Executive/Manager/Technical Staff Assessment

Name:		Title:	
Unit:		Supervisor:	

☐ **Self Assessment (Use of this form for self-assessment. This is optional, not required.)**
☐ **Supervisor Assessment**

EVALUATION TYPE: ☐ Annual ☐1st ☐2nd ☐3rd ☐ Continuous Appointment – Every third year _____ (indicate year)

INSTRUCTIONS:

- Using the descriptions below, check the boxes that best describe the employee's demonstrated performance. Provide supporting comments and examples in the space provided or attach additional pages.
- Go to Shared Network drive- FORMS (M) for assistance and recommendations for assessment preparation.

The competencies for Executive/Manager/Technical /Technical assessment are taken from the American Associations of Community Colleges (AACC) statement on Competencies for Community College Leaders and cross walked with OCCC's management commitment to student and institutional success.

PERFORMANCE MEASURE DESCRIPTIONS

Needs Improvement	Developing	Meets Standard	Frequently Exceeds Standard	Consistently Exceeds Standard
This individual rarely meets the performance expectations for this performance measure. The individual *seldom/occasionally* performs the expected tasks and demonstrated behaviors. Cannot be relied upon to perform these tasks without direct supervision.	This individual is learning and developing new skills or may be new to the job and is moving in a positive direction toward full performance. Not for corrective action plan situations.	This individual frequently and generally meets the performance expectations for this performance measure. The individual performs the tasks and demonstrates the expected behavior in *most* situations.	This individual consistently meets the performance expectations for this performance measure. The individual can be depended upon to perform the tasks and demonstrates the expected behavior under *all reasonable* circumstances.	This individual has *exceeded* the performance expectations for this performance measure. The individual's job achievements have added *significant* value to the goals of their team, department and/or organization.

COMMUNICATION SKILLS: *AACC: An effective community college leader uses clear listening, speaking, and writing skills to engage in honest, open dialogue at all levels of the college and its surrounding community, to promote the success of all students, and to sustain the community college mission* **OCCC:** *Respectful and powerful communications through excellent communication skills (listening, written, oral & presentation)*	Needs Improvement	Developing	Meets Standards	Frequently Exceeds Standards	Consistently Exceeds Standards
Self: Establishes and maintains effective communications both upward and laterally across the organization as required, as well as within the work team for which he/she is responsible. May include elements such as: providing clear and concise reports on projects, plans and progress; communicates, collaborates and cooperates with other functional areas of the college (e.g., responds to e-mail or voice-mail messages, completes required reports and/or forms or ensures that such paperwork or forms are submitted in a timely manner by his/her staff.)					
Department or work team: Establishes and maintains effective communications within the work team for which he/she is responsible. Creates and maintains open communications regarding resources, priorities and expectations. Listens actively to understand, comprehend, analyze, engage and act. Disseminates and supports policies and organizational strategies, including elements such as: communicating the College's vision/mission and Big 5 Strategic Framework; speaking knowledgeably about the College's goals and programs; communicating complex information in an understandable way. Solicits and welcomes input or ideas from employees.					
Campus/Community: Establishes and maintains effective communications and relationships with students, vendors or other customers of the work team whether internal or external. Demonstrates effective listening skills and seeks to understand others points of view.					

Supporting comments and/or examples:

INTERPERSONAL RELATIONSHIPS / COLLABORATION *AACC: An effective community college leader develops and maintains responsive, cooperative, mutually beneficial, and ethical internal and external relationships that nurture diversity, promote the success of all students, and sustain the community college mission.* *OCCC: Ethical, strong and collaborative leadership as in integral member of the College leadership team.* *Building trust among members of the College, collegiality and respect for everyone*	Needs Improvement	Developing	Meets Standards	Frequently Exceeds Standards	Consistently Exceeds Standards
Self: Works well with others; demonstrates willingness to assist and enlist the help of others as needed to work toward common goals. Seeks conflict resolution instead of conflict or conflict avoidance. Demonstrates ability to resolve conflict constructively and is receptive to constructive criticism. Demonstrates cultural competency. Works well in teams, actively participates as a member of assigned committees; facilitates shared problem-solving and decision-making.					
Department or work team: Develops a positive environment that supports innovation, teamwork and successful outcomes. Respects diversity, practices self-reflection/self-awareness; builds trust in employees and customers, builds respect; demonstrates integrity; manages conflict effectively; collaborates across organizational boundaries for the greater good. Focuses on building healthy relationships. Demonstrates courtesy and respect for co-workers, customers and other contacts, as required.					
Campus/Community: Ability to create and sustain employee commitment; creates an environment which breeds success; embraces and employs the diversity of individuals, cultures, values, ideas and communication styles. Works with peers across the district and others to identify economies of scale and cooperates in designing and implementing district-wide work teams; collaborates across unit boundaries for the greater good.					

Supporting comments and/or examples:

EFFECTIVE USE OF RESOURCES: *AACC: An effective community college leader equitably and ethically sustains people, processes and information as well as physical and financial assets to fulfill the mission, vision and goals of the community college.* *OCCC: Holding self and others accountable in a positive and principled manner.* *Personal and organizational continuous improvement and evolution.*	Needs Improvement	Developing	Meets Standards	Frequently Exceeds Standards	Consistently Exceeds Standards
Self: Achieves goals and objectives established for the department/division/area of responsibility in a professional and timely manner; uses and manages resources (budget, people, technology, etc) in a cost effective manner and within budget. Employs organizational, time management, planning and delegation skills.					
Department or work team: Ensures accountability; develops and maintains resource assessment, planning, budgeting, acquisition and allocation processes consistent with mission and Big 5 Strategic Framework and local, state and federal regulations. Has a realistic sense of what can and cannot be accomplished by the department/staff; tracks and monitors department projects for efficiency; manages resources effectively.					
Campus/ Community: Ability to align activities around core mission, Big 5 Strategic Framework and values; manage budget effectively; manages personnel effectively and individually; manages conflict and change in ways that contribute to the long term viability of the organization.					

Supporting comments and/or examples:

FLEXIBILITY AND ADAPTABILITY *AACC: Responsiveness to changing conditions and requirements.* *OCCC: An entrepreneurial mind set and propensity to "see what is possible"*	Needs Improvement	Developing	Meets Standards	Frequently Exceeds Standards	Consistently Exceeds Standards
Self: Readily adjusts to new ideas and situations; adapts to changing assignments and performance expectations. Demonstrates flexibility in carrying out job responsibilities and assignments; Demonstrates willingness and ability to learn new things.					
Department or work team: Tolerates ambiguity and uncertainty; continuously assesses department work plans against College goals and realigns or revises correspondingly; sets and monitors performance goals for work team; focuses on end user ease of service					
Campus/ Community: Acts as a change agent; taking reasonable risks, and identifying opportunities to improve operations.					

Supporting comments and/or examples:

INITIATIVE *AACC: Determining what needs to be done to accomplish job responsibilities and completing tasks; manages available resources; challenges the status quo and creates alternatives.* *OCCC: Advancing OCCC's mission and the Big Five Framework with student success and quality teaching at the heart of all we do*	Needs Improvement	Developing	Meets Standards	Frequently Exceeds Standards	Consistently Exceeds Standards
<u>Self:</u> Completes work with minimal supervision; begins and completes work requirements without prompting. Demonstrates ability to solve problems; suggests new and reviewed work processes and procedures; seeks out appropriate resources and/or assistance when help is needed; effectively prioritizes multiple roles and responsibilities.					
<u>Department or work team:</u> Creates an environment that breeds success; recognizes good ideas and supports them; encourages creative problem solving, stimulates new perspectives and ways of doing things; encourages a fun and engaging workplace; manages resources effectively. Challenges the status quo by seeking continuous improvement; finds innovative ways to overcome barriers.					
<u>Campus/ Community:</u> Focus on end user and ease of service; collaborates across unit boundaries for the greater good; tolerates ambiguity and uncertainty. Identifies new and alternative funding sources to assist in the achievement of organizational objectives.					

Supporting comments and/or examples:

PLANNING & ORGANIZATION *AACC: An effective community college leader strategically improves the quality of the institution, protects the long-term health of the organization, promotes the success of all students, and sustains the community college mission, based on knowledge of the organization, its environment, and future trends.* *OCCC: Skillful problem solving, conflict resolution, group planning and decision-making* *Adept use of data to analyze, problem solve and plan*	Needs Improvement	Developing	Meets Standards	Frequently Exceeds Standards	Consistently Exceeds Standards
<u>Self:</u> Demonstrates ability to organize and complete work effectively and efficiently. Achieves organizational objectives professionally and without adverse consequences to the College; works effectively within the framework and limitations of policy, procedures, rules and regulations. Prepares for opportunities or challenges from external sources; anticipates obstacles and contingencies and allocates resources to meet them. Demonstrates ability to prioritize and use available resources; involves others outside the department in decision making when appropriate. Demonstrates good professional judgment; manages budget effectively; effectively prioritizes multiple roles and responsibilities.					
<u>Department or work team:</u> Aligns department/work team mission, structures and resources with the college Big 5 Strategic Framework; assembles facts and considers alternatives, balances competing considerations and presents feasible options to policy makers. Anticipates consequences of department actions; demonstrates ability to foresee impact of decisions or actions on others. Directs short – long term plans to ensure effective and efficient operations; assesses needs and prioritizes resources toward achieving department responsibilities.					
<u>Campus/ Community:</u> Appropriately understands role in policy making process (providing information, leading, supporting policy makers); correctly identifies stakeholders as partners; balances competing interests; collaborates across unit boundaries for the greater good; understands when to and when not to seek input and involve stakeholders in decision-making process.					

