ADMINISTRATIVE FACULTY PERFORMANCE REVIEW

March 2014

ADMINISTRATIVE FACULTY PERFORMANCE REVIEW

BACKGROUND AND TIMELINE

Administrative Faculty Evaluation Sub-Committee

- Tasked with revising the current administrative faculty evaluation.
- Guidance provided by Lynette Macfarlan and Stephanie Davis.
- Goal is to create an evaluation that is similar to teaching faculty (Faculty evaluation took six years to complete).
- The current evaluation makes it difficult for staff to receive Excellent category:

Total Admin Faculty - 54
Total Evaluations Received: 41

Excellent - 2
Commendable - 35
Satisfactory - 4
Unsatisfactory - 0

Sub-Committee Timeline

November 2013
First presentation to Administrative Faculty on proposed changes
Based on the feedback that the committee received – omitted peer review process

December 2013
Met with Administrators and Teaching Faculty to evaluate how our process was working compared to teaching faculty and to seek support for the process.

January 2014
Forms for both the Performance Review and Policy documents were developed
Performance Review process and forms reviewed by System Attorney John Albrecht
Met with Administrators again for Review and Support

February 2014
Second presentation to Administrative Faculty for review of process and documents.
Decision made to include weights, change weights to reflect equal distribution of weights
Decision made to keep evaluation cycle on fiscal year
Presentation to Administrators on updated process

ADMINISTRATIVE FACULTY PERFORMANCE REVIEW **PROCESS**

CURRENT JOB DESCRIPTION

- A MUST HAVE for the process
- HR will be performing an audit to determine who needs one
- Collaborate with supervisor to ensure current job description is ready and available for use in the process

Roles

- Performance review is arranged into roles and subcategories
- 5 major roles
  - Position Coordination
  - Collaboration and Productivity
  - Service to Institution
  - Service to Constituents and Community
  - Supervisory

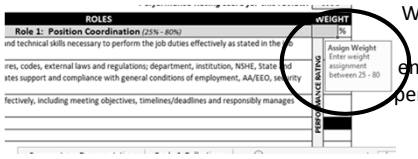
Subcategories

- 5 subcategories underneath each role
- Subcategories are ranked 0-5
- Role score is average of subcategories

Annual Timeline and Procedures

DUE DATES	REQUIRED PROCEDURE
August 15	Determine weights for each role, establish goals, turn in to Supervisor
September 30	Supervisor will review weights and goals, discuss them with the employee and give approvals
April 1	Complete self-evaluation including providing supporting narrative and/or documentation and reflection on stated goals to Supervisor
May 15	Supervisor will review self-evaluation and documentation with employee and turn into Human Resources

ASSIGN WEIGHTS



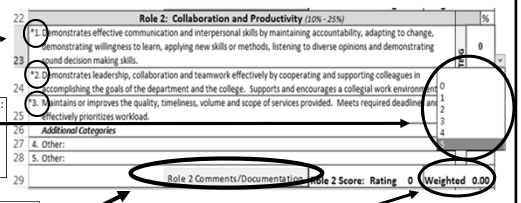
Weight percentages are to be set by employee within the permitted ranges and approved by supervisor

ROLE #	DESCRIPTION	PERCENTAGE RANGE
1	Position Coordination	25 – 80 %
2	Collaboration and Productivity	10 – 25 %
3	Service to Institution	5 – 25 %
4	Service to Constituents & Community	5 – 25 %
5	Supervisory Role	0 – 40 %

SCORING SUBCATEGORIES

Must score:
MINIMUM of three
MAXIMUM of five
*** Is a MUST HAVE**

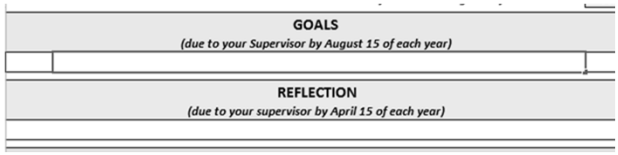
Select from drop down box:
Excellent – 5
Commendable – 4
Satisfactory – 3
Unsatisfactory – Below 3



- Narrative statement required to demonstrate commendable and excellent
- Supporting documentation when applicable

Total Score for Role – All scores will be added up for each role for final overall score

GOALS AND REFLECTION



- Each administrative faculty member is responsible for writing goals and a reflection on those goals each year.
- Goals and reflection will not be used as part of the Performance Review

OVERALL SCORE

OVERALL PERFORMANCE LEVEL	RATING SCORE
Excellent	4.60 – 5.00
Commendable	3.80 – 4.59
Satisfactory	3.00 – 3.79
Unsatisfactory	< 3.00

