

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 result 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.