



Evaluation

As a community college, we face many challenges that are critical to the quality of life for all our students. Lawson State is committed to addressing these challenges as we continue to provide a quality education to every student who passes through our doors. In doing so, we must continue to strive for excellence each and everyday.

Our new evaluation process not only supports the unique challenges we face as a college community, but it also “paves the way” for evaluation to take on a whole new level of importance as we continue to strive to be our best in everything that we do on a continuous basis. The importance of evaluation should never be undervalued; rather, we should embrace any effort to improve our College and the faculty and staff that work here.

The new evaluation program, which has been a work in progress for over two years, targets self-assessment, self-reflection and promotes a sustained focus on improving self—all characteristics of an ideal evaluation process. The program also affords employees a “voice” in their own evaluation which is optimal in any successful evaluation program as well. These, among other evaluation changes, are much needed and supported and will ensure that Lawson State’s faculty, staff, and administrators are being supported through only the best possible means.

Evaluation Philosophy

The philosophy that guides the evaluation approach at Lawson State Community College is based largely on one premise. Evaluation should be fair, extensive and focused on self-reflection and improvement. Indeed, the overall program consists of various approaches to assess job performance and is designed to promote personal growth in one’s current position—whether faculty, staff or administration. The program considers self-assessment / self reflection, goal setting, and mid-term review as key components in the overall process. The program holds that there are a multitude of areas in which employees (faculty, staff and administrators) need to examine as they continually seek to improve in various work areas.

Purpose and Intent of the Evaluation Program

The purpose and intent of evaluation is to improve upon job performance and to supply the employee with objective insight into his/her respective strengths and weaknesses. The intent of the evaluation program is to also provide employees with more input and control over the evaluation process so they begin to better assess and self-reflect in order to continuously improve. Equally important, the intent of the evaluation program is to uncover areas needing improving in order to support instruction, departments, divisions, and overall program effectiveness. Overall, the intent is to improve instruction and departmental, division, and college effectiveness.



**LAWSON STATE COMMUNITY COLLEGE
INSTRUCTOR EVALUATION**

CONFIDENTIAL

The *Instructor Evaluation* form is used to evaluate the employee's overall job performance, skill ability, and those personal qualities associated with job related responsibilities.

Procedure

1. Using the 4-point scale below, rate the employee under in each category listed.
2. Review the results of the evaluation with the employee and provide a copy to the employee.
3. **Supervisors:** Provide the Human Resources Office with this original form. Then, forward copies to your Area Dean and Vice President. You should also maintain a copy of this evaluation for your records.

Employee: _____ Date: _____

Supervisor: _____ Unit: _____

NOTE: The ratings below indicate the evaluator's ranking of the employee's use of the skills listed and personal qualities associated with job performance. The following five-point Likert scale applies:

	NA	Not applicable or not observed
LEVEL	1	Unsatisfactory (employee is not meeting his/her job expectations)— requires comment
LEVEL	2	Needs Improvement (employee is not meeting his/her job expectations consistently)
LEVEL	3	Satisfactory (employee meets job expectations on a consistent basis)
LEVEL	4	Above Average (employee meets job expectations above the minimum standards)

Category I: Instructional Duties/Responsibilities

- | | | | | | |
|---|----|---|---|---|---|
| 1. Supports the mission of the college | NA | 1 | 2 | 3 | 4 |
| 2. Establishes and works to achieve instructional goals and objectives that align with mission..... | NA | 1 | 2 | 3 | 4 |
| 3. Plans and delivers instruction that relates to subject matter | NA | 1 | 2 | 3 | 4 |
| 4. Provides a current syllabus and adheres to its contents..... | NA | 1 | 2 | 3 | 4 |
| 5. Reviews and/or updates materials, supplements and/or books annually | NA | 1 | 2 | 3 | 4 |
| 6. Maintains accurate student records (i.e., roll book, grade book, attendance records, etc.) | NA | 1 | 2 | 3 | 4 |
| 7. Submits accurate mid-term and final grade reports | NA | 1 | 2 | 3 | 4 |
| 8. Meets deadlines for submitting grades, attendance verification reports, etc. | NA | 1 | 2 | 3 | 4 |
| 9. Conducts class as scheduled and in accordance with established class times. | NA | 1 | 2 | 3 | 4 |
| 10. Advises students accurately and effectively based on degree plans & STARS. | NA | 1 | 2 | 3 | 4 |
| 11. Adheres to FERPA guidelines when handling student information..... | NA | 1 | 2 | 3 | 4 |
| 12. Actively participates in the pre-registration and registration process..... | NA | 1 | 2 | 3 | 4 |
| 13. Provides evidence that advising files are current and accurate..... | NA | 1 | 2 | 3 | 4 |
| 14. Is competent in the use of AS400 and Websuite | NA | 1 | 2 | 3 | 4 |
| 15. Sets and maintains office hours as posted on Locator cards and Work Load Verifications | NA | 1 | 2 | 3 | 4 |

Comments: _____

Category II: Instructional Effectiveness

- | | | | | | |
|---|----|---|---|---|---|
| 1. Uses a variety of instructional strategies to promote student-centered learning | NA | 1 | 2 | 3 | 4 |
| 2. Demonstrates effective teaching approaches in a laboratory setting | NA | 1 | 2 | 3 | 4 |
| 3. Provides evidence that student learning outcomes have been achieved (i.e., samples of student work, Exit exam results, portfolios, projects, student presentations, etc.)..... | NA | 1 | 2 | 3 | 4 |
| 4. Uses technology on a regular basis to enhance instruction..... | NA | 1 | 2 | 3 | 4 |
| 5. Remains current with changing technology as it relates to his/her teaching responsibilities..... | NA | 1 | 2 | 3 | 4 |
| 6. Demonstrates effective questioning techniques that encourage students to respond critically . | NA | 1 | 2 | 3 | 4 |
| 7. Creates an environment that promotes higher ordered thinking..... | NA | 1 | 2 | 3 | 4 |
| 8. Demonstrates an established rapport with students | NA | 1 | 2 | 3 | 4 |

Comments: _____

	NA	Not applicable or not observed
LEVEL	1	Unsatisfactory (employee is not meeting his/her job expectations)— requires comment
LEVEL	2	Needs Improvement (employee is not meeting his/her job expectations consistently)
LEVEL	3	Satisfactory (employee meets job expectations on a consistent basis)
LEVEL	4	Above Average (employee meets job expectations above the minimum standards)

Category III: Student Evaluation Results

**(Ratings for this section MUST be taken from the final results of the Student Course Evaluations).*

For quick reference, question #'s from the course evaluation have been listed to the right (i.e., #10, #18, etc.)

1. Includes assignments that relate to course syllabus (#10)	NA	1	2	3	4
2. Meets classes regularly and punctually (#18)	NA	1	2	3	4
3. Instructor uses classroom time wisely (is organized) (#25)	NA	1	2	3	4
4. Instructor provides examples and illustrations that augment student learning (#26)	NA	1	2	3	4
5. Instructor challenges students to think critically (#14)	NA	1	2	3	4
6. Instructor is prompt in grading assignments and examinations (#22)	NA	1	2	3	4
7. Instructor established clear grading procedures (#8)	NA	1	2	3	4
8. Respects students and treats them courteously (#23)	NA	1	2	3	4
9. Is available during posted office hours and for appointments. (#24)	NA	1	2	3	4
10. Overall rating of instructor (#27)	NA	1	2	3	4

Category IV: Professional Communication Skills & Teamwork

1. Communicates with students, colleagues and others in a professional manner	NA	1	2	3	4
2. Writes and speaks in a clear and grammatically correct manner	NA	1	2	3	4
3. Displays a positive attitude in the workplace	NA	1	2	3	4
4. Shows respect and consideration for faculty, staff, students, administrators and visitors.	NA	1	2	3	4
5. Is receptive to constructive criticism	NA	1	2	3	4
6. Works cooperatively in groups	NA	1	2	3	4
7. Is a positive, contributing team member	NA	1	2	3	4
8. Seeks to resolve conflicts in a positive manner	NA	1	2	3	4