Self-Evaluation, narratives, documentation must be submitted

Performance Review Scores will be reviewed by the committee and Frank Daniels after all Administrative faculty have submitted the new performance reviews to ensure equity before contracts are issued July 1, 2015

ADMINISTRATIVE FACULTY PERFORMANCE REVIEW

FORMS

ADMINISTRATIVE FACULTY PERFORMANCE REVIEW

QUESTIONS

REVISED DRAFT (3/3/14)

POLICY AND PROCEDURE

Title:	**ADMINISTRATIVE FACULTY PERFORMANCE REVIEW**
Policy No.:	**5.24**
Department:	**All Departments**
Contact:	**All Supervisors of Administrative Faculty**

POLICY

The NSHE Code, Chapter 5, Section 5.12.1 and 5.12.2, establishes that written performance evaluations of academic faculty and administrative faculty shall be conducted at least once annually by department chairs, supervisors or heads of administrative units. One of the purposes of annual performance evaluations is to provide constructive, developmental feedback to the faculty member.

Every employee should have a current job description. When establishing weights for the performance review you and your supervisor should review the current job description and update it as necessary.

Administrative faculty will complete an annual performance review process consisting of two parts. The first part will consist of determining weight percentages for each role at the beginning of the academic year. The second part will be to complete their self-evaluation, compile their narrative and as needed their supporting documentation and review it with their supervisor each spring.

Constructive, developmental feedback between the administrative faculty member and the supervisor is the key to the successful continued improvement of the faculty member's skills within the institution. The total scores for each role developed during the self-evaluation multiplied by the weighted percentage for that role will provide each employee with their performance rating which will determine merit eligibility. The administrative faculty's supervisor will review all documents with the employee and will have the opportunity to include comments and adjust the scoring of each subcategory up or down one point upon discussion with the faculty member, any point changes must be documented by supervisor in the comment section of the performance review.

PROCEDURES

The establishment and determination of percentage weights for each role must be completed by each administrative faculty member and turned in to their supervisor by August 15 of each year. Each administrative faculty's supervisor will review the percentages, discuss the plan with the employee and approve the weight percentages by September 30. It is suggested that administrative faculty retain documentation throughout the year to be submitted with their self-evaluations as evidence of work practices exceeding the satisfactory level. Each administrative

faculty will complete their self-evaluation, including providing narratives and/or supporting documentation, and turn it in to their supervisor by April 15. The supervisor will review the self-evaluation and all narratives and/or supporting documentation, discuss the evaluation and documentation with the employee, make any adjustments, comments or suggestions they feel appropriate and turn the completed document into Human Resources by May 15.

DUE DATES	REQUIRED PROCEDURE
August 15	Determine weights for each role, establish goals, turn in to Supervisor
September 30	Supervisor will review weights and goals, discuss them with the employee and give approvals
April 1	Complete self-evaluation including providing supporting narrative and/or documentation and reflection on stated goals to Supervisor
May 15	Supervisor will review self-evaluation and documentation with employee and turn into Human Resources

The established due dates are the final date due, completion prior to the due dates to accommodate work load schedules is acceptable. Each administrative faculty is responsible for completing and submitting the required portion of their performance review by the due dates. Should administrative faculty have difficulty obtaining their supervisor's approvals or participation in completing the performance review it is the responsibility of the individual faculty member to document attempts to comply with the due dates (i.e., copies of emails reminding supervisor).

WEIGHTS

Individual employees will assign a weighted value to each role one through four. Those employees who are supervisors will also assign a weighted value to role five. The percentage of the weight should be decided depending on 1) how vital the role is within his/her job description and 2) if the role is highly or moderately relevant to his/her duties. The weights will be determined based on the amount of responsibility and time involved. Non-supervisory employees may decide to weight each of the roles, one through four, equally using the 25% weight value. Employees who find they have very few duties in a role, such as service to constituents and community, may weight other roles higher and rate role four at 5-10%. The assigned weights may vary from year to year depending on annual work job responsibilities. It is the employee's responsibility to have a discussion with their supervisor to address any changes to roles or job description during the review period and document those changes for their evaluation. The percentages will be set by the employee and approved by their supervisor at the beginning of the evaluation cycle. The supervisors' decision on appropriate weights will be final. The percentage weights of the roles will be within the following ranges:

ROLE #	DESCRIPTION	PERCENTAGE RANGE
1	Position Coordination	25 – 80 %
2	Collaboration and Productivity	10 – 25 %
3	Service to Institution	5 – 25 %
4	Service to Constituents & Community	5 – 25 %
5	Supervisory Role	0 – 40 %

Refer to the performance review for the specific sub-categories. The self-evaluation contains a button-link to the comments/role narratives page in each role to write a narrative explaining how they meet each role at the satisfactory or higher level. Ratings of Commendable or Excellent require that the self-evaluation include a narrative explaining how that rating has been achieved, which may include additional documentation, to justify the increase in scoring. All additional documentation should be attached to the email to the supervisor when submitting the Performance Review. It would be beneficial to list any attachments within the role narrative so the supervisor will know how it relates to the performance review.