Supporting comments and/or examples

PROFESSIONALISM *AACC: An effective community college leader works ethically to set high standards for self and others, continuously improve self and surroundings, demonstrate accountability to and for the institution, and ensure the long-term viability of the college and community.* ***OCCC***: *Building trust among all members of the college, collegiality and respect for everyone*	Needs Improvement	Developing	Meets Standards	Frequently Exceeds Standards	Consistently Exceeds Standards
Provides leadership and management oversight to address and accomplish College goals and objectives. Accepts responsibility and is accountable for the work of the department. Able to modify behavior based on past experiences; open to feedback; able to effectively prioritize multiple roles and responsibilities; ability to introduce change effectively; able to handle change in a positive way; demonstrates ability to resolve conflict constructively and is receptive to constructive criticism. Is adaptable to changing circumstances; remains even tempered in stressful situations. Makes well reasoned decisions.					

Supporting comments and/or examples:

COMMUNITY COLLEGE and STUDENT ADVOCACY ***AACC:*** *An effective community college leader understands, commits to and advocates for the mission, vision and goals of the community college.* May include both external activities in support of the mission of the college and consideration of the employee's involvement and participation in college service through internal committees, task teams, etc *OCCC: Advancing equity of student outcomes through programs, services and classrooms that are inclusive and respectful of student diversity.*	Needs Improvement	Developing	Meets Standards	Frequently Exceeds Standards	Consistently Exceeds Standards
<u>Self:</u> Values and promotes diversity, inclusion, equity and academic excellence. Demonstrates a passion for and commitment to the mission of community colleges and student success.					
<u>Department or work team:</u> Advocates the community college mission to all constituents and empowers them to do the same. Advances life-long learning and supports a learner centered environment.					
<u>Campus/ Community:</u> Represents the community college in the local community, in the broader educational community, at various levels of government. Actively participates in college service through district or campus wide committee or task team work.					

Supporting comments and/or examples:

SUPERVISORY SKILLS Appropriately monitors staff performance, such as productivity and quality, including appropriate support for staff development, participation, etc. Operates in a way to build trust and respect; encourages a fun and engaging workplace and creates and sustains employee commitment.	Needs Improvement	Developing	Meets Standards	Frequently Exceeds Standards	Consistently Exceeds Standards
Accepts responsibility and is accountable for the work of the department. Provides leadership and management oversight to address and accomplish College goals and objectives. Makes well reasoned decisions; demonstrates professional judgment; able to articulate own beliefs and values; able to tolerate ambiguity and uncertainty; models the behavior he/she expects of others. Plans, organizes, directs and evaluates the performance of assigned staff; completes performance evaluations on time. Manages employees effectively and individually; encourages personal and professional growth of employees; analyzes employee needs for training to successfully perform; addresses employee performance deficiencies in a timely manner; supports staff development for employees within the work group. Gives employees appropriate authority to do their jobs; effectively delegates work to staff; helps staff accept and embrace change; effectively represents the team to the rest of the organization. Encourages creative problem solving; creates an environment that breeds success; inclusive; empowering; respects diversity; encourages a fun and engaging workplace. Furthers safety in the workplace; demonstrates ability to create and sustain employee commitment.					

Supporting comments and/or examples:

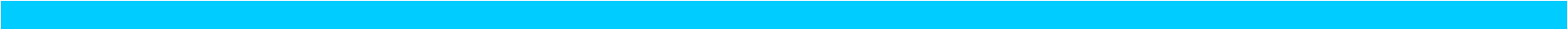| JOB SPECIFIC KNOWLEDGE AND SKILLS	Needs Improvement	Developing	Meets Standards	Frequently Exceeds Standards	Consistently Exceeds Standards
In addition to the common leadership skills and traits desired in all College managers, each manager's position requires some knowledge or skills specific to the position held. Please identify the primary knowledge and skill factors here and provide commentary on the incumbent's performance or competency in demonstrating those knowledge and/or skill factors.					

Supporting comments and/or examples:

OPTIONAL: INPUT FROM 360º SOURCES: Summary of the responses from peers, direct reports and others regarding areas of performance strengths and opportunities for improvement

OVERALL RATING OF LEADERSHIP	Needs Improvement	Developing	Meets Standards	Frequently Exceeds Standards	Consistently Exceeds Standards
Overall demonstration of leadership skills and attributes which may have been individually identified in preceding items.					

Supporting comments and/or examples:

PERFORMANCE SUMMARY: Overall Areas of Performance Strengths and Opportunities for Improvement

This is to certify that this assessment has been discussed with me. I understand that my signature does not necessarily indicate agreement; but that I have participated in the discussion and have read and understood the evaluation's content.

My supervisor and I have reviewed the following as part of this assessment:
- Position description and job responsibilities
- Workload
- Development needs and opportunities
- Goals from last year (if applicable) and mutually developed goals for the coming year.

_____

Employee Signature   Date

_____

Supervisor Signature   Date