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## 6-108 Evaluation of Administrators

### A. Administrative Performance Evaluation Philosophy

1. The Arizona Board of Regents recognizes the need for an administrative performance evaluation system which identifies, assesses, and enhances performance. It is essential that the evaluation process incorporate guidelines relevant to the achievement of administrative programs and departmental goals while recognizing the unique nature and diversity of the universities. To this end, it is necessary that guidelines be established and evaluations conducted in a manner that is flexible enough to meet the particular mission, objectives, and needs of the respective universities, their departments and programs.
2. The Board further recognizes that administrative staff evaluation may be an employee-participatory, cooperative and continuing process intended to assess and enhance the performance of administrative personnel. Given the nature of the varied and specialized administrative responsibilities, the administrative evaluation system must incorporate a high level of administrative staff participation in the preparation of evaluation guidelines and in the evaluation review process. The system should permit sufficient flexibility to adapt procedures to organizational unit circumstances.
3. The administrative staff performance evaluation procedure should pursue the following objectives:
  - a. To involve administrative staff in the formulation of objectives and goals related to their departments or divisions and their own personal and professional growth.
  - b. To assess actual performance and accomplishments in the areas of each employee's responsibility to include a reference to the accomplishment of affirmative action objectives.
  - c. To promote the effectiveness of administrative staff through articulation of the types of contributions they might make to

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the university community that will lead to greater personal and professional growth, recognition and rewards.

- d. To provide a written record of administrative staff performance to support personnel decisions such as reappointment, merit increases, transfers and reassignment.
- e. To recognize special talents, capabilities and achievements of administrative staff.

B. General Policy

It is the policy of the Arizona Board of Regents that administrative staff shall be evaluated on their performance in accordance with the following guidelines:

- 1. Administrative staff shall have their performance, personal progress and future potential formally reviewed on a scheduled basis at least once every twelve months.
- 2. Elements of the evaluation shall include, but shall not be limited to the following:
  - a. Written evaluation criteria will be developed through participation of the administrative staff to express performance expectations including performance in achieving affirmative action goals. Procedures and instruments for evaluation of administrative staff shall be developed by the department or organizational unit and approved by the university administration. Evaluation procedures within units shall be flexible enough to meet the particular objectives of the unit without undermining the uniformity of the whole system.
  - b. An assessment of the administrative staff member's performance shall include an assessment by the unit administrator.
  - c. The evaluation of the administrative staff member's past performance and expectations for the future shall be

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discussed with him/her. A written statement recording the sense of this discussion shall be provided to the administrative staff member. The employee shall be given the opportunity to add his/her comments to this statement as a part of the official record.

- d. Each university shall establish a procedure by which the administrative staff member who disagrees with the evaluation may request that his/her performance evaluation be reviewed at the next administrative level.