

**ALAMO COLLEGES**  
**PERFORMANCE EVALUATION AND DEVELOPMENT PLAN**  
**FOR**  
**ADMINISTRATORS**

|                    |                       |
|--------------------|-----------------------|
| <b>EMPLOYEE:</b>   | <b>JOB TITLE:</b>     |
| <b>DEPARTMENT:</b> | <b>RATING PERIOD:</b> |
| <b>BANNER ID:</b>  |                       |

**PURPOSE:**

Performance evaluations provide for the timely exchange of information between an employee and supervisor. This process allows the employee and supervisor the opportunity to reach a mutual understanding of the objectives of the department and the employee's role in achieving those objectives. It also helps the supervisor organize observations, assess an employee's performance in relation to standards for the job, note strengths, and identify areas in which improvement is needed. The evaluation is not an isolated event; it is an ongoing process that takes place throughout the year.

**COMPONENTS:**

The Performance Evaluation and Development Plan (PEDP) is a single continuous process with two distinct parts:

- Part A. Performance Planning - This is a joint exercise between the employee and the supervisor to define the major job responsibilities. Performance standards are usually sub sets of the employee's job description, as well as the department's objectives and goals. It is the supervisor's responsibility to assure that each employee is fully informed of these standards, since this will be the basis for evaluating successful or unsuccessful performance on the job. Performance standards must be prepared at the start of the rating period and agreed upon by the supervisor and employee. Performance goals and standards are listed in Section A. A copy is kept by the employee with the original kept by the supervisor.
- Part B. Performance Evaluation - The second part is the process of evaluation. In this process, a supervisor evaluates the extent to which an employee's work meets the expectations established in the performance plan. This evaluation is written in Sections B and C of this form at the end of the rating period.

**PROCEDURE:**

Employees will be rated on each of the ten (10) performance expectations described in Section B. The evaluation will consider both the requirements and responsibilities of the position AND the performance standards that were prepared at the beginning of the rating period.

Each of the ten (10) performance standards in Section B is rated on a scale from 1 to 9:

- 1 indicates failure to meet the expectations/standard
- 3 indicates future performance in this area requires immediate improvement
- 5 indicates that the performance standard is met in an acceptable manner
- 7 indicates excellent performance and beyond meeting normal expectation
- 9 indicates a clearly outstanding performance, characteristic of only a few en

Prior to the evaluation interview, the supervisor will give the employee a copy of the completed and signed evaluation. Written comments should be made at the end of the interview. The evaluation, bearing the supervisor's and employee's signature, is then reviewed by the next higher level before forwarding to the human resources office. The employee may appeal the rating to the next higher level supervisor.

## SECTION A: PERFORMANCE GOALS AND STANDARDS

1. Goals and standards are the major criteria used in making rating judgments. The overall performance rating will be determined by the employee's success in meeting stated goals.
2. The goals and objectives developed by the supervisor and employee are listed in this section. The goals must be job related.
3. The job description is a good place to start because it breaks the job down into component tasks. From these, the supervisor and employee develop a list of goals. The supervisor then may add additional goals the employee could meet as a contribution to the department's overall objectives.
4. Standards come from the same source as goals. The job description will tell you only the employee's duties, but the supervisor must still decide how well the job is done.

| <b>Accountability/Responsibility</b><br>List specific goals, objectives or projects in order of priority. | <b>Standards of Performance.</b><br>Specific measures of results by which goals will be determined and achieved. |
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| Accountability/Responsibility | Standards of Performance |
|-------------------------------|--------------------------|
|                               |                          |
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|                               |                          |
|                               |                          |

Supervisor \_\_\_\_\_ Title \_\_\_\_\_ Date \_\_\_\_\_

Employee \_\_\_\_\_ Title \_\_\_\_\_ Date \_\_\_\_\_

**SECTION B: PERFORMANCE STANDARDS/EXPECTATIONS (CIRCLE ONE)****1. PLANNING:**

- Develops short and long range objectives and goals
- Formulates effective plans to achieve stated goals
- Creativity in visualizing what is possible and implements plans for accomplishment

|                     |   |                           |   |                 |   |                |   |                  |
|---------------------|---|---------------------------|---|-----------------|---|----------------|---|------------------|
| Unsatisfactory<br>1 | 2 | Needs<br>Improvement<br>3 | 4 | Acceptable<br>5 | 6 | Excellent<br>7 | 8 | Outstanding<br>9 |
|---------------------|---|---------------------------|---|-----------------|---|----------------|---|------------------|

COMMENTS:

**2. ORGANIZING:**

- Delegation and utilization of staff
- Efficient and effective use of resources
- Implements decisions and conscientiously follows-through

|                     |   |                           |   |                 |   |                |   |                  |
|---------------------|---|---------------------------|---|-----------------|---|----------------|---|------------------|
| Unsatisfactory<br>1 | 2 | Needs<br>Improvement<br>3 | 4 | Acceptable<br>5 | 6 | Excellent<br>7 | 8 | Outstanding<br>9 |
|---------------------|---|---------------------------|---|-----------------|---|----------------|---|------------------|

COMMENTS:

