
Kern Community College District
Administrative Procedure
Chapter 7 – Human Resources

AP 7150 Evaluation

References:

ACCJC Accreditation Standard III.A.5

NOTE: This procedure is **legally advised**.

The District assures the effectiveness of its human resources by evaluating all personnel systematically and at stated intervals. The District establishes written criteria for evaluating all personnel. The evaluation process assesses the effectiveness of personnel and encourages improvement. Actions taken following evaluations are formal, timely, and documented.

Confidential and Management Evaluation

Evaluation of Confidential and Management Employees has as its primary purpose recognition of successes and commitment to improvement of job performance as it relates to the mission of the District. The evaluation process is designed to give constructive feedback to the employee about their job performance expectations and outcomes, defining both areas of strength and needed improvement. This process is viewed as continuous and shall include, to the extent possible and where appropriate, input by faculty, classified, staff, and peers.

The evaluation report shall form the basis for recommendations for development, which will include the following: (a) a written evaluation from the immediate supervisor, (b) summary of the evaluation survey responses, and (c) a written self-assessment, which shall include accomplishments for the current year and goals for the next evaluation period.

The evaluation process will utilize the results of surveys and any other components as mutually agreed upon by the employee and his/her supervisor.

A written evaluation report shall be completed annually the first two (2) years of employment and every two (2) years thereafter for each confidential and management employee. See the Management Evaluation Guidelines, Report of Confidential and Management Evaluation form, and the Confidential and Management Evaluation Survey instrument for the suggested timeline for the evaluation process.

The supervisor shall provide the employee with a copy of the evaluation report and thereafter meet with the employee for discussion.

The employee's evaluation shall be compiled and written by the immediate supervisor(s) and requires the approval of the Chancellor and/or College President.

An annual evaluation for a new employee is to be completed for the first two (2) years and submitted to the Chancellor. Thereafter the evaluation will be completed every two (2) years and submitted to the Chancellor by March 1 of the evaluation year.

Faculty input shall be included in the evaluation of confidential and management employees whose assignment involves regular interaction with faculty. Faculty selected to participate in the process shall be those who regularly interact with the employee being evaluated.

Definition of Performance

Satisfactory--The performance is identified as "satisfactory" if performance standards and expectations are met or exceeded during the evaluation period.

Needs Improvement--If the immediate supervisor identifies the evaluatee's performance as "needs improvement" goals for improvement and an appropriate timeline shall be established for demonstrated improvement to occur. This timeline for improvement is not to exceed one (1) year. At the end of the designated timeline, a follow-up evaluation shall occur.

Unsatisfactory--If the immediate supervisor determines that the employee's job performance is unsatisfactory, the Chancellor or College President will recommend termination. (See [Policy 7150 Evaluation](#).)

The Chancellor and/or College President may initiate an employee evaluation at any time. The scope and process for this unscheduled evaluation shall be determined by the Chancellor.

Rights for Reconsideration

Within ten (10) working days following the evaluation conference between the immediate supervisor and evaluatee, a confidential or management employee may respond to any material in the evaluation report. The response must be in writing, submitted to and reviewed by the evaluating supervisor, attached to the evaluation report, and filed in the employee's official personnel file.

If a confidential or management employee believes that he/she has been evaluated unfairly and is unsatisfied with the response/action of the immediate supervisor to their written response, the employee shall have ten (10) additional working days to respond in writing to the Chancellor or College President.

Confidential and Management Employees Evaluation Guidelines

It is the responsibility of the immediate supervisor to initiate the evaluation process by notifying the confidential/management employee by September 1 that he/she is scheduled for evaluation that year. A new employee should be informed upon employment that he/she will be evaluated annually for the first two (2) years and every two (2) years thereafter. (See **Policy 7150** of this Manual for components of the evaluation report and for the suggested timeline for the evaluation process.)