Comments: _____

Category V: Personal Qualities Related to Job Performance & Essential Functions

1. Is self-motivated and displays initiative in carrying out job responsibilities	NA	1	2	3	4
2. Performs essential functions effectively	NA	1	2	3	4
3. Completes "other assigned" job-related tasks as required	NA	1	2	3	4
4. Submits departmental/administrative documents in a timely, professional manner	NA	1	2	3	4
5. Reports to work regularly and on time	NA	1	2	3	4
6. Follows proper procedures for reporting off and traveling	NA	1	2	3	4
7. Attends required college functions (i.e., graduation, award ceremonies, in-service, etc.)	NA	1	2	3	4
8. Adheres to school policies/procedures (i.e., Final Exam schedule, advising policies, etc.)	NA	1	2	3	4
9. Actively participates on assigned committees	NA	1	2	3	4
10. Participates in professional development activities	NA	1	2	3	4
11. Reaches professional goals	NA	1	2	3	4
12. Maintains current, appropriate certifications	NA	1	2	3	4
13. Checks and responds to email, voicemail and interoffice mail in a timely manner	NA	1	2	3	4

Comments: _____

Category VI: Safety

1. Knows the location of safety devices and manuals	NA	1	2	3	4
2. Knows the basic procedures to follow in the event of emergencies (fires, chemical spills and medical emergencies)	NA	1	2	3	4
3. Has a general awareness of the types of chemicals in use and the need for special precautions	NA	1	2	3	4
4. Has attended all mandatory safety training classes in the past year	NA	1	2	3	4
5. Keeps personal areas of responsibility (must include personal work area) clean and neat, and maintains good housekeeping of these areas	NA	1	2	3	4

Comments: _____

TABULATIONS Count the total of (1's, 2's, 3's, & 4's) under each column and record each total in the space provided. N/A's should NOT be tabulated.

1's 2's 3's 4's

- Does the employee have TEN or more "1's"? Yes No
 Does the employee have TEN or more "2's"? Yes No
 When you combine the "1's" & "2's" together, is that number at TEN or more? Yes No

If you answered "YES" to any of the above questions, the employee MUST be scored at LEVEL "1" or LEVEL "2" and should be placed on a *Supervised Strategic Improvement Plan*. Final placement should be determined based on where the majority of 1's or 2's fell—the highest column determines the ranking. Complete the Overall Rating below.

If you answered "NO" to all the questions, rate the employee based on where the majority of his or her scores fell under LEVEL 3 or LEVEL 4.

Overall Rating

Rate the employee using your tabulation chart and applying the basic formula outlined above; then, CIRCLE the overall performance level below. **BE SURE TO DOUBLE-CHECK YOUR RESULTS.**

1	Unsatisfactory		Satisfactory	3
2	Needs Improvement		Above Average	4

Professional Development & Strategic Improvement Goals

- Did the employee meet his/her professional development obligation of 100 points? Yes No
 Did the employee meet his/her professional goals? Yes No
 Did the employee score at LEVEL 3 or higher on this year's evaluation? Yes No

If you answered "NO" to any question, select the supervisory action you would like to take.

- _____ Since this is the first time this employee has scored below LEVEL 3, I wish to place the employee on a *Supervised Improvement Plan* for the upcoming school year.
- _____ Since this is the second time this employee has scored below LEVEL 3, I wish to seek an administrative remedy. (Notify Area Dean and Associate Dean.)
- _____ Since this is the first time this employee has not met his/her professional goals or did not meet his/her 100-point professional development obligation, I wish to place this employee on a *Supervised Improvement Plan* for the upcoming school year.
- _____ Since this is the second time this employee has not met his/her professional goals or did not meet his/her 100-point professional development obligation, I wish to seek an administrative remedy. (Notify Area Dean and Associate Dean.)

List employee's upcoming professional goals—no more than 6, no less than 4:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Supervisor's Comments (Required, if you rated an employee at LEVEL "1" or "2." Optional under all other conditions.):

Employee's Comments and/or Response to Evaluation (Optional):

This evaluation has been presented and discussed with the undersigned employee. The employee's signature does not necessarily reflect agreement with the evaluation. Rather, it validates that the formal evaluation of this employee was conducted. If in disagreement with this evaluation, the employee should sign the form and then submit a written rebuttal to the Human Resources Director within 10 business days from the date below. The written rebuttal will be maintained in the employee's personnel file along with the formal evaluation results shared within this document.

I agree with this evaluation.

I do not agree with this evaluation.

Employee's Signature

Today's Date

Supervisor's Signature

Today's Date

Review



**LAWSON STATE COMMUNITY COLLEGE
INSTRUCTOR MID-YEAR EVALUATION**

CONFIDENTIAL

This form is optional at mid-year unless you are evaluating a Level 1 or Level 2 employee.

The *Instructor Evaluation* form is used to evaluate the employee's overall job performance, skill ability, and those personal qualities associated with job related responsibilities.

Procedure

1. Using the 4-point scale below, rate the employee under in each category listed.
2. Review the results of the evaluation with the employee and provide a copy to the employee.
3. **Supervisors:** Provide the Human Resources Office with this original form. Then, forward copies to your Area Dean and Vice President. You should also maintain a copy of this evaluation for your records.

Employee: _____ Date: _____

Supervisor: _____ Unit: _____

NOTE: The ratings below indicate the evaluator's ranking of the employee's use of the skills listed and personal qualities associated with job performance. The following five-point Likert scale applies:

- NA Not applicable or not observed
- LEVEL 1 Unsatisfactory (employee is **not** meeting his/her job expectations)—**requires comment**
- LEVEL 2 Needs Improvement (employee is **not meeting** his/her job expectations consistently)
- LEVEL 3 Satisfactory (employee **meets** job expectations on a consistent basis)
- LEVEL 4 Above Average (employee meets job expectations **above** the minimum standards)

Category I: Instructional Duties/Responsibilities

- | | | | | | |
|---|----|---|---|---|---|
| 1. Supports the mission of the college | NA | 1 | 2 | 3 | 4 |
| 2. Establishes and works to achieve instructional goals and objectives that align with mission..... | NA | 1 | 2 | 3 | 4 |
| 3. Plans and delivers instruction that relates to subject matter | NA | 1 | 2 | 3 | 4 |
| 4. Provides a current syllabus and adheres to its contents..... | NA | 1 | 2 | 3 | 4 |
| 5. Reviews and/or updates materials, supplements and/or books annually | NA | 1 | 2 | 3 | 4 |
| 6. Maintains accurate student records (i.e., roll book, grade book, attendance records, etc.) | NA | 1 | 2 | 3 | 4 |
| 7. Submits accurate mid-term and final grade reports | NA | 1 | 2 | 3 | 4 |
| 8. Meets deadlines for submitting grades, attendance verification reports, etc. | NA | 1 | 2 | 3 | 4 |
| 9. Conducts class as scheduled and in accordance with established class times. | NA | 1 | 2 | 3 | 4 |
| 10. Advises students accurately and effectively based on degree plans & STARS. | NA | 1 | 2 | 3 | 4 |
| 11. Adheres to FERPA guidelines when handling student information..... | NA | 1 | 2 | 3 | 4 |
| 12. Actively participates in the pre-registration and registration process..... | NA | 1 | 2 | 3 | 4 |
| 13. Provides evidence that advising files are current and accurate..... | NA | 1 | 2 | 3 | 4 |
| 14. Is competent in the use of AS400 and Websuite | NA | 1 | 2 | 3 | 4 |
| 15. Sets and maintains office hours as posted on Locator cards and Work Load Verifications | NA | 1 | 2 | 3 | 4 |

Comments: _____

Category II: Instructional Effectiveness

- | | | | | | |
|---|----|---|---|---|---|
| 1. Uses a variety of instructional strategies to promote student-centered learning | NA | 1 | 2 | 3 | 4 |
| 2. Demonstrates effective teaching approaches in a laboratory setting | NA | 1 | 2 | 3 | 4 |
| 3. Provides evidence that student learning outcomes have been achieved (i.e., samples of student work, Exit exam results, portfolios, projects, student presentations, etc.)..... | NA | 1 | 2 | 3 | 4 |
| 4. Uses technology on a regular basis to enhance instruction..... | NA | 1 | 2 | 3 | 4 |
| 5. Remains current with changing technology as it relates to his/her teaching responsibilities..... | NA | 1 | 2 | 3 | 4 |
| 6. Demonstrates effective questioning techniques that encourage students to respond critically . | NA | 1 | 2 | 3 | 4 |
| 7. Creates an environment that promotes higher ordered thinking..... | NA | 1 | 2 | 3 | 4 |
| 8. Demonstrates an established rapport with students | NA | 1 | 2 | 3 | 4 |

Comments: _____

	NA	Not applicable or not observed
LEVEL	1	Unsatisfactory (employee is not meeting his/her job expectations)— requires comment
LEVEL	2	Needs Improvement (employee is not meeting his/her job expectations consistently)
LEVEL	3	Satisfactory (employee meets job expectations on a consistent basis)
LEVEL	4	Above Average (employee meets job expectations above the minimum standards)

Category III: Student Evaluation Results

**(Ratings for this section MUST be taken from the final results of the Student Course Evaluations).*

For quick reference, question #'s from the course evaluation have been listed to the right (i.e., #10, #18, etc.)