**3. DECISION-MAKING:**

- Makes sound and logical decisions
- Ability to consider various dimensions of decision
- Exercises good judgment

|                     |   |                           |   |                 |   |                |   |                  |
|---------------------|---|---------------------------|---|-----------------|---|----------------|---|------------------|
| Unsatisfactory<br>1 | 2 | Needs<br>Improvement<br>3 | 4 | Acceptable<br>5 | 6 | Excellent<br>7 | 8 | Outstanding<br>9 |
|---------------------|---|---------------------------|---|-----------------|---|----------------|---|------------------|

COMMENTS:

**4. RESPONSE TO ORGANIZATION NEEDS:**

- Sensitive to needs of supervisor and subordinate
- Decisiveness and reliability in carrying out administrative requests
- Promptness of follow through

|                     |   |                           |   |                 |   |                |   |                  |
|---------------------|---|---------------------------|---|-----------------|---|----------------|---|------------------|
| Unsatisfactory<br>1 | 2 | Needs<br>Improvement<br>3 | 4 | Acceptable<br>5 | 6 | Excellent<br>7 | 8 | Outstanding<br>9 |
|---------------------|---|---------------------------|---|-----------------|---|----------------|---|------------------|

COMMENTS:

**5. INITIATIVE:**

- Self-starting ability
- Capacity to act independently
- Demonstrates effort to attain goals
- Uses innovative and imaginative approaches

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|---------------------|---|---------------------------|---|-----------------|---|----------------|---|------------------|
| Unsatisfactory<br>1 | 2 | Needs<br>Improvement<br>3 | 4 | Acceptable<br>5 | 6 | Excellent<br>7 | 8 | Outstanding<br>9 |
|---------------------|---|---------------------------|---|-----------------|---|----------------|---|------------------|

COMMENTS:

|   |   |                           |   |                 |   |                |   |                  |
|---|---|---------------------------|---|-----------------|---|----------------|---|------------------|
| <b>6. ADAPTABILITY:</b><br>- Ability to handle special projects<br>- Flexibility<br>- Ability to function effectively as a team member  |   |                           |   |                 |   |                |   |                  |
| Unsatisfactory<br>1   | 2 | Needs<br>Improvement<br>3 | 4 | Acceptable<br>5 | 6 | Excellent<br>7 | 8 | Outstanding<br>9 |
| COMMENTS:   |   |                           |   |                 |   |                |   |                  |
| <b>7. ATTITUDE:</b><br>- Enthusiasm and loyalty<br>- Willingness to accept responsibility<br>- Commitment to the organization   |   |                           |   |                 |   |                |   |                  |
| Unsatisfactory<br>1   | 2 | Needs<br>Improvement<br>3 | 4 | Acceptable<br>5 | 6 | Excellent<br>7 | 8 | Outstanding<br>9 |
| COMMENTS:   |   |                           |   |                 |   |                |   |                  |
| <b>8. EFFECTIVENESS IN DEALING WITH PEOPLE:</b><br>- Leadership<br>- Ability to develop talents and skills of others<br>- Cooperates with department staff and other organization staff   |   |                           |   |                 |   |                |   |                  |
| Unsatisfactory<br>1   | 2 | Needs<br>Improvement<br>3 | 4 | Acceptable<br>5 | 6 | Excellent<br>7 | 8 | Outstanding<br>9 |
| COMMENTS:   |   |                           |   |                 |   |                |   |                  |
| <b>9. COMMUNICATION:</b><br>- Demonstrates quality and adequacy through reports and correspondence<br>- Participates in discussions and meetings<br>- Shares work-related information with supervisors, colleagues and subordinates |   |                           |   |                 |   |                |   |                  |
| Unsatisfactory<br>1   | 2 | Needs<br>Improvement<br>3 | 4 | Acceptable<br>5 | 6 | Excellent<br>7 | 8 | Outstanding<br>9 |
| COMMENTS:   |   |                           |   |                 |   |                |   |                  |
| <b>10. PROFESSIONAL DEVELOPMENT:</b><br>- Knowledge of current developments in professional field<br>- Seeks excellence through independent study<br>- Participates in professional activities leading to self-improvement          |   |                           |   |                 |   |                |   |                  |
| Unsatisfactory<br>1   | 2 | Needs<br>Improvement<br>3 | 4 | Acceptable<br>5 | 6 | Excellent<br>7 | 8 | Outstanding<br>9 |
| COMMENTS:   |   |                           |   |                 |   |                |   |                  |

### SECTION C: OVERALL PERFORMANCE (CIRCLE ONE)

Since the applicability and relative importance of the ten (10) performance characteristics vary, an overall evaluation of the employee is required.

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|---------------------|---|---------------------------|---|-----------------|---|----------------|---|------------------|
| Unsatisfactory<br>1 | 2 | Needs<br>Improvement<br>3 | 4 | Acceptable<br>5 | 6 | Excellent<br>7 | 8 | Outstanding<br>9 |
|---------------------|---|---------------------------|---|-----------------|---|----------------|---|------------------|

Supervisor \_\_\_\_\_ Title \_\_\_\_\_ Date \_\_\_\_\_

Employee \_\_\_\_\_ Title \_\_\_\_\_ Date \_\_\_\_\_

### SECTION D: EMPLOYEE'S RESPONSE

COMMENTS: (if desired)

Supervisor \_\_\_\_\_ Title \_\_\_\_\_ Date \_\_\_\_\_

Employee \_\_\_\_\_ Title \_\_\_\_\_ Date \_\_\_\_\_