

Action Learning Team Project - Administrative Evaluations

Executive Summary

July 2012

The goal of this project is to provide recommendations to update the current administrator evaluation process at St. Cloud Technical and Community College (SCTCC). Currently, the College follows the state statute requirement of completing an annual performance evaluation for administrators. SCTCC recognizes the need for development based on recent feedback from sources including an AQIP Feedback report, Baldrige Express, and participation in the Foundation of Excellence program.

SCTCC would like to enhance and formalize the current process to include all components of evaluation and develop the infrastructure necessary to connect all evaluation activities to professional development and succession planning. The project includes research and development of an updated evaluation policy, process and procedure for administrators and managers/directors which includes but is not limited to: professional development planning, supervisor evaluation and assessment and portfolio development. Consistency and alignment will help the college:

- Encourage and recognize the importance of continued professional development;
- Support quality improvement efforts;
- Create a systematic approach for evaluation that aligns with system and external research and recommendations, utilizes the leadership competencies as developed by MnSCU and meets all state and MnSCU evaluation requirements;
- Align evaluation methods for consistency and equity;
- Effectively manage and engage administrators; and
- Create tools that can be utilized in decision making and promotion within the campus.

Team Charge:

To develop a systematic, comprehensive, formative and summative evaluation process for administrative/managerial employees that allows for strategic decision-making in compensation, promotion, and succession planning on campus.

Project Overview: The team did the following:

1. Study SCTCC material and needs.
2. Study MnSCU system office materials.
3. Research how other private and public organizations evaluate employees.
4. Survey MnSCU institutions on the frequency, tools and methods of administrator evaluations.
5. Create matrix to compare and analyze institutional practices.
6. Research and develop a list of best practices.
7. Recommend a systematic approach to evaluations that aligns with MnSCU Leadership Competencies and SCTCC Strategic Framework.
8. Create template forms.
9. Provide a 'tool-box' of evaluation sample forms and processes, currently hosted on SCTCC D2L website for reference purposes.

Key Findings:

- Performance evaluations are a powerful way to improve individual and organizational effectiveness.
- Performance management should include setting goals, providing feedback and reviewing outcomes.
- Managers, employees and human resources department may have different interests in the evaluation process.
- There is a wide variety of approaches to administrative performance evaluations at MnSCU institutions.
- There is high interest for streamlining this process and incorporating a web-based software product. This may include:
 - Customizable features
 - Notification when evaluation meetings and touch point meetings should occur
 - Reminders to update performance notes
 - Allowing supervisors and employees to provide feedback more frequently
 - 360 degree and multi-level performance analysis
 - Links to succession planning

Leadership Lessons Learned:

1. Consistency and planning are critical. We scheduled regular meetings with assigned action items (bi-weekly phone meetings, quarterly face-to-face, etc.).
2. Leverage each team members' strengths to complete various aspects of the project.
3. Action Learning taught us to emphasize and continually ask questions. Ask questions throughout the process, especially when scope of project requires clarity.
4. ITV is useful when technology works. The most beneficial forms of communication were conference calls (where communication was equal) and face-to-face meetings.
5. It helped knowing and understanding each other's DiSC styles ahead of time. There is value to understanding others' work style.

Team Members:

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