

# **MANAGEMENT PERSONNEL EVALUATION PLAN**

## **Introduction**

The California State University Management Personnel Plan is designed to cover all California State University employees who have been designated as "Management" or "Supervisory" in accordance with the provisions of the Higher Education Employer-Employee Relations Act (HEERA).

## **Evaluation Plan**

The Management Personnel Plan necessitates that the President develop an evaluation plan outlining criteria and procedures for consideration of individual salary adjustments. Campus evaluation plans require standards of expectation for each grade level against which superior, average, or unsatisfactory performance can be gauged, and against which the amount of a pay increase, if any, can be determined. The evaluation plan requires criteria that will assure equity in pay based on merit factors, including quality, productivity, and the like.

Employees in the Management Group shall be evaluated after six months and after one year of service, and subsequently at one-year intervals. Evaluation shall also form the basis for recommendations for management development, professional leaves or other activities related to career development and upward mobility.

## **Objectives**

There are two general objectives of any evaluation plan. The first is to develop or improve performance and the second is to formulate a final judgment or assessment of performance to be used in making decisions, including merit pay, about management employees.

More specific objectives of the evaluation of management employees include, but are not limited to the following:

- To improve management accountability
- To identify and correct weaknesses
- To promote professional development
- To identify and reward performance which meets or exceeds established job standards or expectations

## **Criteria**

Certain criteria need to be considered in the promulgation of a campus management personnel evaluation plan, and include the following:

- The plan must be related to the mission and objectives of the university.
- The approach must be positive and focus on employee performance and accountability in relation to established job standards or expectations for certain positions.
- Evaluations must stress objective measures to the greatest extent possible, but will include subjective measures as well.
- Immediate supervisors must assume the primary responsibility for the evaluation.
- Those being evaluated must be fully informed of the procedures, timetable and results.
- The evaluation process must be reasonably time efficient and unburdensome.
- Confidentiality must be observed throughout the process.

## **Program Elements**

There are eight major elements to be considered in the overall performance evaluation, with two components for each element.

Value to the job, which has a numerical scale of 1 through 5, is one component designed to indicate the level of importance of each responsibility in achieving established goals and objectives. The other component is level of performance, with a rating scale ranging from unsatisfactory to outstanding.

Each rating should be supported with comments and/or examples which exemplify the rating.

Performance Factor: General Managerial/Supervisory Responsibilities

Each employee should be assessed relative to the listed performance factors as they pertain to that individual's position and performance. Not all of the descriptions for each factor are intended to be applied to each employee, nor are they an exhaustive list; they are intended to be illustrative. If a particular factor does not apply to the employee being evaluated, it should be marked "N/A".

### **Performance Definitions**

Unsatisfactory: Performance fails to meet minimum requirements of this position. Marked improvement is necessary.

Marginal: Performance meets some of the minimum requirements of this position. Generally indicates that additional training and/or experience is needed.

Satisfactory: Performance is completely and fully satisfactory and what is expected of an experienced, qualified employee.

Commendable: Performance is consistently above the requirements of the position even on some of the most difficult and complex parts of the job.

Outstanding: Performance is of an exceptionally high quality. Performance expectations are consistently exceeded.

California State University, Bakersfield

Employee: \_\_\_\_\_

Date: \_\_\_\_\_

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**PERFORMANCE APPRAISAL SUMMARY**

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1. MANAGING HUMAN RESOURCES: Secures cooperation and obtains optimum results through the efforts of peers, faculty, student leaders, co-workers and/or subordinates; leads effectively; develops and instructs others; treats subordinates equitably; demonstrates sensitivity and awareness in relating to people; secures trust and respect; develops team work. Does this person effectively utilize human resources to accomplish a task or goal?

Value to Job: 

1	2	3	4	5
Relatively Low			Critical Importance	

Level of Performance: 

1	2	3	4	5
Unsatisfactory	Marginal	Satisfactory	Commendable	Outstanding

Comments:

  
  

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2. MANAGING FINANCIAL AND MATERIAL RESOURCES: At level appropriate to job, demonstrates fiscal responsibility and efficient utilization of resources; plans and controls expenditures and materials, emphasizing utilization and savings; takes measures to insure safety and loss control; encourages and demonstrates cost-effective performance; effectively uses operational and performance data; takes action to provide consistently high service levels efficiently. Does this person meet all work commitments within established budgetary limitations?