ADMINISTRATIVE FACULTY PERFORMANCE REVIEW

The administrative faculty member will complete a self-evaluation each year. When the employee opens the performance review they will note tabs on the bottom of the page that will take the employee to the performance review directions, the review form, narrative and documentation section and the goals and reflections section. Each evaluation will include a review and scoring of the four primary roles (supervisors will score five roles) and a minimum of three sub-categories, maximum of five sub-categories in each role. Those categories with an "*" must be included in the categories you choose to rate. A narrative statement and, when applicable, supporting documentation must be included to support scores of Commendable and Excellent. Narrative statements will be made by using the comments/role narratives link button at the bottom of each role. It is strongly recommended that each administrative faculty member make notes and file documentation throughout the year rather than trying to gather all the necessary documentation while writing the self-evaluation.

The five roles the administrative faculty member will review are (1) Position Coordination; (2) Collaboration and Productivity; (3) Service to Institution (Internal to GBC), (4) Service to Constituents and Community (External to GBC); and (5) Supervisory Role. It is understood that not all administrative faculty will have supervisory assignments as part of their duties; therefore, this section will only be issued a weighted percentage if the administrative faculty is a supervisor.

PERFORMANCE REVIEW RATINGS

As stated in the NSHE Code Title 4, Chapter 3 Section 4.2; all performance evaluations shall include a rating of:

Excellent - Rating of 5: Provides exemplary service above and beyond job description. In order to receive an excellent score of 5, provide verifiable evidence of 2 additional duties, activities and/or projects that you have carried out that exemplifies meritorious performance

Commendable - Rating of 4: Provides commendable service beyond job description. In order to receive a Commendable score of 4, provide verifiable evidence of 1 additional duty, activity and/or project that you have carried out that exemplifies meritorious performance

Satisfactory - Rating of 3: Fulfills job description adequately. In order to receive a satisfactory score of 3, write a general overview verifying how you adequately meet each role.

Unsatisfactory - Rating of Less than 3: Does not fulfill job duties; Unacceptable and Unsatisfactory work ethic.

Administrative Faculty will assign these ratings to each role sub-category, the performance review form will then take the average of the sub-categories and the weighted percentage to achieve the rating score for each role. Administrative faculty must achieve a minimum rating of satisfactory in each role to be considered for any merit pay. The weighted percentages will be submitted by the employee and reviewed by the supervisor no later than September 30 of each year. The percentage for each role must be within the established range for that role or you will receive an error message. Performance rating scores must be in whole numbers, decimal places may not be used. If the administrative faculty member supervises other employees check the supervisory role box under job title and role five will drop into place on the performance review. The total of all percentages entered must equal 100%. Once all percentages and sub-category rating numbers are entered into the performance review the employee will see an overall total score at the top and bottom of the roles section. That score will place the employee in the following performance level:

OVERALL PERFORMANCE LEVEL	RATING SCORE
Excellent	4.60 – 5.00
Commendable	3.80 – 4.59
Satisfactory	3.00 – 3.79
Unsatisfactory	< 3.00

GOALS AND REFLECTION

The administrative faculty member will set annual goal(s) for their professional and/or personal growth. The goals will be determined by the administrative faculty member by August 15 of each year and discussed with the supervisor by September 30 each year. The goals will not function as part of the Administrative Faculty Performance Review. The goals will be reviewed annually and each employee will provide a written reflection of the goals on the Performance Review Annual Summary tab on the Administrative Faculty Performance Review form by April 15.

