Administrative Performance Appraisal

Name: ___________________________ Position: ___________________________

Please complete the following evaluation for the individual listed above. This is required as part of his/her overall administrative performance appraisal activities.

**Instructions:** This evaluation consists of statements describing preferred behavior in the areas of leadership, management, and communication. **Under each statement is a descriptor, which indicates the standard expectation for the category “Clearly Competent.”** Please mark each statement with one of the corresponding numbers associated with the four alternatives listed below:

- **3** Clearly outstanding
  (This behavior/condition is present, without exception, in my interaction with and observations of this individual.)

- **2** Clearly competent
  (This behavior/condition is present the majority of times in my interaction with and observations of this individual.)

- **1** Below potential competency
  (This behavior/condition is seldom present in my interaction with and observation of this individual.)

- **NA** Not Applicable
  (Insufficient knowledge)
A. Leadership

1. **Maintains a positive attitude and productive relationship with me.**

   Through this relationship I feel supported and valued and that my competency and my contributions to the college are recognized.

2. **Provides me with useful information on a timely basis. Gives clear directions and constructive feedback.**

   Keeps me informed on all issues and policies that may affect my area of responsibility. Delegated tasks are clear, and I understand my role and responsibility in completing assigned projects. Provides me with feedback that helps me do my job more effectively.

3. **Provides opportunities for my leadership development.**

   Provides me with opportunities to develop leadership skills through assignments and provides support for professional development within available means.

4. **Rewards my efforts by giving me recognition for accomplishments.**

   Provides oral and written recognition of accomplishments and give credit for my contributions as part of the Human Resources team.

5. **Maintains confidentiality in our relationship.**

   Respects my requests for confidentiality and does not use information without my permission. I have established a basic level of trust in regard to overall confidence.

6. **Is decisive and willing to proceed with available data.**

   Gathers as much information as possible, within an appropriate time frame, that meets my need for resolution.

7. **Is enthusiastic about work and sets a good example.**

   Displays an enthusiastic and positive attitude toward his/her role and professional assignments. Is helpful in influencing me to approach activities from the standpoint of commitment rather than compliance.

8. **Demonstrates vision and support for new initiatives.**

   Creates for me a mental image of future possibilities for the college while promoting a climate that fosters and supports innovation.
B. Management

1. **Demonstrates an operational knowledge of college policies and procedures.**

   Has a broad operational knowledge concerning college policies and procedures and shares this information with members of his/her team.

2. **Demonstrates effective use of time and effort necessary for quality work.**

   Demonstrates effective use of his/her time to accomplish tasks. Sets priorities and deadlines which allow task completion with a high degree of quality.

3. **Assign duties with appropriate authority to complete task.**

   Delegates tasks effectively and gives me the independence and authority needed to complete assignments.

4. **Follows through on commitments.**

   Once this individual has committed his/her support, she can be trusted to fulfill that obligation.

5. **Is a good financial manager.**

   Has a clear understanding and operational knowledge of the college's fiscal policies and procedures. Is knowledgeable of his/her area’s fiscal needs and is competent in the preparation and administration of budget allocations.

6. **Encourages high quality work.**

   Recognizes and regards quality work in others.

7. **Assumes responsibility for his/her decisions or actions.**

   Is willing to accept total responsibility for success or failure of activities. Does not seek to blame others, and supports members of his/her team.

8. **Supports affirmative action within his/her unit.**

   Actively promotes the need for diversity with his/her staff and implements strategies that will results in positive gains in minority representation.

9. **Creatively develops new approaches, efficiencies and opportunities for improving job performance.**

   Encourages me to look for creative ways to solve problems. Promotes learning and the effective use of teamwork.
C. Communications

1. **Demonstrates effective verbal and written communication skills.**

   Speaks and writes with clarity and precision. Is able to use communication to persuade and to gain support for his/her ideas.

2. **Demonstrates the ability to listen effectively and maintains a reasonable open door policy for communication purposed.**

   Demonstrates listening skills and patience. Allows me to complete my thoughts without cutting me off. Is available when needed.

3. **Demonstrates the ability to mentor and counsel with staff and others.**

   Shows interest in my welfare. Sets aside time to meet and discuss my concerns. Maintains confidentiality and demonstrates fairness.

4. **Respects diverse opinions and ideas.**

   Encourages the sharing of ideas and opinions. Does not ridicule or negate individual input. Respects me and my ideas.

5. **Effectively represents our division/department to others in the college community.**

   Is professional in his/her manner. Represents department’s position in a positive manner. Is prepared when negotiating the department’s activities and goals. Has the general respect of others in the organization.

6. **Demonstrates a student-centered philosophy.**

   Is conscious of the college mission and promotes the welfare of employees through quality of services and the awareness of the effect on employees when making organizational decisions.