Evaluation Process

- 1) The immediate supervisor will evaluate the confidential/management employee based on the following components:
 - Performance of responsibilities as defined in the job description
 - Success in completing objectives
 - Work behaviors (e.g., supervisory skills, time management, communication skills, decision-making, problem-solving, etc.)
 - Miscellaneous (e.g., special assignments, professional development, budget management, participation in community activities, etc.)

- 2) If the immediate supervisor evaluates a confidential/management employee's performance as "needs improvement or unsatisfactory," the employee may respond in writing, within ten (6) working days.

In cases of needs improvement, the immediate supervisor will counsel the confidential/management employee by developing a written plan for performance improvement goals and establish a timeline for occurrence of improvement. A copy of the plan shall be provided to the employee and attached to the evaluation report. Improvement will allow for retention of the employee in the position.

Evaluation Survey

The confidential/management employee and immediate supervisor will agree to subjects for the customized section of the evaluation survey instrument, distribution list, and return summary process. (See the evaluation survey instrument and the evaluation suggested timeline.)

The confidential/management employee's distribution list should include a representative sample of those who regularly interact with the evaluatee.

The evaluation survey results will be used for planning professional improvement and clarifying expectations, not as a factor to determine the performance rating of the employee by the immediate supervisor. The results must be summarized and provided to the immediate supervisor to be included as an attachment to the evaluation report. The evaluation survey responses should be destroyed after information is summarized.

Suggested timeline for confidential and management evaluation process

By September 1

The immediate supervisor shall notify the confidential/management employee that he/she is scheduled for an evaluation that year.

The immediate supervisor shall initiate a meeting (or meetings) with the confidential/management employee to be evaluated to discuss and implement the evaluation process. (Faculty input shall be included for those confidential/management employees whose assignment involves regular interaction with faculty.)

By December 31

Survey results are to be tallied and summarized by the immediate supervisor.

The confidential/management employee shall complete and forward to his/her immediate supervisor the following evaluation components:

- Job Description--(updated for the next evaluation period)
- Written Self-Assessment--(which shall include: (a) accomplishments for the current year and (b) goals for the current evaluation period)

By January 30

- Other Items--(as previously agreed upon by the employee and the immediate supervisor)
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The immediate supervisor shall complete a written evaluation of the management team employee and the Report of Confidential and Management Employees Evaluation form. The immediate supervisor shall meet with the staff member to: (a) discuss the evaluation report, (b) obtain the staff member's signature, and (c) provide a copy of the full report to the staff member.

By February 15

The immediate supervisor shall forward the following evaluation components to the Chancellor or College President:

- Report of Confidential and Management Employee Evaluation for the Employee
- Summary of Evaluation Survey Responses
- Employee's Written Self-Assessment--which shall include:
 - a) accomplishments for the current evaluation period and
 - b) goals for the coming year
- Other Items--as previously agreed upon by the employee and the immediate supervisor

By March 1

If applicable, the College President shall review and sign the staff member's evaluation report and shall forward the following evaluation components to the District Chancellor:

- Report of Confidential and Management Employee Evaluation for the Employee
- Summary of Evaluation Survey Responses
- Employee's Written Self-Assessment--which shall include: (a) accomplishments for the current year and (b) goals for the coming year
- Other Items--as previously agreed upon by the employee and the immediate supervisor

Evaluation processes for other employee groups are addressed in the respective collective bargaining agreement or employee handbook.

Classified employee evaluations will be conducted in accordance with the Agreement between the District and the Classified Employees Chapter, an affiliate of the California School Employees' Association.

Management and confidential employee evaluations will be conducted in accordance with the procedures identified in the online Operational Procedures Manual.

Faculty, full and part-time, evaluations will be conducted in accordance with the Agreement between the District and Chapter of CCA/CTA/NEA.

Additional documents related to evaluation can be reviewed in the Human Resources Office or on the District's web site.

Also see [BP/AP 2435 titled Evaluation of the Chancellor](#).