## ADMINISTRATIVE EVALUATION REPORT

**Purpose of this evaluation:** To make an evaluative inventory indicating strengths and weaknesses and to outline a practical improvement program. These evaluations will provide a history of job effectiveness, development and progress.

Name:		Department:		Title:	
Length of time in present position:		Academic year:	Academic year: Date:		
	ndicate your rating ver the description			erforming on the job	o. For each category,
I. Job Knowledge  Not observed: _	Has gaps in fundamental knowledge and skills of the job. (A)	Has satisfactory knowledge and skill for the routine phases of the job. (B)	Has good knowledge and is well skilled in all phases of the job. (C)	Has an exceptional understanding and skill in all phases of the job. (D)	Has a far-reaching grasp of the entire broad job area. Authority is in his/her field. (E)
2. Planning Ability  Not observed: _	Relies on others to bring problems to his/her attention. Often fails to see ahead. (A)	Plans ahead just enough to get by in present job. (B)	Is a careful, effective planner. Anticipates and takes actions to solve problems. (C)	Capable of planning beyond requirements of the present job. (D)	Capable of top level planning of high caliber. (E)
3. Management Ability  Not observed: _	Is a poor organizer. Does not make effective use of material or man power. (A)	Maintains minimum efficiency of operations. Control could be improved.  (B)	Displays efficiency of operation. Makes wise use of material and man power. (C)	Displays very effective organization. Carefully balances methods and results. (D)	Is a highly skilled organizer. Able to obtain optimum effectiveness. (E)
4. Quality of Leadership Not observed:_	Often weak and unable to exert control. (A)	Normally develops fairly adequate control and direction. (B)	Consistently a good leader. Commands respects of staff. (C)	Exceptional skill in directing others to great effort. (D)	Reflects high level leadership. (E)
5. Initiative and Creativity  Not observed: _	Has little capability for developing new ideas. Often ignores problems. (A)	Has occasionally anticipated problems and developed solutions. (B)	Is usually creative and initiates new procedures. (C)	Always takes the initiative and is exceptionally creative. (D)	Is able to see beyond limits of own area. Often initiates and is creative for entire college. (E)
5. Executive Judgment Not observed: _	Decisions and recommendations are sometimes unsound or ineffective. (A)	Judgment is usually sound and reasonable with occasional errors. (B)	Displays good judgment resulting from sound evaluation. (C)	An exceptionally sound, logical thinker in situations that occur in his/her area. (D)	Consistently arrives at the right decision even on highly complex matters. (E)
7. Oral and Written Expression Not observed: _	Write: _Speak: _ Unable to express thoughts clearly. Lacks organization. (A)	Write: _Speak: _ Expresses thoughts satisfactorily on routine matters. (B)	Write: _ Speak: _ Usually organizes and expresses thoughts clearly and concisely. (C)	Write: _Speak: _ Consistently able to express ideas clearly. (D)	Write: _Speak: _ Outstanding ability to communicate ideas to others. (E)
8. Human Relations  Not observed: _	Does not get along well with people. Definitely hinders his/her effectiveness. (A)	Occasional difficulty in getting along with his/her associates. (B)	Gets along with people adequately. Average skills at maintaining good relations. (C)	Above average skills in human relations are an asset. (D)	Outstanding ability in dealing with colleagues. Increases his/her effectiveness.
9. Dependability  Not observed: _	Definitely unreliable and unable to carry out work independently. (A)	Normally fulfills assignments with some supervision. (B)	Consistently dependable in working toward established goals. (C)	Exceptionally dependable. Meets goals within established deadlines. (D)	Outstandingly dependable and works independently effectively. (E)
10. Delegation of Responsibility Not observed:_	Does not delegate responsibility and performs even minor tasks him/herself(A)	Reluctant to delegate responsibility but occasionally allows staff to assume some.  (B)	Usually delegates appropriate responsibility to his/her staff. (C)	Effectively delegates appropriate responsibility to his/her staff. (D)	Highly skilled in delegating responsibility Encourages staff to grow in responsibility. (E)
11. Service to College and Community  Not observed:_	Does not involve him/herself in service to college and community. (A)	Occasionally contributes to the benefit of the college and community. (B)	Has contributed measurably in service to both college and community. (C)	Has rendered consistent service to college and community. (D)	Service to the college and community is a definite asset. Deserves recognition. (E)

Unsatisfactory Less than fully Effective and Highly effective Outstanding effective competent

Supportive Comments: (Must be	completed, giving specific facts, we	eaknesses/achievements).
Recommendations for Developm	ent: (Must be completed for overal	ll evaluations, achievements.)
(Supervisor signature)	(title)	(date)
This evaluation report has been re-	viewed by me, and I make the follow	ving comments:
(Employee signature)		(date)
		ompliance with the College's Code of Ethics ark.edu/dept/hrpolicy/codeofethics.html
(Employee signature)	(title)	(date)