#### Contra Costa Community College District MANAGER/SUPERVISOR FINAL EVALUATION

Rate the employee's performance on each item and factor listed below using the evaluator's observations and, for Comprehensive Evaluations, the results of the surveys. In the following spaces, make specific comments that support the rating. If not applicable, so indicate.

#### PART I: BEHAVIORAL SKILLS SUMMARY (Required)

Not Applicable or Observable Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	Outstanding	
					1. Communication Skills
					Demonstrates ability to inform and persuade others
					Demonstrates effective oral and written communication skills
					Effectively conveys and articulates needs and goals
					Listens to, encourages and welcomes a diversity of opinions
					Effectively conveys important administrative information to employees
					Overall rating of skillset
Indica					ngth:

## MANAGER/SUPERVISOR BEHAVIORAL SKILLS SURVEY-FINAL EVALUATION (Continued)

Not Applicable or Observable	Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	Outstanding	Employee Name (Print)
			1	1		2. Leadership
						Develops a vision, uses innovation and takes initiative in building that vision
						Models high personal standards of fairness, honesty, and integrity
						Demonstrates sound judgment in responding to situations
						Demonstrates ability to solve problems in assigned area
						Actively participates in District and college goals, policies, and procedures
						Actively participates in ensuring the use of assessment results of student learning outcomes to improve teaching and learning
						Develops abilities of staff by providing training/instruction
						Holds at least two coaching sessions per year with employees
						Overall rating of skillset
	ical	c ai	oue			gth:
						nay be strengthened:
						nay be strengthened: 3. Professional Knowledge and Expertise
						nay be strengthened:
						<b>3. Professional Knowledge and Expertise</b> Demonstrates in-depth knowledge or technical expertise in one of the areas or disciplines which s/he supervises         Demonstrates general knowledge about all of the areas or disciplines which s/he supervises
						nay be strengthened: 3. Professional Knowledge and Expertise Demonstrates in-depth knowledge or technical expertise in one of the areas or disciplines which s/he supervises
						<b>3. Professional Knowledge and Expertise</b> Demonstrates in-depth knowledge or technical expertise in one of the areas or disciplines which s/he supervises         Demonstrates general knowledge about all of the areas or disciplines which s/he supervises         Utilizes contacts as a resource from professional and service organizations at the local, state, and
		e ai		s wh		<b>3. Professional Knowledge and Expertise</b> Demonstrates in-depth knowledge or technical expertise in one of the areas or disciplines which s/he supervises         Demonstrates general knowledge about all of the areas or disciplines which s/he supervises         Utilizes contacts as a resource from professional and service organizations at the local, state, and national levels         Actively participates in training and development activities to support lifelong learning         Overall rating of skillset

## MANAGER/SUPERVISOR BEHAVIORAL SKILLS SURVEY-FINAL EVALUATION (Continued)

Not Applicable or Observable Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements Oritstanding			
				4. Team Work		
				Maintains a professional and cooperative attitude		
				Demonstrates the use of broad-based collaboration in planning and decision making           Demonstrates sensitivity to the needs and abilities of others		
				Uses tact in conveying discipline or constructive criticism		
				Provides firm direction when appropriate		
				Resolves conflicts in a constructive way		
				Builds consensus/collaboration, trust and confidence within his/her teams		
				Demonstrates support for increasing the diversity of staff		
				Overall rating of skillset		

## MANAGER/SUPERVISOR BEHAVIORAL SKILLS SURVEY-FINAL EVALUATION (Continued)

Not Applicable or Observable Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	Outstanding	Employee Name (Print)
	1	1	-		5. Administrative Skills
_	-				Attends to administrative details
	_				Schedules meetings appropriately
	+	-			Uses meeting time effectively and efficiently Effectively structures, prioritizes, delegates, arranges and assign tasks appropriately
					Establishes work direction, clearly sets priorities, defines and assign tasks appropriately
	+	1			Demonstrates tenacity and singleness of purpose when appropriate
					Demonstrates ability to work effectively despite pressures of deadlines, crises, and changing demands
					Identifies, utilizes, and develops human resources and/or institutional strategies to serve needs
					Demonstrates fairness and impartiality
					Designates accountability for assigned staff
					Evaluates performance of assigned staff
					Monitors expenditures to ensure budget compliance
					Overall rating of skillset
Indica					gth: nay be strengthened:

### PART II: PROGRESS TOWARDS AGREED UPON GOALS/OBJECTIVES FOR TWO-YEAR PERIOD (Required)

Summary of progress towards agreed upon goals/objectives for the past two years (attach supporting documentation-Appendix A-2)	Ove	erall I	Ratin	g of	Skill	Set	
	Not Applicable	Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	Outstanding	

# PART III: FACULTY EVALUATION SUMMARY (ONLY APPLICABLE FOR ACADEMIC MANAGERS) To Be Completed by Faculty Liaison (See separate form)

#### PART IV: OVERALL RATING FOR EVALUATION REPORT (Required)

Indicate areas of strength:

Indicate areas which may be strengthened:

	Ov	erall	Rati	ng	
Not Applicable	Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	Outstanding

Specific plans to strengthen areas as noted above. Date(s) To Be Started

Employee's Comments	

#### PART V: SUPERVISOR'S RECOMMENDATION (For probationary evaluation only.)

I recommend this employee be: 
□ Retained 
□ Dismissed

#### PART VI: SIGNATURES AND REVIEW

Print Name	Date	
Print Name/Title	Date	
I		
Print Name/Title	Date	
cellor for District Office manage	r/supervisor	
Print Name/Title	Date	
	Print Name/Title ] Print Name/Title ncellor for District Office manage	Print Name/Title Date Print Name/Title Date Print Name/Title Date ncellor for District Office manager/supervisor

## PART III: FACULTY EVALUATION SUMMARY (ONLY APPLICABLE FOR ACADEMIC MANAGERS) To Be Completed by Faculty Liaison

Name	(Print)	Department
Title		Immediate Supervisor (Print)
Locatio	n/Department	
Comple	ete the following form, indicating the sumr	nary of faculty input in the spaces provided.
List a	reas of strength in this employee's curren	t performance:
Sumn	nary of Faculty Input:	
List a	reas where this employee's current perfor	mance can be strengthened:
Sumn	nary of Faculty Input:	
Faculty	Liaison:	
Print Na	ame	
Signatu	ıre:	Date:

#### Contra Costa Community College District SELF EVALUATION

Employee Name (Print)	Site	Date
Period Covered by this Evaluation:	Supervisor Name/ Title	
Employee Signature		_

Rate your performance on each item and factor listed below referencing your Goal/Objective Worksheet. In the following spaces, make specific comments that support the rating. If not applicable, so indicate.

#### PART I: BEHAVIORAL SKILLS SUMMARY (Required)

ş

Not Applicable	Needs Improvement	Meets Requirements	Exceeds Requiremen	Outstanding		
					1. Communication Skills	
					Demonstrates ability to inform and persuade others	
					Demonstrates effective oral and written communication skills	
					Effectively conveys and articulates needs and goals	
					Listens to, encourages and welcomes a diversity of opinions	
					Effectively conveys important administrative information to employees	
					Overall rating of skillset	
Indicate areas of strength:						

## MANAGER/SUPERVISOR SELF EVALUATION (Continued)

Not Applicable	Unsatistactory Needs Improvement	Meets Requirements	Exceeds Kequirements	ourstanding	Employee Name (Print)
	- 1 -	1			2. Leadership
					Develops a vision, uses innovation and takes initiative in building that vision
					Models high personal standards of fairness, honesty, and integrity
					Demonstrates sound judgment in responding to situations
					Demonstrates ability to solve problems in assigned area
				-	Actively participates in District and college goals, policies, and procedures
					Actively participates in ensuring the use of assessment results of student learning outcomes to improve teaching and learning
					Develops abilities of staff by providing training/instruction
					Holds at least two coaching sessions per year with employees
					Overall rating of skillset
Indic	ate a	reas	whi	ch m	nay be strengthened: 3. Professional Knowledge and Expertise
					Demonstrates in-depth knowledge or technical expertise in one of the areas or disciplines
					which s/he supervises
					Demonstrates general knowledge about all of the areas or disciplines which s/he supervises
					Utilizes contacts as a resource from professional and service organizations at the local, state, and national levels
					Actively participates in training and development activities to support lifelong learning
					Overall rating of skillset
Indic	ate a		of s	tren	gth: nay be strengthened:

MANAGER/SUPERVISOR SELF EVALUATION
(Continued)

Not Applicable	Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	Outstanding	Employee Name (Print)
					1	4. Team Work
						Maintains a professional and cooperative attitude
						Demonstrates the use of broad-based collaboration in planning and decision making
						Demonstrates sensitivity to the needs and abilities of others
						Uses tact in conveying discipline or constructive criticism
						Provides firm direction when appropriate
						Resolves conflicts in a constructive way
						Builds consensus/collaboration, trust and confidence within his/her teams
						Demonstrates support for increasing the diversity of staff
Indic				of	tran	Overall rating of skillset
						nay be strengthened:

## MANAGER/SUPERVISOR SELF EVALUATION (Continued)

Not Applicable Unsatisfactory	Needs Improvement	Meets Requirements	Exceeds Requirements	Outstanding	Employee Name (Print)
				1	5. Administrative Skills
					Attends to administrative details
					Schedules meetings appropriately
					Uses meeting time effectively and efficiently Effectively structures, prioritizes, delegates, arranges and assign tasks appropriately
					Establishes work direction, clearly sets priorities, defines and assign tasks appropriately
					Demonstrates tenacity and singleness of purpose when appropriate
					Demonstrates ability to work effectively despite pressures of deadlines, crises, and changing demands
					Identifies, utilizes, and develops human resources and/or institutional strategies to serve needs
					Demonstrates fairness and impartiality
					Designates accountability for assigned staff
					Evaluates performance of assigned staff
					Monitors expenditures to ensure budget compliance
					Overall rating of skillset
Indicate					gth: nay be strengthened:

### NOTE:

Remember to complete the Progress Column of the Goal/ Objective Worksheet (Appendix A-2) and include that document when you turn in your Self Evaluation.

#### Contra Costa Community College District MANAGER/SUPERVISOR BEHAVIORAL SKILLS SURVEY (Online form only)

The evaluator will forward the following or similar e-mail to those persons who are to complete the survey.

Subject: CCCCD Manager Behavioral Skills Survey

Click on the link below to complete the evaluation.

Note: If clicking on the link does not work, please copy and paste the entire URL into the address window of your web browser.

You will be prompted to login to the District Intranet site to complete the survey. Be sure to include the domain as part of your username (i.e., CCC\username, DVC\username, LOSMEDANOS\username, 4CD-DOMAIN\username). Your password is the one you would use to login to the network or check your work e-mail. If you have trouble logging in, please contact the District Office help desk at ext 1234.

https://gryphon.4cd.net/webapps/Evaluations/Managers/default.aspx?id=XXX

#### Manager Evaluation Process – Behavioral Skills Survey

Evaluatee: \_\_\_\_

				Communication Skills		
			1.	Communication Skills		
a)	De	monstrates ability to inform and	pers	uade others		
,	0	Not Applicable/Observable	0	Unsatisfactory	0	Needs Improvement
	0	Meets Requirements	0	Exceeds Requirements	0	Outstanding
						, and the second s
b)	De	monstrates effective oral and wri				
	0	Not Applicable/Observable	0	<b>,</b>	0	Needs Improvement
	0	Meets Requirements	0	Exceeds Requirements	0	Outstanding
C)		ectively conveys and articulates		-		
	0	Not Applicable/Observable	0	Unsatisfactory	0	Needs Improvement
	0	Meets Requirements	0	Exceeds Requirements	0	Outstanding
d)	Lie	stens to, encourages and welcom	06.3	diversity of oninions		
u)	0	Not Applicable/Observable	<b>cs a</b>	Unsatisfactory	0	Needs Improvement
	0	Meets Requirements	0	Exceeds Requirements	0	Outstanding
	Ŭ		Ŭ		Ŭ	Catolanding
e)	Eff	ectively conveys important admi	nistr	ative information to employees		
-	0	Not Applicable/Observable	0	Unsatisfactory	0	Needs Improvement
	0	Meets Requirements	0	Exceeds Requirements	0	Outstanding
f)	O٧	erall rating of skillset				
	0	Not Applicable/Observable	0	Unsatisfactory	0	Needs Improvement
	0	Meets Requirements	0	Exceeds Requirements	0	Outstanding
		ents are <u>required</u> for overall ratings	of "N	Needs Improvement" or "Unsatisfac	tory	" and <u>encouraged</u> for all
		atings.				
Inc	licat	e areas of strength:				

ln -	licate erece which may be strengthe	nod-			
INC	licate areas which may be strengthe	nea:			
			2. Leadership		
-)	Develope e vision uses innevetion	on d d	•		
a)	<ul> <li>Develops a vision, uses innovation</li> <li>Not applicable/Observable</li> </ul>		Unsatisfactory		Needs Improvement
	<ul> <li>Meets Requirements</li> </ul>		Exceeds Requirements	0	Outstanding
b)	Models high personal standards of			0	Outstanding
S)	<ul> <li>Not applicable/Observable</li> </ul>		Unsatisfactory	0	Needs Improvement
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding
:)	Demonstrates sound judgment in resp		to situations	Ŭ	Outotanding
· /	<ul> <li>Not applicable/Observable</li> </ul>		Unsatisfactory	0	Needs Improvement
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding
ł)	Demonstrates ability to solve problems	-			
-	<ul> <li>Not applicable/Observable</li> </ul>		Unsatisfactory	0	Needs Improvement
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding
<del>?</del> )	Actively participates in District and col	lege g	· · · ·		
	<ul> <li>Not applicable/Observable</li> </ul>	0	,	0	Needs Improvement
	<ul> <li>Meets Requirements</li> </ul>		Exceeds Requirements	0	Outstanding
)	Actively participates in ensuring the us	se of a	ssessment results of student learr	ning ou	itcomes to improve
	teaching and learning				NL - L - L
	• Not Applicable/Observable	0	,	0	Needs Improvement
	• Meets Requirements	-	Exceeds Requirements	0	Outstanding
)	Develops abilities of staff by providing		-	~	Neede Improvement
	<ul> <li>Not Applicable/Observable</li> <li>Mosta Paquiramenta</li> </ul>		Unsatisfactory Exceeds Requirements	0	Needs Improvement Outstanding
	<ul> <li>Meets Requirements</li> <li>Holds at least two coaching sessions p</li> </ul>	0	•	0	Outstanding
1)	<ul> <li>Not Applicable/Observable</li> </ul>		Unsatisfactory	0	Needs Improvement
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding
)	Overall rating of skillset	0		U	Culturing
<b>,</b>	<ul> <li>Not Applicable/Observable</li> </ul>	0	Unsatisfactory	0	Needs Improvement
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding
ີ່ດ	mments are <b>required</b> for overall rating			-	
	er ratings.				
	licate areas of strength:				
	-				
nd	icate areas which may be strengthe	ned:			
	3. F	Profes	sion Knowledge and Expertise	•	
I)	Demonstrates in-depth knowledge or to supervises	echnic	al expertise in one of the areas or	discip	lines which s/he
	<ul> <li>Not Applicable/Observable</li> </ul>	0	Unsatisfactory	0	Needs Improvement
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding
)	Demonstrates general knowledge about		-	-	
	<ul> <li>Not Applicable/Observable</li> </ul>	0	Unsatisfactory	0	Needs Improvement
,	• Meets Requirements	0	Exceeds Requirements	0	Outstanding
;)	Utilizes contacts as a resource from pr levels		-		
	<ul> <li>Not Applicable/Observable</li> </ul>	0	Unsatisfactory	0	Needs Improvement

d)	<ul> <li>Meets Requirements</li> <li>Actively participates in training and deve</li> </ul>	0 lop		0 arnin	Outstanding
,	<ul> <li>Not Applicable/Observable</li> </ul>	0	Unsatisfactory	0	Needs Improvement
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding
e)	Overall rating of skillset	0	Exceeds Requirements	0	Outstanding
•,	<ul> <li>Not Applicable/Observable</li> </ul>	0	Unsatisfactory	0	Needs Improvement
		0	Exceeds Requirements	0	Outstanding
Co	<ul> <li>Meets Requirements</li> <li>mments are <u>required</u> for overall ratings</li> </ul>		Exceeds Requirements		
			veeds improvement of Onsatisfac	Story	and <u>encouraged</u> for all
	er ratings.				
ind	licate areas of strength:				
Ind	licate areas which may be strengthen	ed:			
	Maintaine a professional and approximity		4. Team Work		
a)	Maintains a professional and cooperative			~	Noode Improvement
	Not Applicable/Observable	0	Unsatisfactory	0	Needs Improvement
	• Meets Requirements	0	Exceeds Requirements	0	Outstanding
b)	Demonstrates the use of broad-based co			-	
	<ul> <li>Not Applicable/Observable</li> </ul>	0	Unsatisfactory	0	Needs Improvement
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding
C)	Demonstrates sensitivity to the needs an	d al			
	<ul> <li>Not Applicable/Observable</li> </ul>	0	Unsatisfactory	0	Needs Improvement
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding
d)	Uses tact in conveying discipline or cons	stru	ctive criticism		
	<ul> <li>Not Applicable/Observable</li> </ul>	0	Unsatisfactory	0	Needs Improvement
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding
e)	Provides firm direction when appropriate	-			
	<ul> <li>Not Applicable/Observable</li> </ul>	0	Unsatisfactory	0	Needs Improvement
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding
f)	Resolves conflicts in a constructive way	0		0	Outstanding
.,	<ul> <li>Not Applicable/Observable</li> </ul>	0	Unsatisfactory	0	Needs Improvement
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding
g)	Builds consensus/collaboration, trust an		nfidence within his/her teams	0	Outstanding
9/	<ul> <li>Not Applicable/Observable</li> </ul>	0	Unsatisfactory	0	Needs Improvement
		0	Exceeds Requirements	-	Outstanding
b)	<ul> <li>Meets Requirements</li> <li>Demonstrates support for increasing the</li> </ul>			0	Outstanding
h)			-	~	Needs Improvement
			Unsatisfactory	0	•
i	Meets Requirements	0	Exceeds Requirements	0	Outstanding
i)	Overall rating of skillset	_	l la satisfa stan :	_	
	• Not Applicable/Observable	0	Unsatisfactory	0	Needs Improvement
	Meets Requirements	0		0	Outstanding
	mments are <b>required</b> for overall ratings	of "I	Needs Improvement" or "Unsatisfac	ctory"	and <u>encouraged</u> for all
	er ratings.				
Ind	licate areas of strength:				
Inc	licate areas which may be strengthen	- d -			
ma	incate areas which may be strengthen	ea:			
		5.	Administrative Skills		
a)	Attends to administrative details	0.			
α)	<ul> <li>Not Applicable/Observable</li> </ul>	0	Unsatisfactory	0	Needs Improvement
		0	Unsalistationy	0	

	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding					
)	Schedules meetings appropriate									
	<ul> <li>Not Applicable/Observa</li> </ul>	able o	Unsatisfactory	0	Needs Improvement					
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding					
c)	Uses meeting time effectivel									
	<ul> <li>Not Applicable/Observa</li> </ul>	able o	Unsatisfactory	0	Needs Improvement					
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding					
d)	Effectively structures, priorit		arranges and assign tasks a	ppropriately						
	<ul> <li>Not Applicable/Observa</li> </ul>	able o	Unsatisfactory	0	Needs Improvement					
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding					
e)	Establishes work direction, o			sks appropri						
	<ul> <li>Not Applicable/Observa</li> </ul>	able o	Unsatisfactory	0	Needs Improvement					
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding					
f)	Demonstrates tenacity and s				-					
	<ul> <li>Not Applicable/Observa</li> </ul>	able o	Unsatisfactory	0	Needs Improvement					
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding					
g)	Demonstrates ability to work		•	crises, and c						
	<ul> <li>Not Applicable/Observa</li> </ul>	able o	Unsatisfactory	0	Needs Improvement					
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding					
h)	Identifies, utilizes, and devel			rategies to se						
	<ul> <li>Not Applicable/Observa</li> </ul>	able o	Unsatisfactory	0	Needs Improvement					
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding					
i)	Demonstrates fairness and impartiality									
	<ul> <li>Not Applicable/Observa</li> </ul>	able o	Unsatisfactory	0	Needs Improvement					
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding					
j)	Designates accountability fo		-		-					
	<ul> <li>Not Applicable/Observa</li> </ul>	able o	Unsatisfactory	0	Needs Improvement					
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding					
k)	Evaluates performance of as	-								
	<ul> <li>Not Applicable/Observa</li> </ul>	able o	Unsatisfactory	0	Needs Improvement					
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding					
I)	Monitors expenditures to en	sure budget con	npliance							
	<ul> <li>Not Applicable/Observa</li> </ul>	able o	Unsatisfactory	0	Needs Improvement					
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding					
m)	•				Ŭ					
	<ul> <li>Not Applicable/Observa</li> </ul>	able o	Unsatisfactory	0	Needs Improvement					
	<ul> <li>Meets Requirements</li> </ul>	0	Exceeds Requirements	0	Outstanding					
Cor	mments are required for ove	erall ratings of "I		satisfactorv"						
	her ratings.			J						
	licate areas of strength:									
Ind	licate areas which may be	strengthened.								
	loate aloue which hay be	strongtheneu.								

Before submitting this evaluation, please select your employment type from the menu below... Board Member Manager/Supervisor Faculty Classified/Confidential Student Community Member

Submit evaluation