OVERALL RATING OF UNSATISFACTORY

Academic or administrative faculty members receiving an overall rating of “unsatisfactory” on their evaluation shall be provided with constructive feedback in the written evaluation for improving their performance. This constructive feedback must include a written plan for improvement, which must be specific and must be provided at the time of the first “unsatisfactory” rating. (NSHE Code Title 4, Chapter 3, Section 4.6.,)

EMPLOYEE REJOINDER

Academic and administrative faculty who disagree with the supervisor’s evaluation may submit a written rejoinder, as provided in the NSHE Code, Section 5.16, NSHE Title 4, Chapter 3, Section

4.5, and GBC Bylaws 5.3. Following the provisions in these two references, GBC uses the peer review process to address faculty objections to an adverse annual evaluation rating. The result of the peer review will be a recommendation to the president for a final decision. Whether the president accepts or rejects the peer review recommendation, the president must include a signed addendum on the front of the original evaluation stating the change, if any, and the reasons for the change or the reasons for a denial of a recommended change. See GBC Bylaws 5.9 for more detail on the peer review process.

GREAT BASIN COLLEGE
Administrative Faculty Performance Review

Fiscal Year Review: 14

Employee Name: *Employee Name*

Job Title: *Job Title*

☑ ***Supervisory position***

Weight assignments and Goals must be assigned by August 15 of each year

Employee performance ratings must be completed by April 15 of each year

Performance Rating	
Excellent	4.60 - 5.00
Commendable	3.80 - 4.59
Satisfactory	3.00 - 3.79
Unsatisfactory	<3.00

Performance Rating score for this review: *0.00*

ROLES	PERFORMANCE RATING	WEIGHT
Role 1: Position Coordination *(25% - 80%)*		%
*1. Demonstrates the knowledge and technical skills necessary to perform the job duties effectively as stated in the job description.		0
*2. Complies with policies, procedures, codes, external laws and regulations; department, institution, NSHE, State and Federal regulations. Demonstrates support and compliance with general conditions of employment, AA/EEO, security and workplace safety policies.		
*3. Manages projects/programs effectively, including meeting objectives, timelines/deadlines and responsibly manages resources.		
Additional Categories		
4. Other:		
5. Other:		
Role 1 Score: Rating 0	**Weighted 0.00**	
Role 2: Collaboration and Productivity *(10% - 25%)*		%
*1. Demonstrates effective communication and interpersonal skills by maintaining accountability, adapting to change, demonstrating willingness to learn, applying new skills or methods, listening to diverse opinions and demonstrating sound decision making skills.		0
*2. Demonstrates leadership, collaboration and teamwork effectively by cooperating and supporting colleagues in accomplishing the goals of the department and the college. Supports and encourages a collegial work environment.		
*3. Maintains or improves the quality, timeliness, volume and scope of services provided. Meets required deadlines and effectively prioritizes workload.		
Additional Categories		
4. Other:		
5. Other:		
Role 2 Score: Rating 0	**Weighted 0.00**	
Role 3: Service to Institution *(5% - 25%)*		%
*1. Participates in a Senate standing committee, a Senate ad-hoc committee, or on a recognized non-Senate committee.		0
*2. Presents and/or participates in trainings/workshops.		
*3. Supports GBC's Mission, Core Themes and Strategic Plan.		
Additional Categories		
4. Actively engages in college sponsored activities.		
5. Other:		
Role 3 Score: Rating 0	**Weighted 0.00**	
Role 4: Service to Constituents and Community *(5% - 25%)*		%
*1. Addresses issues of key importance to external stakeholders; processes and distributes information in context, provides a clear understanding of one's subject matter and offers an informed position.		0
*2. Works with constituents to achieve desired results, maintains positive relationships,and projects professionalism		
Additional Categories		
3. Develops, maintains, or improves educational, public, legislative, interagency, and other key relations.		
4. Actively engages in non-institutional organizations or service to the community.		
5. Other:		
Role 4 Score: Rating 0	**Weighted 0.00**	

ROLES		WEIGHT
Role 5: Supervisory Role *(0 - 40%)*		0 %
*1. Sets clear performance standards for the employees. Provide all employees with constructive feedback concerning performance. Record and address significant employee' performance events when they occur. Include both positive and negative performance issues.	PERFORMANCE RATING	0
*2. Completes timely evaluations for employees. Coordinates with employee in determining a mentoring and action plan for growth and improvement. Arranges for training, provides resources, encouragement and developmental opportunities so employees can achieve their responsibilities and goals.		
*3. Coordinates, disseminates and provides assessment of operational work flow, best practices, and achieving efficiencies internally and externally. Ensures positive customer relations are maintained by employees.		
Additional Categories		
4. Maintains the strategic plan in an up to date and functional format.		
5. Other:		

Role 5 Score:	**Rating**	**0.00**	**Weighted**	**0.00**
			OVERALL TOTAL:	**0.00**

Your weight must equal 100% 0 %