

Director/Department Head Evaluation – Form A

University Form

California State University, Fresno

June 1984

FORM A

DIRECTOR/DEPARTMENT HEAD EVALUATION FORM

Last Name First Name Date of Report

Position Title Department

Unsatisfactory* Marginal Satisfactory Commendable Outstanding*

1. Managing Human Resources

1 2 3 4 5 [] [] [] [] []

Does this person effectively utilize human resources to accomplish a task or goal by:

Securing cooperation and obtaining optimum results through the efforts of peers, faculty, student leaders, co-workers and/or subordinates; leading effectively; developing and instructing others; treating subordinates equitably; demonstrating sensitivity and awareness in relating to people; securing trust and respect; developing team work; encouraging and/or assisting in the training and career development of subordinates?

VALUE TO JOB: Low 1 2 3 4 5 High

COMMENTS/EXAMPLES:

2. Managing Financial and Material Resources

1 2 3 4 5 [] [] [] [] []

Does this person meet all work commitments within established budgetary limitations at level appropriate to job by:

Demonstrating fiscal responsibility and efficient utilization of resources; planning and controlling expenditures and materials, emphasizing effective utilization and savings; taking measures to insure safety and loss control; encouraging and demonstrating cost-effective performance; effectively using operational and performance data; taking action to provide consistently high service levels efficiently?

VALUE TO JOB: Low 1 2 3 4 5 High

COMMENTS/EXAMPLES:

* Rating requires written comments/examples.

Director/Department Head Evaluation – Form A

University Form

California State University, Fresno

June 1984

**DIRECTOR/DEPARTMENT HEAD
EVALUATION FORM**

Page Two

Last Name First Name

Unsatisfactory*
Marginal
Satisfactory
Commendable
Outstanding*

3. Managing Work Systems and Operations – Leadership

1 2 3 4 5

Does this person assemble information, materials and people into a coherent, logical and effective unit by:

Conceptualizing the position's functions in the overall goals of the campus, and planning and organizing necessary activities, programs, and objectives to meet departmental goals; evaluating goal accomplishment; establishing priorities and accommodating changes in priority when appropriate; thinking through work barriers and keeping work advancing toward priority objectives; ensuring that few problems occur due to lack of planning, coordination or scheduling, and confronting and correcting problems that do arise; developing innovative and efficient organization and systems; defining roles and responsibilities clearly among subordinates and co-workers; effectively delegating and following through?

VALUE TO JOB: Low 1 2 3 4 5 High

COMMENTS/EXAMPLES:

4. Managing Information – Communication

1 2 3 4 5

Does this person use and give information effectively and efficiently by:

Communicating effectively both orally and in writing; normally resolving problems, controversial issues or complaints without referral to a higher source; maintaining courteous relations and coordinating work activities with concerned departments and agencies; ensuring that few problems occur because of poor dissemination of information; giving information that is clear and well understood; checking for understanding; listening and responding to co-workers' or subordinates' ideas, needs and suggestions; effectively conducting and participating in meetings; keeping his or her supervisor informed; preparing reports and oral presentations which are clear and concise?

VALUE TO JOB: Low 1 2 3 4 5 High

COMMENTS/EXAMPLES:

* Rating requires written comments/examples.

**DIRECTOR/DEPARTMENT HEAD
EVALUATION FORM**

Page Three

Last Name First Name

Unsatisfactory*
Marginal
Satisfactory
Commendable
Outstanding*

1 2 3 4 5

5. Affirmative Action/Equal Employment Opportunity

Has this person demonstrated ability and success in meeting his/her affirmative action and equal employment opportunity commitments by:

Encouraging and maintaining constructive human relations among co-workers and subordinates; actively implementing the campus Affirmative Action Plan components; assisting in recruiting and hiring protected class candidates for vacancies; encouraging and/or assisting in the training and career development of subordinates who are members of protected classes?

VALUE TO JOB: Low 1 2 3 4 5 High

COMMENTS/EXAMPLES:

6. Quality and Quantity

1 2 3 4 5

Does the work performance of this person result in consistently high quality and quantity of professional work by:

Meeting technical or professional standards or work in an efficient manner; using methods which enhance quality; completing work accurately and thoroughly; completing an amount of work which meets or exceeds standards; completing work on schedule?

VALUE TO JOB: Low 1 2 3 4 5 High

COMMENTS/EXAMPLES:

* Rating requires written comments/examples.

**DIRECTOR/DEPARTMENT HEAD
EVALUATION FORM**

Page Four

Last Name First Name

Unsatisfactory*
Marginal
Satisfactory
Commendable
Outstanding*

7. Problem Solving

1 2 3 4 5

Does this person consistently reach sound decisions for solutions to problems by:

Developing alternatives and implementing practical and effective solutions; appropriately responding to new and different situations; recognizing a problem and using creativity and effort to identify a solution or answer; overcoming resistance and gaining acceptance for change in policies, practices or procedures; being willing to make decisions even when complete information is not available?

VALUE TO JOB: Low 1 2 3 4 5 High

COMMENTS/EXAMPLES:

8. Personal (Self)

1 2 3 4 5

Is this person motivated toward responsible and mature managerial/professional behavior by:

Demonstrating and assuming substantial commitment and responsibility; being committed and loyal to goals of the department; demonstrating extra effort to ensure goals are achieved; seeking personal and professional growth and development; being willing to assume responsibility for decisions and actions; being flexible and cooperative in working with superiors and co-workers; adjusting to changes and managing stress?

VALUE TO JOB: Low 1 2 3 4 5 High

COMMENTS/EXAMPLES:

* Rating requires written comments/examples.

DIRECTOR/DEPARTMENT HEAD
EVALUATION FORM

Page Six

Last Name

First Name

III. Overall Evaluation

On the basis of the ratings assigned to this employee for each of the performance criteria above, how do you evaluate the overall performance of this individual in accomplishing the requirements of the position?

- Outstanding
- Commendable
- Satisfactory
- Marginal
- Unsatisfactory

Evaluator's Signature

Date

I have had an opportunity to review this evaluation with the evaluator. I (do) (do not) believe this evaluation to be an accurate representation of my performance.

Employee's Comments:

Employee's Signature

Date

Reviewer's Recommendations/Comments:

Reviewer's Signature

Date