

Date of Review: _____ Performance Period: _____ to _____

Employee Name: _____ Job Title/Department: _____

Time in Current Position: _____ Reports to: _____

The Performance Evaluation Form provides periodic written review of individual performance, in the context of the ongoing performance management process. It is designed to facilitate constructive discussion between the staff member and supervisor in order to clarify performance objectives, provide feedback about the staff member's performance with respect to competencies in several key areas, and provide a framework for identifying the staff member's development plans.

Knowledge, Skills and Abilities: In order to perform the job duties expected of them, the employee must possess the necessary competencies. In addition, as an administrator it is expected that the employee will seek and exhibit a willingness to expand and develop these competencies.

Key Expectations:

- Demonstrates expertise in job responsibilities with a high level of skill and knowledge.
- Is able to handle complex responsibilities/projects resulting in a high degree of quality work.
- Stays current on department and college policies, procedures, and guidelines.
- Provides the necessary follow through to get things done efficiently.
- Exhibits a high degree of quality in responsibilities/projects.

- EXCELLENT: Consistently demonstrates exceptional competencies beyond what is necessary to perform essential functions, and often assumes additional responsibility beyond what is expected.
- VERY GOOD: Possesses and demonstrates competencies beyond what is necessary to perform essential functions, and at times exceeds job requirements.
- SATISFACTORY: Consistently meets expectations of what is required.
- NEEDS IMPROVEMENT: Does not consistently demonstrate competencies necessary to perform essential functions and improvement is needed.
- UNSATISFACTORY: Does not demonstrate competencies necessary to perform essential functions.

COMMENTS/EXAMPLES:

Effectiveness of Communication: In order to be effective in any position, an employee must strive to be excellent in the area of communication. Working with students, staff and outside entities, the method of communication takes many forms. As a result, administrators are expected to demonstrate effective communication skills involving a variety of mediums, including but not limited to: verbal, written, listening, and presentations (written and in-person).

Key Expectations:

- Demonstrated ability to express ideas and information in writing and verbally in a professional and effective manner that is thorough, clear, concise, and complete.
- Conveys information to supervisors, peers, staff and customers in a timely manner.
- Listens to others and is open to feedback and suggestions from others.
- Listens and understands what is being asked and expected of them.

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COMMENTS/EXAMPLES:

Problem-Solving/Decision-Making: Uses analysis and critical thinking skills to solve problems; ensures that decisions are aligned with articulated strategic directions of management.

Key Expectations:

- Demonstrates the ability to make sound and timely decisions, and include appropriate people in the decision-making process.
- Selects decision alternatives that meet the objectives of the department and college.
- Weighs and evaluates information, assesses probable consequences, and takes appropriate problem-solving action.
- Able to anticipate and address potential issues before they arise.

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COMMENTS/EXAMPLES:

Initiative, Responsiveness and Creativity: Ensures that staff is current on processes and procedures and is consistently exploring best practices.

Key Expectations:

- Encourages and fosters the development of new approaches and methods.
- Designs processes and procedures that are resourceful and creative.
- Researches ways to improve effectiveness of the department and the college.

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COMMENTS/EXAMPLES:

Flexibility/Adaptability to Change: Demonstrates flexibility and adaptability to meet the changing needs, conditions, and work responsibilities at HFC, and incorporates innovative practices and responds positively to change in the workplace to enhance effectiveness and efficiencies.

Key Expectations:

- Adapts to change and demonstrates leadership in a spontaneous environment of change.
- Helps others with on-going change; sees and shows others the benefits of changes.
- Recovers quickly from set-backs and finds alternative ways to reach goals.
- Understands the impact of change in own department, other departments, and the college community.

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COMMENTS/EXAMPLES:

Quality Customer Service: Quality customer service is the responsibility of every employee of HFC. Providing quality service to internal employees is the foundation upon which excellent customer service is based. Both internal and external customers are highly valued at HFC. Moreover, it is integral to our continued success that HFC and its employees work to foster an environment that is welcoming and helpful while working to strengthen our students' educational goals. Their success depends on our ability to offer the highest in quality service.

Key Expectations:

- Treats all employees and customers with respect and dignity.
- Exhibits tact and sincerity when working with others to achieve objectives.
- Displays a conscientious effort in performing work in a productive and timely manner.
- Strives to meet the expectations of internal and external customers and demonstrates skill and knowledge specific to serving others.
- Responds to email and phone calls in a prompt manner.
- Able to communicate positively even if message being presented is not positive.

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COMMENTS/EXAMPLES:

Commitment to the College and its Goals: Demonstrates ability to operate effectively in a manner consistent with the HFC mission and culture. Demonstrates understanding of the unique issues related to higher education.

Key Expectations:

- Is aware of and able to articulate the mission of the college.
- Understands the structure of the college including roles and hierarchy.
- Demonstrates a commitment to the college's mission, vision, and values.

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COMMENTS/EXAMPLES:

Building Relationships/Interpersonal Skills: Building relationships and interpersonal skills are important aspects of administrators at HFC. These skills will be utilized to communicate direction to support staff as well as both internal and external customers. It is important that an administrator not only demonstrates strong communication and collaboration skills but also strives to develop these skills within fellow staff members. Creating a diverse, mutual, and respectful working environment promotes unity and cooperation.

Key Expectations:

- Develops and maintains positive relationships.
- Manages differences constructively.
- Addresses and manages conflict.
- Values organizational diversity, treats others with respect, promotes cooperation, and effectively manages relationships.
- Maintains necessary level of confidentiality.

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COMMENTS/EXAMPLES:

Development of Self and Others: Employee takes the initiative for self and others in seeking opportunities and to continuously improve/develop their knowledge and skills to enhance their job performance. Employee models a strong work ethic, provides leadership when appropriate, and sets a positive example by providing and supporting innovative ideas.

Key Expectations:

- Involvement on college committees, Continuous Process Improvement (CPI) teams, search committees, etc. when appropriate.
- Seeks development of goals for self and others.
- Works to achieve positive solutions and to add value to the performance of the college.
- Models a strong work ethic and sets a positive example.
- Willing to take on new tasks.
- Pursues professional development opportunities for self and others.

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COMMENTS/EXAMPLES:

Leadership: Influences others to accomplish the mission in ways consistent with the values of the college; holds self and others accountable to meet goals and objectives; accomplishes desired outcomes; sets an example of integrity and ethics through demonstrated performance.

Key Expectations:

- Vision for the department that is in alignment with college goals and strategies.
- Effectively communicates a shared purpose and builds trust among employees and peers.
- Motivates others to develop and enhance operations and services.
- Able to delegate work when appropriate.
- Provides structure within which employees can work and grow.

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COMMENTS/EXAMPLES:

Budget Consciousness (if applicable): Demonstrates and executes a plan for the coordination of resources and expenditures.

Key Expectations:

- Maintains an awareness of budgets and expenses as appropriate.
- Controls funds to ensure all expenses are within approved budget.
- Effectively manages resources, supplies, equipment, overtime and/or other typical fiscal components.

N/A

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COMMENTS/EXAMPLES:

Commitment to Health and Safety: Understands that safety and environmental issues are essential elements of ensuring the continued success of HFC and its employees. Maintains a safe, healthy and environmentally sound workplace.

- SATISFACTORY
- UNSATISFACTORY
- COMMENTS/EXAMPLES:

Punctuality and Attendance: Arrives and works according to approved work schedule.

- SATISFACTORY
- UNSATISFACTORY
- COMMENTS/EXAMPLES:

EVALUATION SUMMARY

Overall Summary of Employee Performance

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