University Rules

339903C102 Performance Evaluation of Administrators
Approved December 13, 2004
Supplements System Regulation 33.99.03 and University Rule 33.99.03.C1

1. INTRODUCTION
An administrator is an individual responsible for management of a defined unit at the university. Generally, administrators hold positions at or above the level of director, which include academic department chairs and assistant/associate deans of the colleges. For information regarding the performance reviews of academic administrators, refer to University Statement 33.99.03.C1.03.

2. UNIT GOALS AND MANAGEMENT SKILLS
Each year administrators and their supervisors should review the institutional goals and make sure that their particular units have established goals that are congruent with the university goals. At Texas A&M University-Corpus Christi, administrators should be able to demonstrate the following skills: think strategically; analyze issues; use sound judgment; establish plans; develop systems and processes; manage effectively; provide direction; lead decisively; influence others; foster teamwork; give specific and constructive feedback; champion change; build relationships with direct reports, colleagues, and supervisors; champion the recruitment and promotion of people from diverse backgrounds; communicate effectively; achieve results; act with integrity; demonstrate adaptability; use financial/quantitative data productively; and focus on the needs of their respective constituencies. Administrators will be evaluated on the basis of these skills.

3. INFORMATION SPECIFIC TO NEW ADMINISTRATORS
3.1 Within the first two weeks of employment, a supervisor will provide the new administrator with a list of job responsibilities (an updated position description questionnaire or job description) and communicate performance expectations (e.g., the tasks, conditions, and standards) for each of these responsibilities.

3.2 Supervisors will provide periodic feedback regarding the administrator’s success in meeting performance expectations. Before the end of the fourth month of the new administrator’s employment, the administrator’s success in meeting performance expectations based on the established standards outlined in 3.1 should be reviewed by the supervisor and discussed with the administrator. In reviewing the performance of new nonfaculty administrators, supervisors will follow the guidelines in System Regulation 33.99.02, Probation.

3.3 Human Resources will send a letter to remind supervisors to evaluate new nonfaculty administrators prior to the completion of their initial four months. If an evaluation is not received within ten working days from the administrator’s completion date of the six-month probationary period, a second reminder letter will be sent to the supervisor by Human Resources with a copy to the second-level supervisor.

4. ANNUAL PERFORMANCE INTERVIEWS
Supervisors are required to conduct an annual performance review. The formal performance interview can take place on the administrator’s anniversary employment date or on some other pre-determined date established by the immediate supervisor. Supervisors should refer to System regulation 33.99.03, Performance Evaluations for Nonfaculty Employees, for additional guidelines on performance evaluations. Supervisors are required to attend training on the performance evaluation process. This training will outline guidelines for identifying and communicating performance expectations (e.g., tasks, conditions, and standards) for administrators.

5. REVIEW PROCESS
5.1 As part of the performance evaluation process, System Regulation 33.99.03 requires the supervisor and administrator to review the position description questionnaire, job description, or equivalent document. The administrator and supervisor will make and discuss updates as needed, and both will initial and date the document, whether revised or not.

5.2 Only performance evaluation procedures approved by the appropriate vice president in consultation with Human Resources are to be used to evaluate administrators. Both the administrator and the supervisor should sign the performance evaluation form. The administrator’s signature is not an indication of agreement with the supervisor’s evaluation. However, if an administrator refuses to sign, a witness should be brought in to sign as an indication that the administrator received a copy of the evaluation. A copy must be provided to the administrator. Where applicable, the second-level supervisor is required to review and sign the completed form. If any changes are made by the second-level supervisor, the administrator and the immediate supervisor must be called in to review, initial, and date the revisions. The updated copy must be provided to the administrator and the immediate supervisor. Each administrator’s completed form must be kept in the administrator’s official personnel file and other appropriate file(s) as designated by the appropriate vice president.

5.3 A professional development plan should be established for each administrator.

5.4 The University recognizes that there are many different approaches to performance management. Supervisors may incorporate peer reviews and/or reviews by employees reporting to an administrator. Efforts should be made to respect and protect the confidentiality of the feedback responses provided by participants. See University Statement 33.99.03.C1.03, Performance Reviews of Academic Administrators.

6. APPEAL
An administrator who does not agree with the supervisor’s evaluation may submit a written response to the supervisor. In addition, if the administrator chooses to submit a written response to the supervisor, the administrator should provide a copy of the written response to the second-level supervisor (if applicable) to be filed in the official personnel file. An administrator has the right to file a complaint regarding the performance evaluation as stipulated in System Regulation 32.01.02 and University Rule 32.01.02.C1.

7. RESPONSIBILITY AND REVIEW All administrators will be evaluated annually. The appropriate vice president will be responsible for collecting information on the evaluation process in her/his respective division. For units reporting directly to the President that do not fall under the purview of a vice president, the President or designee will monitor these evaluation processes. The President will keep records documenting that the vice presidents and other presidential direct reports have been evaluated. Those responsible individuals who do not submit the required reviews of administrators will receive a notification of non-compliance from the vice president; the notification will be included in the official personnel file of the negligent supervisor.

Contact for Interpretation: Director of Human Resources or appropriate vice president