1. Includes assignments that relate to course syllabus (#10)	NA	1	2	3	4
2. Meets classes regularly and punctually (#18)	NA	1	2	3	4
3. Instructor uses classroom time wisely (is organized) (#25)	NA	1	2	3	4
4. Instructor provides examples and illustrations that augment student learning (#26)	NA	1	2	3	4
5. Instructor challenges students to think critically (#14)	NA	1	2	3	4
6. Instructor is prompt in grading assignments and examinations (#22)	NA	1	2	3	4
7. Instructor established clear grading procedures (#8)	NA	1	2	3	4
8. Respects students and treats them courteously (#23)	NA	1	2	3	4
9. Is available during posted office hours and for appointments. (#24)	NA	1	2	3	4
10. Overall rating of instructor (#27)	NA	1	2	3	4

Category IV: Professional Communication Skills & Teamwork

1. Communicates with students, colleagues and others in a professional manner	NA	1	2	3	4
2. Writes and speaks in a clear and grammatically correct manner	NA	1	2	3	4
3. Displays a positive attitude in the workplace	NA	1	2	3	4
4. Shows respect and consideration for faculty, staff, students, administrators and visitors.	NA	1	2	3	4
5. Is receptive to constructive criticism	NA	1	2	3	4
6. Works cooperatively in groups	NA	1	2	3	4
7. Is a positive, contributing team member	NA	1	2	3	4
8. Seeks to resolve conflicts in a positive manner	NA	1	2	3	4

Comments: _____

Category V: Personal Qualities Related to Job Performance & Essential Functions

1. Is self-motivated and displays initiative in carrying out job responsibilities	NA	1	2	3	4
2. Performs essential functions effectively	NA	1	2	3	4
3. Completes "other assigned" job-related tasks as required	NA	1	2	3	4
4. Submits departmental/administrative documents in a timely, professional manner	NA	1	2	3	4
5. Reports to work regularly and on time	NA	1	2	3	4
6. Follows proper procedures for reporting off and traveling	NA	1	2	3	4
7. Attends required college functions (i.e., graduation, award ceremonies, in-service, etc.)	NA	1	2	3	4
8. Adheres to school policies/procedures (i.e., Final Exam schedule, advising policies, etc.)	NA	1	2	3	4
9. Actively participates on assigned committees	NA	1	2	3	4
10. Participates in professional development activities	NA	1	2	3	4
11. Reaches professional goals	NA	1	2	3	4
12. Maintains current, appropriate certifications	NA	1	2	3	4
13. Checks and responds to email, voicemail and interoffice mail in a timely manner	NA	1	2	3	4

Comments: _____

Category VI: Safety

1. Knows the location of safety devices and manuals	NA	1	2	3	4
2. Knows the basic procedures to follow in the event of emergencies (fires, chemical spills and medical emergencies)	NA	1	2	3	4
3. Has a general awareness of the types of chemicals in use and the need for special precautions	NA	1	2	3	4
4. Has attended all mandatory safety training classes in the past year	NA	1	2	3	4
5. Keeps personal areas of responsibility (must include personal work area) clean and neat, and maintains good housekeeping of these areas	NA	1	2	3	4

Comments: _____

TABULATIONS Count the total of (1's, 2's, 3's, & 4's) under each column and record each total in the space provided. N/A's should NOT be tabulated.

1's 2's 3's 4's

- Does the employee have TEN or more "1's"? Yes No
 Does the employee have TEN or more "2's"? Yes No
 When you combine the "1's" & "2's" together, is that number at TEN or more? Yes No

If you answered "**YES**" to any of the above questions, the employee **MUST** be scored at LEVEL "1" or LEVEL "2" and should be placed on a *Supervised Strategic Improvement Plan*. Final placement should be determined based on where the majority of 1's or 2's fell—the highest column determines the ranking. Complete the Overall Rating below.

If you answered "**NO**" to all the questions, rate the employee based on where the majority of his or her scores fell under LEVEL 3 or LEVEL 4.

Overall Rating

Rate the employee using your tabulation chart and applying the basic formula outlined above; then, **CIRCLE** the overall performance level below. **BE SURE TO DOUBLE-CHECK YOUR RESULTS.**

1	Unsatisfactory		Satisfactory	3
2	Needs Improvement		Above Average	4

Supervisor's Comments (Required, if you rated an employee at LEVEL "1" or "2." Optional under all other conditions.):

Employee's Comments and/or response to mid-year evaluation (Optional):

This evaluation has been presented and discussed with the undersigned employee. The employee's signature does not necessarily reflect agreement with the evaluation. Rather, it validates that the mid-year evaluation of this employee was conducted

I agree with this mid-year evaluation. I do not agree with this mid-year evaluation.

Employee's Signature

Today's Date

Supervisor's Signature

Today's Date



MID-YEAR EVALUATION CONFERENCE RECORD

Employee's Name:

Position:

Evaluator's Name:

Date:

Conduct a "Summary of Progress" for each category below.

- 1. How much progress has this employee made towards his/her professional development goals and 100 point obligation?**

- 2. Based on your mid-year assessment of this employee, what specific areas need addressing in order for the employee to reach his/her professional goals?**

- 3. How would you describe your level of satisfaction with this employee's overall job performance at mid-year? If not fully satisfied, outline below, what specific things the employee would need to do in order to improve. (Use back side of form if needed).**

The signatures below indicate that an oral mid-year conference was conducted and that all information above was reviewed and discussed.

Employee's Signature

Evaluator's Signature



The *Support Staff Evaluation* form is used to evaluate the employee's overall job performance, skill ability, and those personal qualities associated with job related responsibilities.

Procedure

1. Using the 4-point scale below, rate the employee under in each category listed.
2. Review the results of the evaluation with the employee and provide a copy to the employee.
3. **Supervisors:** Provide the Human Resources Office with this original form. Then, forward copies to your Area Dean and Vice President. You should also maintain a copy of this evaluation for your records.