Value to Job: 

1	2	3	4	5
Relatively Low			Critical Importance	

Level of Performance: 

1	2	3	4	5
Unsatisfactory	Marginal	Satisfactory	Commendable	Outstanding

Comments:

3. **MANAGING SYSTEMS AND OPERATIONS - LEADERSHIP:** Conceptualizes the position's functions in the overall goals of the campus and plans and organizes necessary activities, programs and objectives to meet departmental goals; evaluates goal accomplishment; establishes priorities and accommodates changes in priority objectives; few problems occur due to lack of planning, coordination or scheduling, and problems that do arise are confronted and corrected; develops innovative and efficient organization and systems; roles and responsibilities are clearly defined among subordinates and co-workers; effectively delegates and follows through. Does this person assemble information, materials and people into a coherent, logical and effective unit?

Value to Job:	1	2	3	4	5
	Relatively Low				Critical Importance

Level of Performance:	1	2	3	4	5
	Unsatisfactory	Marginal	Satisfactory	Commendable	Outstanding

Comments:

4. **MANAGING INFORMATION - COMMUNICATION:** Communicates effectively both orally and in writing; normally resolves problems, controversial issues or complaints without referral to a higher source; maintains courteous relations and coordinates work activities with concerned departments and agencies; few problems occur because of poor dissemination of information; gives information that is clear and well understood; checks for understanding; listens and responds to co-worker's or subordinate's ideas, needs and suggestions; effectively conducts and participates in meetings; keeps his or her manager informed; reports and oral presentations are clear and concise. Does this person use and give information effectively and efficiently?

Value to Job:	1	2	3	4	5
	Relatively Low				Critical Importance

Level of Performance:	1	2	3	4	5
	Unsatisfactory	Marginal	Satisfactory	Commendable	Outstanding

Comments:

5. AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY: Encourages and maintains constructive human relations among co-workers and subordinates; actively implements the campus Affirmative Action Plan components; assists in recruiting protected class candidates for vacancies; encourages and/or assists in the training and career development of subordinates who are members of protected classes. Has this person demonstrated ability and success in meeting his/her affirmative action and equal employment opportunity commitments? For evaluation of Department Agency heads only: Has this Department/Agency met its Affirmative Action goals in contracting and employment for this year?

Value to Job:	1	2	3	4	5
	Relatively Low			Critical Importance	

Level of Performance:	1	2	3	4	5
	Unsatisfactory	Marginal	Satisfactory	Commendable	Outstanding

Comments:

6. QUALITY AND QUANTITY: Meets technical or professional standards of work in an efficient manner; uses methods which enhance quality; work is accurate and thorough; amount of work completed meets or exceeds standards; completes work on schedule. Does the work performance of this person result in consistently high quality and quantity of professional work?

Value to Job:	1	2	3	4	5
	Relatively Low			Critical Importance	

Level of Performance:	1	2	3	4	5
	Unsatisfactory	Marginal	Satisfactory	Commendable	Outstanding

Comments:

7. **PROBLEM SOLVING:** Develops alternatives and implements practical and effective solutions; appropriately responds to new and different situations; recognizes a problem and uses creativity and effort to identify a solution or answer; overcomes resistance and gains acceptance for change in policies, practices, or procedures; is willing to make decisions, even when complete information is not available. Does this person consistently reach sound decisions for solutions to problems?

Value to Job:	1	2	3	4	5
	Relatively Low			Critical Importance	

Level of Performance:	1	2	3	4	5
	Unsatisfactory	Marginal	Satisfactory	Commendable	Outstanding

Comments:

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8. **PERSONAL (SELF):** Commitment and responsibility assumed are substantial; is committed and loyal to goals of department; demonstrates extra effort to ensure goals are achieved; seeks personal and professional growth and development; is willing to assume responsibility for decisions and actions; is flexible and cooperative in working with superiors and co-workers, adjusts to changes and manages stress. Is this person motivated toward responsible and mature managerial/professional behavior?

Value to Job:	1	2	3	4	5
	Relatively Low			Critical Importance	

Level of Performance:	1	2	3	4	5
	Unsatisfactory	Marginal	Satisfactory	Commendable	Outstanding

Comments:

**Signatures and Further Level of Comments:**

Employee: \_\_\_\_\_

A. Evaluated by: \_\_\_\_\_  
Name and Title

\_\_\_\_\_  
Signature Date

B. I have read this document: \_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

Comments:

Note: If the employee has a response to the evaluation, please attach written response to this evaluation.

C. Dean/Director: \_\_\_\_\_  
Signature and Title

\_\_\_\_\_  
Date

Comments:

D. Cabinet Officer: \_\_\_\_\_  
Signature and Title

\_\_\_\_\_  
Date

Comments: