive to equal employment opportunity and diversity concerns.
- c. **Evaluation Survey Timeline:** Each stakeholder will be asked to complete the online Evaluation Survey Form. Stakeholders will be allowed two weeks to respond. Surveys will only be sent out once, regardless of responses received.

Note: Negative unsupported comments not pertinent to the job duties of the administrator (evaluatee) will not be placed in an employee's official Personnel File.

5. Recourse for Unsatisfactory Review or Negative Comments

- 5.1 Administrators, who receive an unsatisfactory evaluation or negative comments during the evaluation process, may provide a written response within 10 days to be attached to the evaluation prior to it being placed in the administrator's personnel folder.
- 5.2 An unsatisfactory evaluation will require completion of an Improvement Plan. If the Improvement Plan results in a Satisfactory rating, then no disciplinary action will be implemented.