

UPWARD EVALUATION
VP'S, DEPARTMENT CHAIRS, DIRECTORS, & SUPERVISORS
ADMINISTRATIVE STYLE AND EFFECTIVENESS

NAME & JOB TITLE OF EMLPOYEE BEING EVALUATED: _____

Date: _____

This evaluation form should be used by an employee's direct supervisor to gather feedback regarding the administrative style & effectiveness of the appropriate person named above prior to the employees annual performance review. The administering supervisor will combine submitted data from this survey to be discussed during an employee's annual evaluation. The purpose is to improve feedback and to provide a basis for improving administrative practices and personnel recommendations. You are requested to answer the questions on this form as honestly and objectively as possible. You need not sign your name, since only group results will be compiled by the employees' immediate supervisor. Your participation will be most helpful if you identify both strengths and weaknesses. Please circle a response below for each of the questions.

I. Attributes of the VP/Dean

For the attributes listed below, circle the number that best describes the employee being evaluated. Use "1" or "2" if the first word or phrase is most descriptive; use "4 or "5" if the second word is most descriptive; use "3" if the employee displays both attributes equally. "CJ" indicates that you cannot judge this attribute.

- | | | | | | | |
|---|---|---|---|---|---|----|
| 1. Friendly (1 or 2) vs. Unfriendly (4 or 5) | 1 | 2 | 3 | 4 | 5 | CJ |
| 2. Organized (1 or 2) vs. Disorganized (4 or 5) | 1 | 2 | 3 | 4 | 5 | CJ |
| 3. Dedicated to institution (1 or 2) vs. Dedicated to self (4 or 5) | 1 | 2 | 3 | 4 | 5 | CJ |
| 4. Flexible (1 or 2) vs. Rigid (4 or 5) | 1 | 2 | 3 | 4 | 5 | CJ |
| 5. Sensitive to others (1 or 2) vs. Insensitive to others (4 or 5) | 1 | 2 | 3 | 4 | 5 | CJ |
| 6. Open to ideas (1 or 2) vs. Closed-minded (4 or 5) | 1 | 2 | 3 | 4 | 5 | CJ |
| 7. Democratic (1 or 2) vs. Autocratic (4 or 5) | 1 | 2 | 3 | 4 | 5 | CJ |
| 8. Motivating (1 or 2) vs. Discouraging (4 or 5) | 1 | 2 | 3 | 4 | 5 | CJ |
| 9. Realistic (1 or 2) vs. Unrealistic (4 or 5) | 1 | 2 | 3 | 4 | 5 | CJ |

II. Strengths and Weaknesses

To what degree do each of the following constitute a "strength" or a "weakness" of the employee being evaluated? Use the following scale to indicate your ranking below.

- | | |
|--|--|
| 1 - Definite weakness | 4 = More strength than weakness |
| 2 = More weakness than strength | 5 = Definite strength |
| 3 In between | CJ = Cannot judge |

- | | | | | | | |
|--|---|---|---|---|---|----|
| 10. Communicates and displays a visionary and futuristic plan | 1 | 2 | 3 | 4 | 5 | CJ |
| 11. Develops sound practices | 1 | 2 | 3 | 4 | 5 | CJ |
| 12. Displays knowledge/expertise related to work assignments | 1 | 2 | 3 | 4 | 5 | CJ |
| 13. Makes wise decisions | 1 | 2 | 3 | 4 | 5 | CJ |
| 14. Initiates actions which resolve problems in a timely manner | 1 | 2 | 3 | 4 | 5 | CJ |
| 15. Offers sound advice | 1 | 2 | 3 | 4 | 5 | CJ |
| 16. Contributes positively to the institution's image and reputation | 1 | 2 | 3 | 4 | 5 | CJ |
| 17. Informs me about matters which affect me and/or my work | 1 | 2 | 3 | 4 | 5 | CJ |
| 18. Seeks opinions of others before suggesting policies which affect them..... | 1 | 2 | 3 | 4 | 5 | CJ |

III. Specific Duties

Please circle the number or letters that best describes your opinion about the following statements.

1 = Definitely False

2 = More False than True

3 = In Between

4 = More True than False

5 = Definitely True

CJ = Cannot Judge

19. The employee effectively communicates information regarding the school/department's policies, priorities, and accomplishments 1 2 3 4 5 CJ
20. The employee provides quality student support services (e.g., consultation to students experiencing academic difficulty, recruitment, advising student organizations and activities) 1 2 3 4 5 CJ
21. The employee provides effective professional and public service 1 2 3 4 5 CJ

IV. Overall

22. What kind of job is the employee doing? Poor _____ Fair _____ Good _____
Excellent _____ Superb _____ I don't know or can't answer _____

24. Does the employee have your confidence?
Definitely yes _____
Yes, but I have reservations about this _____
No, but I have reservations about this _____
Definitely no _____
I have no opinion or unknown _____

V. Additional Observations

In this section, you are invited to make additional observations and suggestions for improvement. Written responses will be summarized and typed by the administering supervisor before being reviewed with the employee so that handwriting cannot be used to identify the rater. Use additional pages as needed.

25. What are the employees' main strengths?

26. What reservations do you have about the employee in their current role?

27. What reservations do you have about the employee in their current role?

28. What changes (in priorities, style, organization, policy) do you feel would improve the employees' effectiveness?