Employee: _____ Date: _____

Supervisor: _____ Unit: _____

NOTE: The ratings below indicate the evaluator's ranking of the employee's use of the skills listed and personal qualities associated with job performance. The following five-point Likert scale applies:

	NA	Not applicable or not observed
LEVEL 1	1	Unsatisfactory (employee is not meeting his/her job expectations)— requires comment
LEVEL 2	2	Needs Improvement (employee is not meeting his/her job expectations consistently)
LEVEL 3	3	Satisfactory (employee meets job expectations on a consistent basis)
LEVEL 4	4	Above Average (employee meets job expectations above the minimum standards)

Category I: Job Knowledge/Skills & Performance

- | | | | | | |
|--|----|---|---|---|---|
| 1. Demonstrates proficiency in the skills and knowledge needed to perform essential job functions | NA | 1 | 2 | 3 | 4 |
| 2. Supports the mission of the college | NA | 1 | 2 | 3 | 4 |
| 3. Is self-motivated and takes initiative to carry out essential job related functions | NA | 1 | 2 | 3 | 4 |
| 4. Completes the volume of work that meets established standards and essential functions in a timely and professional manner. | NA | 1 | 2 | 3 | 4 |
| 5. Identifies work related problems and implements effective solutions | NA | 1 | 2 | 3 | 4 |
| 6. Accepts ownership and responsibility for job related tasks | NA | 1 | 2 | 3 | 4 |
| 7. Demonstrates effective organizational skills | NA | 1 | 2 | 3 | 4 |
| 8. Makes good use of time and meets deadlines for assignments | NA | 1 | 2 | 3 | 4 |
| 9. Adheres to FERPA guidelines when handling student information | NA | 1 | 2 | 3 | 4 |
| 10. Follows policies and procedures when completing job related tasks..... | NA | 1 | 2 | 3 | 4 |
| 11. Pays attention to detail and accuracy when completing job related tasks..... | NA | 1 | 2 | 3 | 4 |
| 12. Maintains equipment, materials and overall work area..... | NA | 1 | 2 | 3 | 4 |
| 13. Demonstrates technical skills needed to carry out essential job functions | NA | 1 | 2 | 3 | 4 |
| 14. Demonstrates proficient use of AS400 and other pertinent software programs | NA | 1 | 2 | 3 | 4 |
| 15. Remains current with changing technology as it relates to his/her job related tasks..... | NA | 1 | 2 | 3 | 4 |

Comments: _____

Category II: Teamwork & Interpersonal Skills

- | | | | | | |
|--|----|---|---|---|---|
| 1. Collaborates with colleagues and others in a positive, constructive manner..... | NA | 1 | 2 | 3 | 4 |
| 2. Shows respect and consideration for other team members..... | NA | 1 | 2 | 3 | 4 |
| 3. Follows the Chain-of-Command..... | NA | 1 | 2 | 3 | 4 |
| 4. Fosters and maintains a positive working relationship with others | NA | 1 | 2 | 3 | 4 |
| 5. Seeks to resolve conflicts, rather than incite them..... | NA | 1 | 2 | 3 | 4 |
| 6. Maintains professional conduct and exhibits courtesy towards others | NA | 1 | 2 | 3 | 4 |
| 7. Works cooperatively in groups | NA | 1 | 2 | 3 | 4 |
| 8. Is flexible and dependable | NA | 1 | 2 | 3 | 4 |

Comments: _____

	NA	Not applicable or not observed			
LEVEL	1	Unsatisfactory (employee is not meeting his/her job expectations)— requires comment			
LEVEL	2	Needs Improvement (employee is not meeting his/her job expectations consistently)			
LEVEL	3	Satisfactory (employee meets job expectations on a consistent basis)			
LEVEL	4	Above Average (employee meets job expectations above the minimum standards)			

Category III: Communication Skills & Attitude

- 1. Displays a customer-friendly attitude when communicating with students, visitors, colleagues, and administrators..... NA 1 2 3 4
- 2. Writes clearly and grammatically correct NA 1 2 3 4
- 3. Speaks clearly and grammatically correct..... NA 1 2 3 4
- 4. Checks and responds to email, voicemail and written communications in a timely manner NA 1 2 3 4
- 5. Is receptive to constructive criticism to improve job performance..... NA 1 2 3 4
- 6. Can effectively communicate policies and procedures when required to assist others..... NA 1 2 3 4
- 7. Demonstrates a professional attitude in day-to-day communications NA 1 2 3 4
- 8. Uses appropriate “business-like” communication to accomplish job related tasks..... NA 1 2 3 4

Comments: _____

Category IV: Other Job Related Responsibilities & Personal Qualities

- 1. Effectively completes “other assigned” job-related tasks..... NA 1 2 3 4
- 2. Attends required college functions (i.e., graduation, award ceremonies, in-service, etc.)..... NA 1 2 3 4
- 3. Actively participates on assigned committees..... NA 1 2 3 4
- 4. Participates in professional development activities..... NA 1 2 3 4
- 5. Reaches professional development goals NA 1 2 3 4
- 6. Use professional development activities to improve job performance. NA 1 2 3 4
- 7. Maintains current, appropriate certifications. NA 1 2 3 4
- 8. Reports to work regularly and on time. NA 1 2 3 4
- 9. Follows proper procedures when reporting off..... NA 1 2 3 4
- 10. Follows proper procedures when traveling NA 1 2 3 4

Comments: _____

TABULATIONS Count the total of (1’s, 2’s, 3’s, & 4’s) under each column and record each total in the space provided. N/A’s should NOT be tabulated.

____ _
1’s 2’s 3’s 4’s

- Does the employee have EIGHT or more “1’s”? Yes No
- Does the employee have EIGHT or more “2’s”? Yes No
- When you combine the “1’s” & “2’s” together, is that number at EIGHT or more? Yes No

If you answered “YES” to any of the above questions, the employee MUST be scored at LEVEL “1” or LEVEL “2” and should be placed on a *Supervised Strategic Improvement Plan*. Final placement should be determined based on where the majority of 1’s or 2’s fell—the highest column determines the ranking. Go to PAGE 3 to complete the Overall Rating.

If you answered “NO” to all the questions, rate the employee based on where the majority of his or her scores fell under LEVEL 3 or LEVEL 4.

Overall Rating

Rate the employee using your tabulation chart and applying the basic formula outlined on page 3; then, CIRCLE the overall performance level below. **BE SURE TO DOUBLE-CHECK YOUR RESULTS.**

1	Unsatisfactory		Satisfactory	3
2	Needs Improvement		Above Average	4

Professional Development & Strategic Improvement Goals

Did the full-time employee meet his/her professional development obligation of 100 points? Yes No

Did the full-time employee meet his/her professional goals? Yes No

Did the employee score at LEVEL 3 or higher on this year's evaluation? Yes No

If you answered "NO" to any question, select the supervisory action you would like to take.

_____ Since this is the first time this employee has scored below LEVEL 3, I wish to place the employee on a *Supervised Improvement Plan* for the upcoming school year.

_____ Since this is the second time this employee has scored below LEVEL 3, I wish to seek an administrative remedy. (Notify Area Dean and Associate Dean.)

_____ Since this is the first time this employee has not met his/her professional goals or did not meet his/her 100-point professional development obligation, I wish to place this employee on a *Supervised Improvement Plan* for the upcoming school year.

_____ Since this is the second time this employee has not met his/her professional goals or did not meet his/her 100-point professional development obligation, I wish to seek an administrative remedy. (Notify Area Dean and Associate Dean.)

List employee's upcoming professional goals—no more than 6, no less than 3:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Supervisor's Comments (required, if you rated an employee at LEVEL "1" or "2" (Optional under all other conditions):

Employee's Comments and/or Response to Evaluation (Optional):

This evaluation has been presented and discussed with the undersigned employee. The employee's signature does not necessarily reflect agreement with the evaluation. Rather, it validates that the formal evaluation of this employee was conducted. If in disagreement with this evaluation, the employee should sign the form and then submit a written rebuttal to the Human Resources within 10 business days from the date below. The written rebuttal will be maintained in the employee's personnel file along with the formal evaluation results shared within this document.

I agree with this evaluation.

I do not agree with this evaluation.

Employee's Signature

Today's Date

Supervisor's Signature

Today's Date

Review



This form is optional at mid-year unless you are evaluating a Level 1 or Level 2 employee.

The *Support Staff Evaluation* form is used to evaluate the employee's overall job performance, skill ability, and those personal qualities associated with job related responsibilities at mid-year.

Procedure

1. Using the 4-point scale below, rate the employee under in each category listed.
2. Review the results of the evaluation with the employee and provide a copy to the employee.
3. **Supervisors:** Provide the Human Resources Office with this original form. Then, forward copies to your Area Dean and Vice President. You should also maintain a copy of this evaluation for your records.

