

Riverside Community College District

Management Performance Evaluation
Manager Annual Evaluation Form

Rating Scale

Exceptional (clearly outstanding performance) – Performance fall within top 5-10% of employees at current level/position.

Strong (excellent performance) – Performance falls within top 15% of employees at current level/position.

Fully Competent (solid performance) – Consistently meets expectations. Two-thirds of employees in current level/position fall within this category.

Continued Development – Needs development in current position. Overall performance is somewhat lower than expected for the current position but Manager is making progress toward developing expected skill level.

Poor (unsatisfactory performance) – Performance is clearly below what is expected at current level/position and efforts to improve performance have not been successful.

STRATEGIC PRIORITIES

The Community College leader understands the strategic planning process, advocates for it, and actively strives to implement the college's and/or district's institutional priorities into his/her day-to-day operations. The leader actively promotes the success of students and colleagues at all levels and seeks to influence them to achieve those priorities.

Examples of Competency Skill

Incorporates established institutional priorities for the college/district into day-to-day operations of area of responsibility.

Exercises critical thinking and analysis to compare the state of current outcomes to desired results to make sound decisions to improve the quality of the institution and area of responsibility.

The manager:

Identifies his/her program's (area of responsibility) goals and priorities, ensuring congruency with the college's/district's goals and priorities.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Articulates these goals and priorities to his/her colleagues at all levels.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Adopted: 11-29-11
Begin: 7-1-13

Incorporates and effectively implements these goals and priorities into day-to-day operations to improve his/her program and/or the college/district.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Keeps abreast of and applies current trends and practices in his/her area of responsibility.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Exercises sound critical thinking and analysis in assessing the current state of his/her program to make decisions to improve the quality of his/her program/college/district.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Encourages input on the development of strategic priorities from colleagues at all levels.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Encourages creativity and innovative ideas from colleagues at all levels that support successful outcomes.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Conducts program reviews for his/her area of responsibility ensuring the review supports strategic planning.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Overall Comments on Competency Proficiency:
 (text field)

Adopted: 11-29-11
 Begin: 7-1-13

COMMUNICATION

The leader seeks to affect the behavior of others by identifying and removing barriers to effective communication and by transmitting clear information through verbal and written discourse. The leader ensures that his/her messages sent to others, irrespective of his/her position in the college/district, convey respectfulness and unambiguous meaning and promote the success of all constituent groups to sustain the institutional mission.

Examples of Competency Skill

Conveys ideas, information, and program updates succinctly, frequently, tactfully and empathetically to all constituent groups, regardless of the verbal or written format. Exhibits the competence to identify and remove barriers to effective communication through structural or policy change, the use of effective oral and written strategies and techniques, and the use of communication skills to coach and mentor colleagues to develop his/her leadership potential.

The Manager:

Demonstrates written and verbal communication that is respectful and professional.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Articulates the mission to all constituent groups of the college/district internally and externally.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Serves as a good mentor and coach to staff.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Uses a communication style that encourages open communication from staff to manager and from management colleagues.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Initiates effective problem solving discussions that identify and lead to constructive alternatives.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Adopted: 11-29-11
Begin: 7-1-13

Develops the leadership potential in staff.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Keeps staff abreast of program and District activities to keep them informed of college and RCCD activities, priorities, and/or issues.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Empathizes in communicating with others, taking the time to understand his/her perspectives.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Uses an appropriate, professional and supportive tone that reflects a consideration and regard for the self-esteem of others.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Exercises an ability to listen and respond well to others.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Overall Comments on Competency Proficiency:
(text field)

Adopted: 11-29-11
 Begin: 7-1-13

RESOURCE MANAGEMENT

An effective leader equitably and ethically manages people, processes, and information, and physical and financial assets, to fulfill the mission, vision, and goals of the organization.

Examples of Competency Skill

Continually searches for opportunities for improvement and demonstrates effective use of resources.
 Implements financial and organizational strategies to support programs, services, staff and facilities.

The Manager:

Effectively leverages available resources to invest in employee growth and professional development.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Conducts regular meetings to discuss progress toward goals and departmental strategies.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Enables employees to contribute effectively and productively to the department's development and accomplishment of objectives and goals.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Completes employee evaluations, timely and appropriately communicates the evaluation to staff.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Develops and manages resource assessment, planning, and allocation processes consistent with the District/College strategic plan and local, state and federal guidelines and policies.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Adopted: 11-29-11
Begin: 7-1-13

Manages and develops a comprehensive plan for categorical fund budgets, including but not limited to, developing spending plans, managing funds and meeting reporting and compliance requirements.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Creates a climate where the truth can be heard and crucial facts confronted regarding resource allocations.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Adheres to deadlines for work completion, manages time consistently and delegates authority appropriately.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Takes an entrepreneurial stance in seeking ethical alternative funding sources.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Overall Comments on Competency Proficiency:
(text field)

Adopted: 11-29-11
Begin: 7-1-13

PROFESSIONALISM

A leader is committed to high standards of performance, works cooperatively and collaboratively within the institution and the community, promotes organizational integrity, takes responsibility for decisions and demonstrates accountability towards the mission of the District/College.

Examples of competency skill

Develops and maintains professional relationships with staff and the community.
Provides balance, creativity and vision through organizational change and/or changing economic conditions.

The Manager:

Communicates effectively with staff in a manner that provides constructive and timely feedback.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Demonstrates the courage to take risks and proposes effective solutions to difficult decisions.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Accepts responsibility for his/her actions.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Develops and maintains professional relationships with the community.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Demonstrates civility, especially in situations involving conflict and differing opinions.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Promotes and maintains high standards for personal and organizational integrity, honesty, and respect for others.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Adopted: 11-29-11
Begin: 7-1-13

Demonstrates commitment to and support for the District/College strategic plans, mission and goals.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Demonstrates self-improvement and contributes to the profession through professional development programs and/or professional organizations.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Demonstrates acceptance of differences and supports non-discriminatory behavior.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Assures a professional work environment by maintaining appropriate appearance and conduct.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Overall Comments on Competency Proficiency:
(text field)

Adopted: 11-29-11
 Begin: 7-1-13

COLLABORATION

The leader develops and maintains responsive, cooperative, mutually beneficial, and ethical internal and external relationships that promote diversity, the success of students and others, and sustains the community college mission.

Examples of Competency Skill:

Builds and maintains productive relationships.

Nurtures and develops opportunities for involvement of students, faculty, staff, and community members to advance the college mission, vision, and goals.

The Manager:

Treats others with respect and courtesy.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Embraces and employs the diversity of individuals, cultures, values, ideas, and communication styles to assure inclusive participation of others, and to foster teamwork and cooperation.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Maintains a work style that is open to constructive suggestions.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Stresses and develops cooperation within the department and with colleagues at all levels.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Facilitates group effort and teamwork toward achieving goals and objectives.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Seeks and utilizes input from stakeholders when making decisions.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Adopted: 11-29-11
Begin: 7-1-13

Promotes shared problem solving and decision making.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Actively provides opportunities for professional development and mentorship.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Works effectively and diplomatically with external constituent groups such as legislators, business leaders, community stakeholders, accreditation organizations, and others.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Overall Comments on Competency Proficiency:
(text field)

Adopted: 11-29-11
Begin: 7-1-13

MISSION ADVOCACY

The leader understands, commits to, and advocates for the mission, vision and goals of the college/district.

Examples of Competency Skill:

Promotes diversity, inclusion, equity, academic excellence and open access.
Demonstrates a passion for and commitment to student success.

The Manager:

Promotes and supports the college/district's diversity activities.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Regularly incorporates the college/district mission, values and goals into the activities of the department.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Initiates activities that support a learner-centered environment.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Regularly emphasizes the impact of services on student success.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Positively represents the organizational mission within the district, in the community and among stakeholders.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Adopted: 11-29-11
Begin: 7-1-13

Supports and encourages participation in college/district diversity activities.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Advocates and initiates programs and services that address the diverse population served.

Exceptional	Strong	Fully Competent	Continued Development	Poor	Not Applicable

Overall Comments on Competency Proficiency:
(text field)

OVERALL RATING

OVERALL WORK PERFORMANCE: The overall rating must be consistent with competency ratings and comments provided throughout the evaluation.

Exceptional	Strong	Fully Competent	Continued Development	Poor

Overall Comments for rating period:
(text field)

Supervisor's Signature: _____ Date: _____