The management performance evaluation process is designed to recognize the strengths and accomplishments of Cabrillo’s managers and to identify areas for improvement or professional development. The process should also assess the performance of the manager in the overall mission of the college, re-energize the college’s overall efforts and be an interactive process focused on developing professionalism and excellence in all members of the management team. These regulations shall apply to all managers below the level of the Superintendent/President.

1.0 General Guidelines

1.1 All managers shall be evaluated on an annual basis. Each manager shall undergo a comprehensive evaluation at least once every three years. The word “manager” includes both classified and educational administrators.

1.2 The word “supervisor” refers to the administrator to whom the manager being evaluated reports.

1.3 The word “staff,” unless otherwise specified, includes management, faculty and support staff.

1.4 Confidentiality shall be maintained by all who participate in this process. The contents of all documents shall remain confidential, in accordance with the California Public Records Act, Government Code section #6524.

1.5 The word “goals” or the phrase “performance goals” may include but is not limited to the following kinds of goals: master plan strategies for which the manager is responsible, performance objectives, and professional growth objectives.

2.0 Comprehensive Evaluations

New or reassigned managers shall first receive a comprehensive evaluation in the year following appointment to the position. Thereafter, comprehensive evaluations shall occur at least once every three years. Nothing in these procedures shall prevent the Superintendent/President or the supervisor from initiating a comprehensive evaluation of a manager during any year not scheduled for such an evaluation.

The comprehensive evaluation process is as follows:

2.1 The Human Resources department compiles the list of managers due for comprehensive evaluation.

2.2 The manager being evaluated will select a peer manager in consultation with his/her supervisor. During the meeting between the supervisor and the manager, they will discuss and agree upon a list of people who will receive the performance survey. All contract faculty and staff reporting directly to the manager will receive an evaluation feedback questionnaire. Additional employees will be identified to receive surveys when the manager being evaluated has College-wide responsibilities. Managers who have classroom and/or counseling assignments shall undergo a classroom/counseling evaluation. This classroom/counseling evaluation shall consist of an observation done by a faculty member in the same discipline as the manager, chosen by the appropriate Vice
President. It shall also include student evaluations based on current practice in faculty
evaluations. These evaluations shall be submitted to the peer manager.

2.3 The peer manager tallies and summaries responses of those evaluation feedback
questionnaires (surveys) returned by an established deadline. If assistance is needed in
compiling the data, including retyping the comments, the peer manager may request the
assistance of a confidential-designated employee, but not a classified staff person.

2.4 The manager being evaluated submits to the supervisor a self-evaluation to include
completion of the performance feedback questionnaire and a narrative which reviews the
effectiveness of his/her performance in the position as detailed in the job description.
This narrative should also address progress toward goals set forth in the previous
evaluation, additional contributions to the campus and community, and professional
growth activities. The narrative should conclude with the manager’s suggestions for
possible new goals for the next three years.

2.5 The peer manager will carefully analyze all information and will draft a summary of
feedback received that provides as accurate a reflection of the responses as possible. This
summary should reflect trends identified rather than isolated, atypical comments. The
summary is intended to be a synthesis of the comments, not a word-for-word listing of
them. The summary shall include all of the following that apply:

- Strengths and commendations
- Areas for improvement
- Opportunities for staff development in areas where the manager’s performance could
  be enhanced
- Possible performance goals to be addressed by the manager during the next three
  years.

The peer manager provides the summary evaluation and compiled feedback results (e.g.,
tally) to the supervisor.

2.6 The supervisor writes the manager’s overall evaluation based on the manager’s
performance of the duties contained in the job description and a review of the goals
established for the manager during the previous evaluations using information from the
summary prepared by the peer manager, the manager’s self-evaluation, the supervisor’s
own observations, and all applicable information influencing the function and staffing of
that area that are within the manager’s control. (See Section 5.0) The evaluation should
include the new goals and staff development suggestions, as applicable.

2.7 The evaluation concludes with a meeting between the manager and the supervisor during
which the performance feedback summary and the overall evaluation are reviewed and
discussed. This meeting shall include the identification and discussion of management
development activities as necessary to address the new performance goals. If a
significant problem has been identified, a plan for improvement with measurable
outcomes shall be attached. If during the evaluation process, the manager and supervisor
identify a College-wide issue that is inhibiting optimum performance and needs to be
addressed at a higher level, the supervisor may take this issue forward to the next level
for consideration.

2.8 When the supervisor is not the Superintendent/President, the evaluation feedback
summary, the overall evaluation and the manager’s self-evaluation will be sent forward to
the supervisor’s immediate supervisor for review. This last review is to ensure
consistency between the overall evaluation and the provided materials. Only the overall evaluation will be retained in the manager’s personnel file, which is maintained by the Human Resources department. All materials developed during the evaluation process shall be destroyed after 90 calendar days, except when information provided requires retention due to legal or ethical issues.

3.0 Annual Evaluations

3.1 An annual evaluation shall be conducted in a year not scheduled for a comprehensive evaluation.

3.2 The annual evaluation shall include the following components:
   a. Supervisor’s overall written evaluation to include review of the job description, effectiveness of performance, progress towards performance goals identified in the last comprehensive and annual evaluations, and identification of any applicable new goals.
   b. Evaluation conference between the manager being evaluated and the supervisor. This conference shall include discussion and identification of management development activities, as applicable.

4.0 Administrative Review of Evaluations

The following applies to both comprehensive and annual evaluations:

4.1 Within ten (10) working days after the meeting at which the manager receives his/her overall evaluation, the manager may respond in writing to the overall evaluation. The response shall be attached to the evaluation. A copy of this response will be given to the supervisor.

4.2 Should the manager being evaluated believe that he/she has been evaluated unfairly, a panel consisting of the Director of Human Resources (or his/her supervisor) and two other managers (one selected by the concerned manager and one appointed by the Superintendent/President) shall review the manager’s concerns. The panel will review the materials, consult with the supervisor and the manager, and issue a determination within thirty (30) working days. This determination will be forwarded to the Superintendent/President whose decision will be final.

4.3 Vice Presidents will review all evaluations for those managers within their component but not under their direct supervision.

4.4 The Superintendent/President will review evaluations and that review may result in oral and/or written input to the manager being evaluated and to the manager’s supervisor.

4.5 At the discretion of the Superintendent/President, there may be a review of the evaluation by the Governing Board.

4.6 As a side benefit of the evaluation process, issues of institutional concern or trends toward excellence and exceptional service may be identified and brought forward for consideration by the Vice Presidents, the Superintendent/President, and the Governing Board.

5.0 Performance Categories

Performance categories, in addition to the specific duties listed in the job description, shall include, but are not limited to:
5.1 Management Skills: ability to organize, encourages teamwork, builds morale, meets timelines/deadlines, facilitates meetings effectively, possesses knowledge of department and total organization, maintains currency in field, encourages discussion, promotes confidence and trust, allows/fosters input in decision making, conducts objective staff evaluations, facilitates effective conflict resolution, promotes constituent/department advocacy within the mission and goals of the College, demonstrates consistently effective and fair employment practices.

5.2 Communication Skills: keeps staff/faculty informed, encourages open/honest communication, provides clarity, accessibility, responsiveness, encourages discussion.

5.3 Interpersonal Skills: maintains positive rapport, demonstrates sensitivity to diversity, motivates others.

5.4 Analytical Skills: ability to make sound decisions, efficient budget management including budget development, sound budget decisions.

5.5 Leadership Skills: attention to long range planning, encourages and provides opportunities for staff development, attention to student and community needs, support for and encouragement of innovation, development of leadership among faculty and staff, encourages and motivates others.

6.0 Timeline

To complete the process in a timely manner, the following timelines have been established. It is the responsibility of the supervisor and the Human Resources department to monitor the process to ensure timely completion. Timelines for evaluation of newly-hired or reassigned managers may be adjusted as the request of the supervisor and with the approval of the Superintendent/President.

February:
- Human Resources department identifies managers to be evaluated
- Managers identified for a comprehensive evaluation meet with their supervisor and agree on peer manager who will serve to compile the evaluation feedback

March-April:
- Peer manager of the manager being evaluated via the comprehensive evaluation process distributes surveys to all direct reports and additional employees identified by the supervisor and manager to receive solicited surveys
- Program faculty and staff complete surveys and return them to peer manager

April 30:
- Deadline by which all surveys are returned to peer manager for compilation and completion of the performance feedback summary

May:
- Peer manager or a confidential-designated employee tallies numerical responses, completes the evaluation feedback summary and submits it to the supervisor
- Managers complete self-evaluation and submit it to their supervisor
Chapter Seven: Human Resources

By June 30th:
- Supervisor writes overall evaluation
- Supervisor and manager meet to discuss evaluation, celebrate accomplishments, agree on new performance goals, and identify professional development opportunities to address performance feedback and goals

Note:
Given the number of managers reporting directly to the Vice President of Instruction, the Vice President may, in cooperation with the Human Resources department, request that the comprehensive evaluation process for some instructional managers occur during a fall semester.

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