Employee: _____ Date: _____

Supervisor: _____ Unit: _____

NOTE: The ratings below indicate the evaluator's ranking of the employee's use of the skills listed and personal qualities associated with job performance. The following five-point Likert scale applies:

	NA	Not applicable or not observed			
LEVEL	1	Unsatisfactory (employee is not meeting his/her job expectations)— requires comment			
LEVEL	2	Needs Improvement (employee is not meeting his/her job expectations consistently)			
LEVEL	3	Satisfactory (employee meets job expectations on a consistent basis)			
LEVEL	4	Above Average (employee meets job expectations above the minimum standards)			

Category I: Job Knowledge/Skills & Performance

- | | | | | | |
|--|----|---|---|---|---|
| 1. Demonstrates proficiency in the skills and knowledge needed to perform essential job functions | NA | 1 | 2 | 3 | 4 |
| 2. Supports the mission of the college | NA | 1 | 2 | 3 | 4 |
| 3. Is self-motivated and takes initiative to carry out essential job related functions | NA | 1 | 2 | 3 | 4 |
| 4. Completes the volume of work that meets established standards and essential functions in a timely and professional manner. | NA | 1 | 2 | 3 | 4 |
| 5. Identifies work related problems and implements effective solutions | NA | 1 | 2 | 3 | 4 |
| 6. Accepts ownership and responsibility for job related tasks..... | NA | 1 | 2 | 3 | 4 |
| 7. Demonstrates effective organizational skills | NA | 1 | 2 | 3 | 4 |
| 8. Makes good use of time and meets deadlines for assignments | NA | 1 | 2 | 3 | 4 |
| 9. Adheres to FERPA guidelines when handling student information | NA | 1 | 2 | 3 | 4 |
| 10. Follows policies and procedures when completing job related tasks..... | NA | 1 | 2 | 3 | 4 |
| 11. Pays attention to detail and accuracy when completing job related tasks..... | NA | 1 | 2 | 3 | 4 |
| 12. Maintains equipment, materials and overall work area..... | NA | 1 | 2 | 3 | 4 |
| 13. Demonstrates technical skills needed to carry out essential job functions | NA | 1 | 2 | 3 | 4 |
| 14. Demonstrates proficient use of AS400 and other pertinent software programs | NA | 1 | 2 | 3 | 4 |
| 15. Remains current with changing technology as it relates to his/her job related tasks..... | NA | 1 | 2 | 3 | 4 |

Comments: _____

Category II: Teamwork & Interpersonal Skills

- | | | | | | |
|--|----|---|---|---|---|
| 1. Collaborates with colleagues and others in a positive, constructive manner..... | NA | 1 | 2 | 3 | 4 |
| 2. Shows respect and consideration for other team members..... | NA | 1 | 2 | 3 | 4 |
| 3. Follows the Chain-of-Command..... | NA | 1 | 2 | 3 | 4 |
| 4. Fosters and maintains a positive working relationship with others | NA | 1 | 2 | 3 | 4 |
| 5. Seeks to resolve conflicts, rather than incite them..... | NA | 1 | 2 | 3 | 4 |
| 6. Maintains professional conduct and exhibits courtesy towards others | NA | 1 | 2 | 3 | 4 |
| 7. Works cooperatively in groups | NA | 1 | 2 | 3 | 4 |
| 8. Is flexible and dependable | NA | 1 | 2 | 3 | 4 |

Comments: _____

	NA	Not applicable or not observed				
LEVEL	1	Unsatisfactory (employee is not meeting his/her job expectations)— requires comment				
LEVEL	2	Needs Improvement (employee is not meeting his/her job expectations consistently)				
LEVEL	3	Satisfactory (employee meets job expectations on a consistent basis)				
LEVEL	4	Above Average (employee meets job expectations above the minimum standards)				

Category III: Communication Skills & Attitude

- 1. Displays a customer-friendly attitude when communicating with students, visitors, colleagues, and administrators..... NA 1 2 3 4
- 2. Writes clearly and grammatically correct NA 1 2 3 4
- 3. Speaks clearly and grammatically correct..... NA 1 2 3 4
- 4. Checks and responds to email, voicemail and written communications in a timely manner NA 1 2 3 4
- 5. Is receptive to constructive criticism to improve job performance..... NA 1 2 3 4
- 6. Can effectively communicate policies and procedures when required to assist others..... NA 1 2 3 4
- 7. Demonstrates a professional attitude in day-to-day communications NA 1 2 3 4
- 8. Uses appropriate “business-like” communication to accomplish job related tasks..... NA 1 2 3 4

Comments: _____

Category IV: Other Job Related Responsibilities & Personal Qualities

- 1. Effectively completes “other assigned” job-related tasks..... NA 1 2 3 4
- 2. Attends required college functions (i.e., graduation, award ceremonies, in-service, etc.)..... NA 1 2 3 4
- 3. Actively participates on assigned committees..... NA 1 2 3 4
- 4. Participates in professional development activities..... NA 1 2 3 4
- 5. Reaches professional development goals NA 1 2 3 4
- 6. Use professional development activities to improve job performance. NA 1 2 3 4
- 7. Maintains current, appropriate certifications. NA 1 2 3 4
- 8. Reports to work regularly and on time. NA 1 2 3 4
- 9. Follows proper procedures when reporting off..... NA 1 2 3 4
- 10. Follows proper procedures when traveling NA 1 2 3 4

Comments: _____

TABULATIONS Count the total of (1’s, 2’s, 3’s, & 4’s) under each column and record each total in the space provided. N/A’s should NOT be tabulated. _ _ _ _
1’s 2’s 3’s 4’s

- Does the employee have EIGHT or more “1’s”? Yes No
- Does the employee have EIGHT or more “2’s”? Yes No
- When you combine the “1’s” & “2’s” together, is that number at EIGHT or more? Yes No

If you answered “YES” to any of the above questions, the employee MUST be scored at LEVEL “1” or LEVEL “2” and should be placed on a Supervised Strategic Improvement Plan. Final placement should be determined based on where the majority of 1’s or 2’s fell—the highest column determines the ranking. Go to PAGE 3 to complete the Overall Rating.

If you answered “NO” to all the questions, rate the employee based on where the majority of his or her scores fell under LEVEL 3 or LEVEL 4.

Overall Rating

Rate the employee using your tabulation chart and applying the basic formula outlined on page 3; then, CIRCLE the overall performance level below. **BE SURE TO DOUBLE-CHECK YOUR RESULTS.**

1	Unsatisfactory		Satisfactory	3
2	Needs Improvement		Above Average	4

Supervisor's Comments (required, if you rated an employee at LEVEL "1" or "2" (Optional under all other conditions):

Employee's comments and/or response to mid-year evaluation (Optional):

This evaluation has been presented and discussed with the undersigned employee. The employee's signature does not necessarily reflect agreement with the evaluation. Rather, it validates that the formal evaluation of this employee was conducted.

I agree with this mid-year evaluation. I do not agree with this mid-year evaluation.

Review

Employee's Signature

Today's Date

Supervisor's Signature

Today's Date



The *Administrator Evaluation* form is used to evaluate the employee's overall job performance.

Procedure	<ol style="list-style-type: none"> Using the 4-point scale below, rate the employee under in each category listed. Review the results of the evaluation with the employee and provide a copy to the employee. Supervisors: Provide the Human Resources Office with this original form. Then, forward copies to your Area Dean and Vice President. You should also maintain a copy of this evaluation for your records.
-----------	--

Employee: _____ Date: _____

Supervisor: _____ Unit: _____

NOTE: The ratings below indicate the evaluator's ranking of the employee's use of the skills listed and personal qualities associated with job performance. The following five-point Likert scale applies:

NA Not applicable or not observed

LEVEL	1	Unsatisfactory (employee is not meeting his/her job expectations)— requires comment
LEVEL	2	Needs Improvement (employee is not meeting his/her job expectations consistently)
LEVEL	3	Satisfactory (employee meets job expectations on a consistent basis)
LEVEL	4	Above Average (employee meets job expectations above the minimum standards)

Category I: Leadership Responsibilities

1. Supports the mission of the college	NA	1	2	3	4
2. Establishes goals/objectives within his/her division that support the college's mission.....	NA	1	2	3	4
3. Implements and assesses progress of goals/objectives via Unit Plans or other reports.....	NA	1	2	3	4
4. Uses annual evaluation results to improve division and or leadership capabilities	NA	1	2	3	4
5. Demonstrates effective problem-solving and decision making techniques	NA	1	2	3	4
6. Involves staff and/or faculty members in the decision making process	NA	1	2	3	4
7. Demonstrates effective leadership in the administration and/or supervision of his/her department, division, unit	NA	1	2	3	4
8. Prepares and/or adheres to establish budgetary procedures and policies in accordance with established federal, state, and post-secondary policies	NA	1	2	3	4
9. Includes staff/faculty members in fiscal planning.....	NA	1	2	3	4
10. Is an effective team builder within his/her division or department.....	NA	1	2	3	4
11. Demonstrates effective organizational skills	NA	1	2	3	4
12. Overall leadership (skills) rating	NA	1	2	3	4

Comments: _____

Category II: Management of Personnel & Customer Service

1. Participates in the hiring process of personnel	NA	1	2	3	4
2. Adheres to the college's procedures and timelines when evaluating staff/faculty	NA	1	2	3	4
3. Demonstrates appropriate supervisory skills	NA	1	2	3	4
4. Leads through and works within the proper chain-of-command.	NA	1	2	3	4
5. Fosters a positive and professional working relationship with those he/she supervises	NA	1	2	3	4
6. Promotes, monitors and reinforces the importance of customer friendly behavior from all employees he or she supervises.....	NA	1	2	3	4
7. The office, division, department, etc. that he or she is directly responsible for demonstrates the highest level of customer service	NA	1	2	3	4
8. Ensures that new personnel are fully trained in specific areas of performance.....	NA	1	2	3	4
9. Ensures that complaints are handled and resolved in a professional manner.....	NA	1	2	3	4

Comments: _____

	NA	Not applicable or not observed			
LEVEL	1	Unsatisfactory (employee is not meeting his/her job expectations)— requires comment			
LEVEL	2	Needs Improvement (employee is not meeting his/her job expectations consistently)			
LEVEL	3	Satisfactory (employee meets job expectations on a consistent basis)			
LEVEL	4	Above Average (employee meets job expectations above the minimum standards)			

Category III: Professional Development

1. Participates in professional development that will lead to personal/professional growth	NA	1	2	3	4
2. Promotes professional development opportunities as a means to improve his/her division.....	NA	1	2	3	4
3. Reaches professional development goals	NA	1	2	3	4
4. Encourages the professional development of those he/she supervises.....	NA	1	2	3	4
5. Values, attends and promotes professional development activities provided by the college	NA	1	2	3	4
6. Engages in external professional development activities (i.e., participates in professional organizations, publishes in professional journals, or presents at professional conferences)	NA	1	2	3	4

Comments: _____

Category IV: Communication & Teamwork

1. Is sensitive to the needs of those he or she supervises and others	NA	1	2	3	4
2. Uses appropriate verbal and non-verbal techniques to communicate effectively with students, parents, colleagues, and others in a customer friendly way	NA	1	2	3	4
3. Writes and speaks clearly and grammatically correct	NA	1	2	3	4
4. Supports administrative/ institution decisions and works to carry out such decisions in a professional manner.....	NA	1	2	3	4
5. Readily accepts constructive criticism.....	NA	1	2	3	4
6. Demonstrates effective team building skills within unit/division/department.....	NA	1	2	3	4
7. Is a positive and contributing team member	NA	1	2	3	4
8. Demonstrates and communicates a positive attitude in the workplace	NA	1	2	3	4
9. Shows respect and consideration towards other's ideas, viewpoints, positions.....	NA	1	2	3	4
10. Selects appropriate channels for communicating/resolving concerns and problems	NA	1	2	3	4
11. Demonstrates effective means of resolving conflicts through appropriate chains-of-command.....	NA	1	2	3	4
12. Demonstrates effective mediation skills when handling internal conflicts between and among staff/faculty.....	NA	1	2	3	4

Comments: _____

Category V: Professional Responsibilities

1. Performs essential functions and other job related responsibilities effectively	NA	1	2	3	4
2. Readily identifies work related problems and implements effective solutions	NA	1	2	3	4
3. Is self-motivated and takes initiative to carry-out job responsibilities.....	NA	1	2	3	4
4. Accepts ownership and responsibility for job related tasks	NA	1	2	3	4
5. Demonstrates effective organizational skills	NA	1	2	3	4
6. Follows policies and procedures	NA	1	2	3	4
7. Pays attention to detail and accuracy when completing job related tasks	NA	1	2	3	4
8. Adheres to FERPA guidelines when handling student information	NA	1	2	3	4
9. Submits departmental, division or administrative documents/reports on time	NA	1	2	3	4
10. Submits high caliber work.	NA	1	2	3	4
11. Uses annual institutional survey data on department/unit/division to improve area	NA	1	2	3	4
12. Reports to work regularly and on time	NA	1	2	3	4
13. Attends required college functions (i.e., graduation, award ceremonies, in-service, etc.).....	NA	1	2	3	4
14. Actively participates on assigned committees.....	NA	1	2	3	4
15. Maintains professionalism at all times.....	NA	1	2	3	4

Comments: _____

Professional Development & Strategic Improvement Goals

- Did the full-time employee meet his/her professional development obligation of 100 points? Yes No
- Did the full-time employee meet his/her professional goals? Yes No
- Did the employee score at LEVEL 3 or higher on this year’s evaluation? Yes No

If you answered “NO” to any question, select the supervisory action you would like to take.

_____ Since this is the first time this employee has scored below LEVEL 3, I wish to place the employee on a *Supervised Improvement Plan* for the upcoming school year.

_____ Since this is the second time this employee has scored below LEVEL 3, I wish to seek an administrative remedy. (Notify Area Dean and Associate Dean.)

_____ Since this is the first time this employee has not met his/her professional goals or did not meet his/her 100-point professional development obligation, I wish to place this employee on a *Supervised Improvement Plan* for the upcoming school year.

_____ Since this is the second time this employee has not met his/her professional goals or did not meet his/her 100-point professional development obligation, I wish to seek an administrative remedy. (Notify Area Dean and Associate Dean.)

List employee’s upcoming professional goals—no more than 6, no less than 4:

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____

Supervisor’s Comments (Required, if you rated an employee at LEVEL “1” or “2.” Optional under all other conditions.):

Employee's Comments and/or Response to Evaluation (Optional):

Review

This evaluation has been presented and discussed with the undersigned employee. The employee's signature does not necessarily reflect agreement with the evaluation. Rather, it validates that the formal evaluation of this employee was conducted. If in disagreement with this evaluation, the employee should sign the form and then submit a written rebuttal to the Human Resources Director within 10 business days from the date below. The written rebuttal will be maintained in the employee's personnel file along with the formal evaluation results shared within this document.

I agree with this evaluation.

I do not agree with this evaluation.

Employee's Signature

Today's Date

Supervisor's Signature

Today's Date



LAWSON STATE COMMUNITY COLLEGE
ADMINISTRATOR MID-YEAR EVALUATION

CONFIDENTIAL

This form is optional at mid-year unless you are evaluating a Level 1 or Level 2 employee.

The *Administrator Evaluation* form is used to evaluate the employee's overall job performance.

