

LOS ANGELES COMMUNITY COLLEGE DISTRICT

PERFORMANCE APPRAISAL OF CHANCELLOR \_\_\_\_\_

For the period \_\_\_\_\_ to \_\_\_\_\_

**Interpretation for the Performance Appraisal**

While an employee may be rated **Unsatisfactory** in one of the eight elements, he would normally not be rated Unsatisfactory in the Overall Evaluation section unless he had previously been advised of unsatisfactory performance. The employee rated Unsatisfactory in any of the eight job elements would consistently fail to measure up to the requirements of that job element.

If the employee is rated **Marginal - Improvement Needed**, he sometimes fails to fulfill the work requirements of the unit for which he is responsible. He lacks consistency and may, at times, demonstrate ineffectual interpersonal relations, difficulty communicating, occasionally fails to make proper use of his time, may neglect to make use of available information, and is unable, at times, to be responsive to change.

If the employee is rated **Satisfactory**, he normally fulfills the work requirements for which he is responsible. For the most part, he is able to establish and meet reasonable goals and objectives. He sometimes falls short, but normally works as an effective member of the team, is responsive to changes, makes use of available information, and often utilizes human resources effectively and efficiently.

If the employee is rated **Commendable**, he consistently fulfills the work requirements for which he is responsible. He is responsive to change, handles emergencies or unanticipated problems well, makes creative use of time, is a responsible risk-taker, and utilizes human resources effectively and efficiently.

The **Outstanding** category is reserved for consistently and uniformly excellent performance, which far exceeds expected standards. This performance is invariably marked by: innovation; responsible risk-taking; prudent decisions; utilizing human resources effectively and efficiently; obtaining maximum in financial and material resources; high motivation and productivity among those he supervises.

1. **Human Resources**

Effectively recognizes and meets subordinate=s technical training and career development needs; appraises performance, recognizes good and complete work and strengthens through action plans; secures trust and respect by developing teamwork among subordinates; confronts difficult interpersonal situations such as employee discipline productively; identifies and utilizes expertise of subordinates; provides fair and uniform treatment of subordinates; works toward meeting diversity commitments.

Evidence of Performance/Comment:

**Level of Performance:**

Unsatisfactory  
Marginal  
Satisfactory  
Commendable  
Outstanding

2. **Financial and Material Resources**

Demonstrates fiscal responsibility and efficient utilization of resources; plans and controls expenditures; encourages and demonstrates cost-effective performance; effectively utilizes operational and performance data to substantiate resource allocation requests.

Evidence of Performance/Comment:

**Level of Performance:**

Unsatisfactory  
Marginal  
Satisfactory  
Commendable  
Outstanding

3. **Administrative Operations Leadership**

Plans and organizes necessary activities, programs, and objectives to meet goals; thinks through work barriers and keeps work advancing toward priority objectives; develops innovative and efficient organization and systems; roles and responsibilities are clearly defined among subordinates; effectively delegates and follows through. Handles conflict situations and crises without losing efficiency or composure. Does this person assemble information, materials, and people into a coherent, logical, and effective working group?

Evidence of Performance/Comment:

**Level of Performance:**

Unsatisfactory  
Marginal  
Satisfactory  
Commendable  
Outstanding



4. **Information-Communication**

Communicates effectively both orally and in writing; maintains courteous relations and coordinates work activities with concerned departments and divisions; listens and responds to co-worker=s or subordinate=s ideas, needs, and suggestions; effectively conducts and participates in meetings, keeps the Board informed.

Evidence of Performance/Comment:

**Level of Performance:**

Unsatisfactory  
Marginal  
Satisfactory  
Commendable  
Outstanding

5. **Professional Standards**

Meet 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?

Evidence of Performance/Comment:

**Level of Performance:**

Unsatisfactory  
Marginal  
Satisfactory  
Commendable  
Outstanding

6. **Problem Solving**

Develops alternatives and implements practical and effective solutions; appropriately responds to new and different situations; overcomes resistance and gains acceptance for changes in policies, practices, or procedures; takes the effect on different divisions and colleges into account when reaching solutions/decisions; normally resolves problems, controversial issues or complaints without referral to the Board. Does this person consistently reach sound decisions for solutions to problems?

Evidence of Performance/Comment:

**Level of Performance:**

Unsatisfactory  
Marginal  
Satisfactory  
Commendable  
Outstanding

7. **Professional Development**

Seeks personal and professional growth and development through training and membership in professional organizations; adjusts to changes and manages stress. Assesses own knowledge and skills and seeks assistance when necessary to improve own performance. Demonstrates willingness to work with the campus community in support of campus programs. Does he engage in responsible and mature managerial/professional behavior?

Evidence of Performance/Comment:

**Level of Performance:**

- Unsatisfactory
- Marginal
- Satisfactory
- Commendable
- Outstanding

8. **Policies, Practices and Procedures**

Gains and maintains up-to-date knowledge of procedures and policies; adheres to union contracts and contract implementation policy in relations with united employees; develops and revises written procedures governing internal program operations.

Evidence of Performance/Comment:

**Level of Performance:**

- Unsatisfactory
- Marginal
- Satisfactory
- Commendable
- Outstanding

**Special or Additional Assignments/Tasks/Responsibilities**

Describe activities/goals:

Evidence of Performance/Comment:

**Level of Performance:**

- Unsatisfactory
- Marginal
- Satisfactory
- Commendable
- Outstanding

Describe activities/goals:

Evidence of Performance/Comment:

**Level of Performance:**

Unsatisfactory  
Marginal  
Satisfactory  
Commendable  
Outstanding

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Describe activities/goals:

Evidence of Performance/Comment:

**Level of Performance:**

Unsatisfactory  
Marginal  
Satisfactory  
Commendable  
Outstanding

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Describe activities/goals:

Evidence of Performance/Comment:

**Level of Performance:**

Unsatisfactory  
Marginal  
Satisfactory  
Commendable  
Outstanding

## Summary Rating

(Check one): Unsatisfactory \_\_\_ Marginal \_\_\_ Satisfactory \_\_\_ Commendable \_\_\_ Outstanding \_\_\_

Comments:

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Performance and development plan to be undertaken during next evaluation period:

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