Procedure	<ol style="list-style-type: none"> Using the 4-point scale below, rate the employee under in each category listed. Review the results of the evaluation with the employee and provide a copy to the employee. Supervisors: Provide the Human Resources Office with this original form. Then, forward copies to your Area Dean and Vice President. You should also maintain a copy of this evaluation for your records.
------------------	--

Employee: _____ Date: _____

Supervisor: _____ Unit: _____

NOTE: The ratings below indicate the evaluator's ranking of the employee's use of the skills listed and personal qualities associated with job performance. The following five-point Likert scale applies:

NA Not applicable or not observed

LEVEL 1 Unsatisfactory (employee is **not** meeting his/her job expectations)—**requires comment**

LEVEL 2 Needs Improvement (employee is **not meeting** his/her job expectations consistently)

LEVEL 3 Satisfactory (employee **meets** job expectations on a consistent basis)

LEVEL 4 Above Average (employee meets job expectations **above** the minimum standards)

Category I: Leadership Responsibilities

- | | | | | | |
|--|----|---|---|---|---|
| 1. Supports the mission of the college | NA | 1 | 2 | 3 | 4 |
| 2. Establishes goals/objectives within his/her division that support the college's mission..... | NA | 1 | 2 | 3 | 4 |
| 3. Implements and assesses progress of goals/objectives via Unit Plans or other reports..... | NA | 1 | 2 | 3 | 4 |
| 4. Uses annual evaluation results to improve division and or leadership capabilities | NA | 1 | 2 | 3 | 4 |
| 5. Demonstrates effective problem-solving and decision making techniques | NA | 1 | 2 | 3 | 4 |
| 6. Involves staff and/or faculty members in the decision making process | NA | 1 | 2 | 3 | 4 |
| 7. Demonstrates effective leadership in the administration and/or supervision of his/her department, division, unit | NA | 1 | 2 | 3 | 4 |
| 8. Prepares and/or adheres to establish budgetary procedures and policies in accordance with established federal, state, and post-secondary policies | NA | 1 | 2 | 3 | 4 |
| 9. Includes staff/faculty members in fiscal planning | NA | 1 | 2 | 3 | 4 |
| 10. Is an effective team builder within his/her division or department..... | NA | 1 | 2 | 3 | 4 |
| 11. Demonstrates effective organizational skills | NA | 1 | 2 | 3 | 4 |
| 12. Overall leadership (skills) rating | NA | 1 | 2 | 3 | 4 |

Comments: _____

Category II: Management of Personnel & Customer Service

- | | | | | | |
|---|----|---|---|---|---|
| 1. Participates in the hiring process of personnel | NA | 1 | 2 | 3 | 4 |
| 2. Adheres to the college's procedures and timelines when evaluating staff/faculty | NA | 1 | 2 | 3 | 4 |
| 3. Demonstrates appropriate supervisory skills | NA | 1 | 2 | 3 | 4 |
| 4. Leads through and works within the proper chain-of-command. | NA | 1 | 2 | 3 | 4 |
| 5. Fosters a positive and professional working relationship with those he/she supervises | NA | 1 | 2 | 3 | 4 |
| 6. Promotes, monitors and reinforces the importance of customer friendly behavior from all employees he or she supervises..... | NA | 1 | 2 | 3 | 4 |
| 7. The office, division, department, etc. that he or she is directly responsible for demonstrates the highest level of customer service | NA | 1 | 2 | 3 | 4 |
| 8. Ensures that new personnel are fully trained in specific areas of performance..... | NA | 1 | 2 | 3 | 4 |
| 9. Ensures that complaints are handled and resolved in a professional manner..... | NA | 1 | 2 | 3 | 4 |

Comments: _____

	NA	Not applicable or not observed			
LEVEL	1	Unsatisfactory (employee is not meeting his/her job expectations)— requires comment			
LEVEL	2	Needs Improvement (employee is not meeting his/her job expectations consistently)			
LEVEL	3	Satisfactory (employee meets job expectations on a consistent basis)			
LEVEL	4	Above Average (employee meets job expectations above the minimum standards)			

Category III: Professional Development

1.	Participates in professional development that will lead to personal/professional growth	NA	1	2	3	4
2.	Promotes professional development opportunities as a means to improve his/her division.....	NA	1	2	3	4
3.	Reaches professional development goals	NA	1	2	3	4
4.	Encourages the professional development of those he/she supervises.....	NA	1	2	3	4
5.	Values, attends and promotes professional development activities provided by the college	NA	1	2	3	4
6.	Engages in external professional development activities (i.e., participates in professional organizations, publishes in professional journals, or presents at professional conferences)	NA	1	2	3	4

Comments: _____

Category IV: Communication & Teamwork

1.	Is sensitive to the needs of those he or she supervises and others	NA	1	2	3	4
2.	Uses appropriate verbal and non-verbal techniques to communicate effectively with students, parents, colleagues, and others in a customer friendly way	NA	1	2	3	4
3.	Writes and speaks clearly and grammatically correct	NA	1	2	3	4
4.	Supports administrative/ institution decisions and works to carry out such decisions in a professional manner.....	NA	1	2	3	4
5.	Readily accepts constructive criticism.....	NA	1	2	3	4
6.	Demonstrates effective team building skills within unit/division/department.....	NA	1	2	3	4
7.	Is a positive and contributing team member	NA	1	2	3	4
8.	Demonstrates and communicates a positive attitude in the workplace	NA	1	2	3	4
9.	Shows respect and consideration towards other's ideas, viewpoints, positions.....	NA	1	2	3	4
10.	Selects appropriate channels for communicating/resolving concerns and problems	NA	1	2	3	4
11.	Demonstrates effective means of resolving conflicts through appropriate chains-of-command.....	NA	1	2	3	4
12.	Demonstrates effective mediation skills when handling internal conflicts between and among staff/faculty.....	NA	1	2	3	4

Comments: _____

Category V: Professional Responsibilities

1.	Performs essential functions and other job related responsibilities effectively	NA	1	2	3	4
2.	Readily identifies work related problems and implements effective solutions	NA	1	2	3	4
3.	Is self-motivated and takes initiative to carry-out job responsibilities.....	NA	1	2	3	4
4.	Accepts ownership and responsibility for job related tasks	NA	1	2	3	4
5.	Demonstrates effective organizational skills	NA	1	2	3	4
6.	Follows policies and procedures	NA	1	2	3	4
7.	Pays attention to detail and accuracy when completing job related tasks	NA	1	2	3	4
8.	Adheres to FERPA guidelines when handling student information	NA	1	2	3	4
9.	Submits departmental, division or administrative documents/reports on time	NA	1	2	3	4
10.	Submits high caliber work.	NA	1	2	3	4
11.	Uses annual institutional survey data on department/unit/division to improve area	NA	1	2	3	4
12.	Reports to work regularly and on time	NA	1	2	3	4
13.	Attends required college functions (i.e., graduation, award ceremonies, in-service, etc.).....	NA	1	2	3	4
14.	Actively participates on assigned committees.....	NA	1	2	3	4
15.	Maintains professionalism at all times.....	NA	1	2	3	4

Comments: _____

LEVEL	NA	Not applicable or not observed
LEVEL	1	Unsatisfactory (employee is not meeting his/her job expectations)—requires comment
LEVEL	2	Needs Improvement (employee is not meeting his/her job expectations consistently)
LEVEL	3	Satisfactory (employee meets job expectations on a consistent basis)
LEVEL	4	Above Average (employee meets job expectations above the minimum standards)

Category VI: Technology Skills

1. Demonstrates AS400 proficiency.....	NA	1	2	3	4
2. Demonstrates Blackboard proficiency.....	NA	1	2	3	4
3. Demonstrates STARS, AVL, and/or Websuite proficiency	NA	1	2	3	4
4. Demonstrates the proficient use of Excel, PowerPoint or pertinent software programs.....	NA	1	2	3	4
5. Demonstrates proficiency in the use of technological equipment (computers, LCD proj.)	NA	1	2	3	4
6. Demonstrates effective use of email	NA	1	2	3	4
7. Maintains professionalism in correspondence, via electronic, voice or written means.....	NA	1	2	3	4
8. Remains current with changing technology as it relates to his/her job responsibilities	NA	1	2	3	4

Comments: _____

Student Evaluation Results—SKIP IF THE ADMINISTRATOR HAS NO TEACHING RESPONSIBILITIES
(Ratings for this section MUST be taken from the final results of the Student Course Evaluations.)

For quick reference, question #'s from the course evaluation have been listed to the right (i.e., #10, #18, etc.)

1. Includes assignments that related to course syllabus (#10).....	NA	1	2	3	4	5
2. Meets classes regularly and punctually (#18)	NA	1	2	3	4	5
3. Instructor uses classroom time wisely (is organized) (#25)	NA	1	2	3	4	5
4. Instructor provides examples and illustrations that augment student learning (#26).....	NA	1	2	3	4	5
5. Challenges students to think critically (#14)	NA	1	2	3	4	5
6. Instructor is prompt in grading assignments and examinations (#22).....	NA	1	2	3	4	5
7. Instructor established clear grading procedures (#8)	NA	1	2	3	4	5
8. Respects students and treats them courteously (#23)	NA	1	2	3	4	5
9. Is available during posted office hours and for appointments (# 24).....	NA	1	2	3	4	5
10. Overall Rating of Instructor (# 27)	NA	1	2	3	4	5

TABULATIONS Count the total of (1's, 2's, 3's, & 4's) under each column and record each total in the space provided. N/A's should NOT be tabulated. _____
1's 2's 3's 4's

- Does the employee have SEVEN or more "1's"? Yes No
- Does the employee have SEVEN or more "2's"? Yes No
- When you combine the "1's" & "2's" together, is that number at SEVEN or more? Yes No

If you answered "YES" to any of the above questions, the employee MUST be scored at LEVEL "1" or LEVEL "2" and should be placed on a Supervised Strategic Improvement Plan. Final placement should be determined based on where the majority of 1's or 2's fell—the highest column determines the ranking. Go to PAGE 3 to complete the Overall Rating.

If you answered "NO" to all the questions, rate the employee based on where the majority of his or her scores fell under LEVEL 3 or LEVEL 4.

Overall Rating

Rate the employee using your tabulation chart and applying the basic formula outlined above; then, CIRCLE the overall performance level below. **BE SURE TO DOUBLE-CHECK YOUR RESULTS.**

1	Unsatisfactory		Satisfactory	3
2	Needs Improvement		Above Average	4

Supervisor's Comments (Required, if you rated an employee at LEVEL "1" or "2." Optional under all other conditions.):

Employee's Comments and/or response to mid-year evaluation (Optional):

This evaluation has been presented and discussed with the undersigned employee. The employee's signature does not necessarily reflect agreement with the evaluation. Rather, it validates that the mid-year evaluation of this employee was conducted.

I agree with this mid-year evaluation. I do not agree with this mid-year evaluation.

Employee's Signature

Today's Date

Supervisor's Signature

Today's Date

Review

Formal Observation Record



(For Faculty Observations Only)

This formal evaluation is a supervisor's assessment of classroom instruction. Formal observations should be announced at least one week in advance.

Employee's Name _____ Position: _____

Evaluator's Name _____ Position: _____

Today's Date: _____ Time of Observation: _____

	Unsatisfactory	Below Expectations	Meets Expectations	Exceeds Expectations	N / A
A.. Uses a variety of instructional strategies to encourage students' critical and creative thinking, problem solving, and performance skills					
B. Creates an active learning environment through effective teaching strategies that encourage participatory engagement in learning, positive intellectual interactions and student ownership of the learning					
C. Provides evidence of student learning through tangible results (i.e., student work, exit exam results, portfolios, projects, performances, etc.)					
D. Demonstrates effective use of technology to augment instruction					
E. Demonstrates effective questioning techniques that encourage students to think and respond critically					
F. Demonstrates effective teaching approaches in a laboratory setting					
G. Creates a student-centered learning climate that supports the positive development of students					
H. Students were required to demonstrate their understanding of what was being taught.					
I. Rapport with students was established and positive.					
J. Topic of presentation was well organized and delivered in logical sequence.					
K. Teacher demonstrated enthusiasm for the topic and had a strong grasp of the subject being taught					

Informal Observation Record

(For Faculty Observations Only)



This informal evaluation is a supervisor's assessment of faculty as he/she performs his/her duties. Informal Observations do NOT have to be announced.

Employee's Name _____ **Position:** _____

Evaluator's Name _____ **Date:** _____

	Unsatisfactory	Below Expectations	Meets Expectations	Exceeds Expectations	N / A
A. Uses a variety of instructional strategies to encourage students' critical and creative thinking, problem solving, and performance skills					
B. Creates an active learning environment through effective teaching strategies that encourage participatory engagement in learning, positive intellectual interactions and student ownership of the learning					
C. Provides evidence of student learning through tangible results (i.e., student work, exit exam results, portfolios, projects, performances, etc.)					
D. Demonstrates effective use of technology to augment instruction					
E. Demonstrates effective questioning techniques that encourage students to think and respond critically					
F. Demonstrates effective teaching approaches in a laboratory setting					
G. Creates a student-centered learning climate that supports the positive development of students					
H. Students were required to demonstrate their knowledge or understanding of what was being taught.					
I. Rapport with students was established and positive.					
J. Topic of presentation was well organized and delivered in logical sequence.					
K. Teacher demonstrated enthusiasm for the topic and had a strong grasp of the subject being taught					

SUPERVISOR'S COMMENTS, IF ANY:

EMPLOYEE'S COMMENTS, IF ANY:



Informal Observation Record



(For Staff Observations Only)

This informal evaluation is a supervisor's assessment of staff as he/she performs his/her duties. Informal Observations do NOT have to be announced; they are considered on-going.

Employee's Name _____ Position: _____

Evaluator's Name _____ Date: _____

	Unsatisfactory	Below Expectations	Meets Expectations	Exceeds Expectations	N / A
A. Possesses sufficient skills and knowledge to perform essential job functions and other job related responsibilities					
B. Understands department's mission, role and operations and supports that mission					
C. Is self-motivated and takes initiative to carry out essential job related functions					
D. Completes volume of work that meets established standards and Essential Functions expectations in a timely and professional manner					
E. Identifies work related problems and finds, recommends and implements effective solutions as appropriate					
F. Accepts ownership and responsibility for the job					
G. Follows policies, policies and sets parameters governing various job related assignments or activities					
H. Pays attention to detail					
I. Structures job related activities to maximize speed, accuracy and results					
J. Cares for equipment, materials and the work area					
K. Is dependable					
L. Is organized					

SUPERVISOR'S COMMENTS OR OBSERVATIONS:



DOCUMENTATION OF EMPLOYEE PROFESSIONAL DEVELOPMENT

The goal of professional development is to develop and maintain a competitive work force. A job-based, sequential activity meets the college's expectations of a worthwhile use of employee time. The purpose of this form is to document professional development activities during the current school year. Full-time employees of Lawson State are required to accrue 100 points for professional development activities throughout the year. Activities range from 25 points to 100 points, depending on the value of the activity.

Full-time employees are expected to keep up with their professional development activities (via this form) and provide documentation (conference brochures, agendas, etc...) of such activities during their year-end evaluation.

*Job-related is defined as training that focuses on the job (i.e. the tasks and the criteria/standards necessary for proper performance).

In-service Activity	Internal Sponsored Activity	25 points
Training Activity (i.e., AS400, Websuite, Tegrity, etc.)	Internal and/or External Sponsored Activity	25 points
Attending a Professional Conference		25 points
Presenting at a Professional Conference		50 points
Participating on a Professional Panel		25 points
Serving on a SACS, Regional or National Professional Committee		25 points
Chairing a SACS committee		50 points
Holding an office within a Professional Organization	Points will be determined based on your level of involvement.	25 points
Securing a Grant for the College— Must be author of the grant— (Principal Investigator)	25 points if the grant award is less than \$100,000 ; 50 points if the grant award is between \$101,000 and \$499,000 and 75 points if the grant is over \$500,000.	25-75 points
Publishing a Professional Journal Article		25 points
Publishing a Professional Book	NOTE: English instructors will receive credit for publishing in various genres. Publication date must be within the current school year.	50 points
Conducting a Training Session (1 to 2 days in duration)	Can be internal or external	25 points
Conducting a Training Session (3 or more days in duration)	Can be internal or external	50 points
Professional Guest Lecturer		25 points
Winning a National Award or being Awarded by a Particular		25 points

Professional Organization		
Extended Specialized Professional Seminars (Leadership Academy, Master Teacher, etc...)	External Sponsored Activities Only	50 points
Sponsoring a school supported group, club or organization		25 points
Other: Seek Administrative Prior Approval	Internal or External Activity	25 points (varies on complexity)

Below, list your professional development activities for the current school year. Present this record during your year-end evaluation. Remember, all full-time employees are required to accumulate at least 100 points.

Name: _____ **School Year:** _____ **Division:** _____

Activity Name and Description	Date or Dates Attended	Point Value
		Total Points out of 100 _____

Attached any and all documentation to this form (i.e., agendas, registration materials, conference materials, journal articles, cover of book, etc.)

