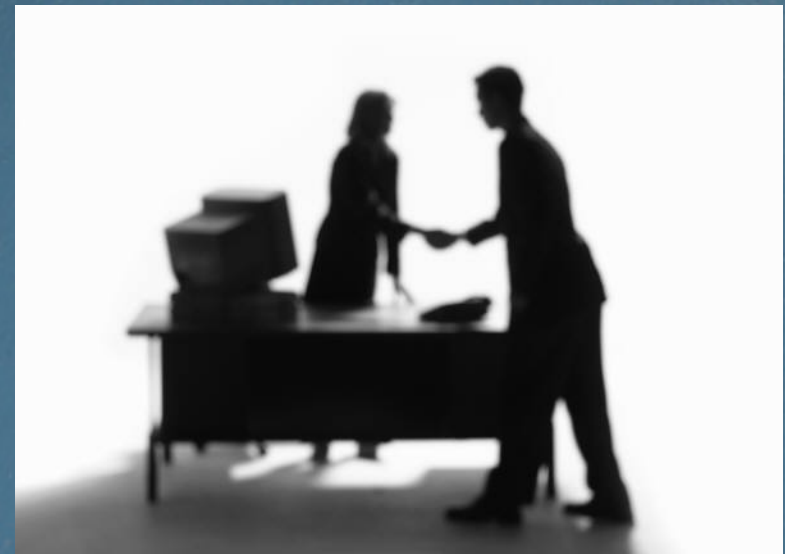


Performance Management: *HEO Series Staff*



Presented by:

Ray Carozza, Executive Director, Human Resources

Claudette Gray, Human Resources Manager

January 2008

WORKSHOP OBJECTIVES

- * To Provide Information and Guidance
 - * CUNY Rules and Regulations,
 - * CUNY/PSC Agreement,
 - * LaGuardia Policy & Procedures
- * To Engage You in The Process
 - * Purpose
 - * Past Performance Review
 - * Future Goal Setting
 - * Coaching and Counseling
- * To Inform you of the Available HR Support



WORKSHOP OUTLINE

- * Policies & Procedures
- * Myths Exposed!
- * Why Do Performance Evaluations?
- * The Process
- * The Form
- * Writing the Evaluation
- * The Conference
- * The Impact
- * Questions & Answers



&



POLICIES & PROCEDURES

- * Bylaws of the Board of Trustees
- * CUNY Policies & Procedures
- * LaGuardia College Governance Plan
- * CUNY/PSC Agreement
- * Instructional Staff Handbook
- * Personnel Review Committee

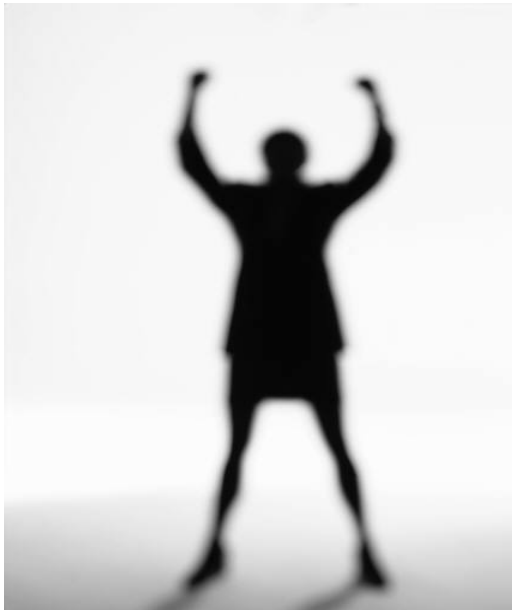
Myths about Performance Evaluation...



- * Who has the time to do Performance Evaluation?
- * I'm too busy managing!
- * They don't mean anything anyway...
- * Good employees don't need to be evaluated
- * Bad employees cannot change!
- * Everyone should know their job and just do it
- * I don't like confrontation.

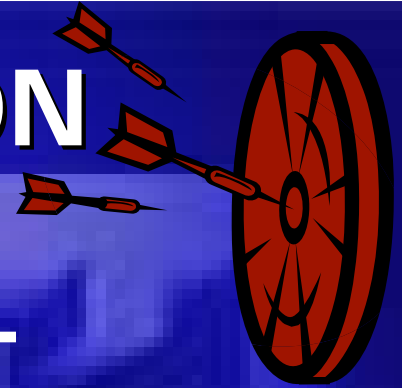
Why Do a Performance Evaluation...

- * Reappointment
- * Merit Increase
- * Reclassification
- * Disciplinary Action
- * Communication
- * Measurement
- * Set Performance Standards
- * Goal Setting
- * Revise Job Description
- * Recognition
- * Basis for Coaching plan
- * Documentation
- * Equity



PERFORMANCE EVALUATION

HEO Series Staff



Demonstrate an employee's ability in the following areas:

- Overall efficiency and productivity
- Effectiveness in planning and executing work assignments
- Effectiveness in oral and written communication
- Ability to learn new areas
- Contributions and commitment to the goals of the College

HEO Performance Evaluation Process



THE CONFERENCE

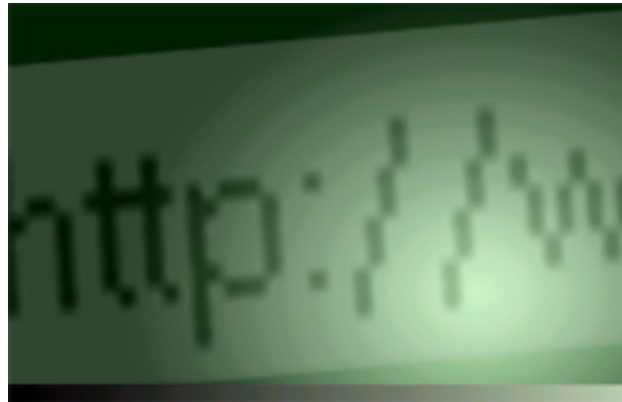
- Article 18.3.b - PSC/CUNY Contract
 - Preferably, once each semester, but
 - At least once each year, each employee shall have an Evaluation Conference
 - Following the Conference...
 - Prepare a Record of the
 - "Evaluation Discussion"
 - A copy given to employee
 - within 10 days of the Conference



The Performance Evaluation Form for HEO Staff - HR Website

<http://www.lagcc.cuny.edu/humanresources/>

- FORMS
- HEO EVALUATION FORM



Writing of the Performance Evaluation



* Read the Job Description

- Were there any changes?
- Description of Duties & Responsibilities

* Appraisal of Performance

- Were the goals from last year achieved?
- Assess the Quantity & Quality

* Evaluate each Core Competency

HEO Core Competencies

- * Communication
- * Interpersonal
- * Customer Service
- * Professionalism
- * Diversity
- * Management
- * Leadership



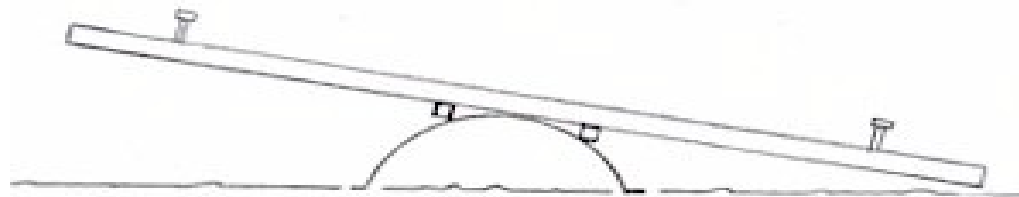
Performance Evaluation Form for HEO Staff

PRIORITY

- Critical
- Necessary
- Useful
- N/A

PERFORMANCE ASSESSMENT

- Surpasses Expectations
- Achieves Expectations
- Expectations Not Fully Achieved
- Not Observed



Performance Evaluation Form for HEO Staff

Professional Growth and Development

- * Strengths
- * Areas to be Improved/Developed
- * Projected Goals & Targets
- * Contributions to the College
Community

FUTURE GOAL SETTING

SMART GOALS

S = SPECIFIC

(observable)

M = MEASURABLE

(quantity/quality)

A = ATTAINABLE

(realistic/reasonable)

R = RELEVANT

(strategic/job duty)

T = TIME DEPENDENT

(when/how long)



Performance Evaluation Form for HEO Staff

OVERALL RATING

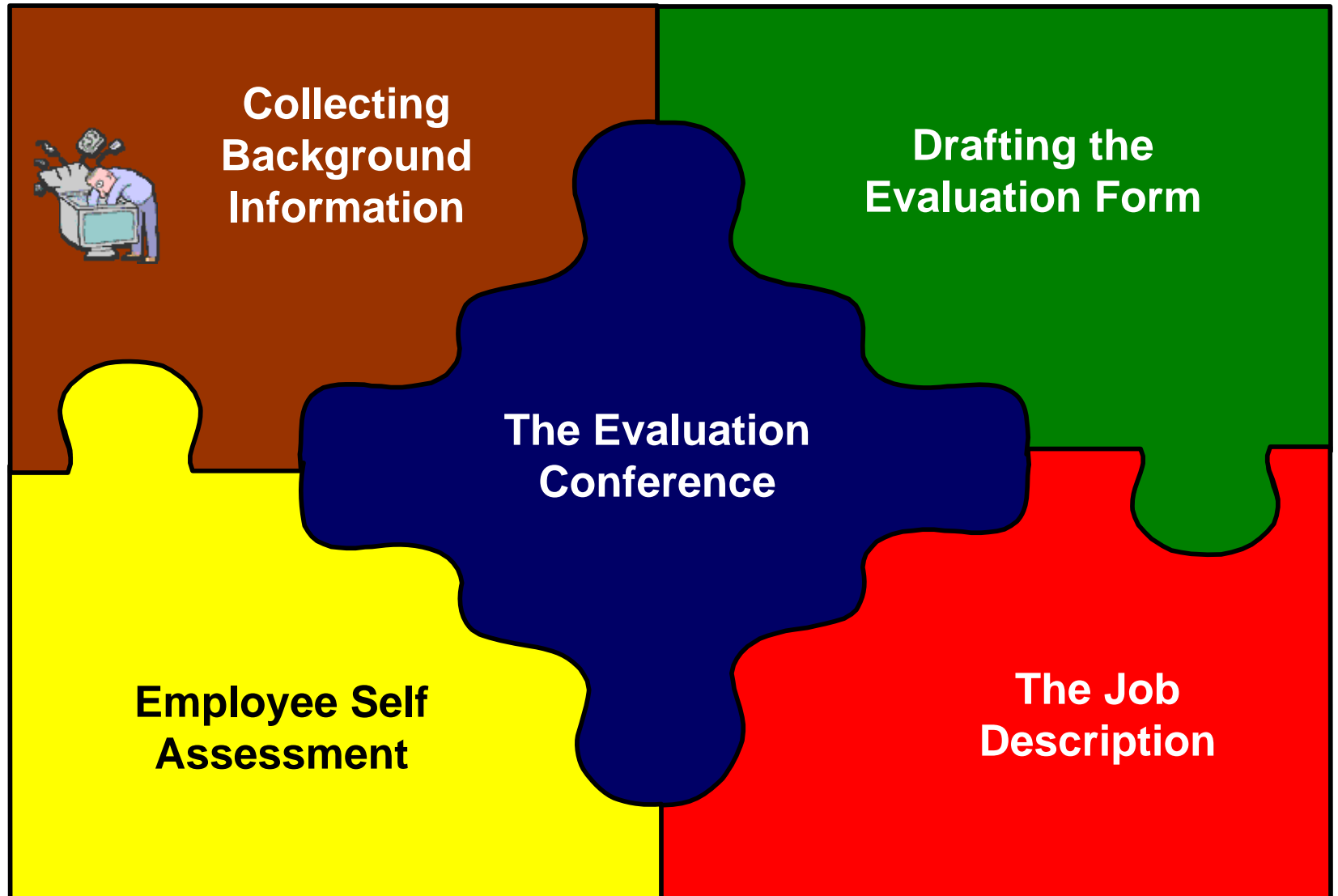
SATISFACTORY



UNSATISFACTORY



Preparing for the Evaluation Conference



THE CONFERENCE

- * Schedule it at a mutually convenient time
- * Make it private/comfortable
- * Be Prepared
- * Be Professional not Emotional
- * Conversation not Confrontation
- * Provide and solicit feedback
- * Gain Acceptance of Future Goals
- * Consider Coaching or Counseling



The Evaluation Procedure

- * The written summary due to employee within 10 days of the conference date
- * Manager/Employee Sign-Off
- * Refuse to Sign/Right of Rebuttal
- * Review by Divisional VP
- * Send Original to Human Resources - file copy to employee;
 - by Feb.15, 2008, for Non-Reappointment
 - by March 15, 2008 (all others)



Evaluation Period: January 1, 2007 – December 31, 2007

HEO REAPPOINTMENT

* FULL YEAR APPOINTMENT

- 11 MONTHS
- JULY TO JUNE

* 1ST REAPPOINTMENT - ONE YEAR

* 2ND REAPPOINTMENT - ONE YEAR

* 3RD REAPPOINTMENT - ONE YEAR

* 4TH REAPPOINTMENT - TWO YEARS

* 5TH REAPPOINTMENT - TWO YEARS

* 6TH REAPPOINTMENT - 13.3B



Certificate of Continual Administrative Service

MERIT PROCESS



* Eligibility for Merit Increase

- 1 year service in current title
- Did not receive merit in previous year
- Not currently at top of salary range
- Assumed additional responsibilities
and/or
- Sustained exceptional performance
- 1 or 2 Steps - \$alary \$cale

RECLASSIFICATION

Movement to Higher HEO Title

- Based on accretion of duties
- Expanded scope of responsibility
- Meet Experience and/or Education Qualifications
- Assumed additional responsibilities
- Sustained exceptional performance



aHEO → HEa → HEA → HEO

DISCIPLINARY PROCESS



- * Incompetent or inefficient service
 - * Neglect of duty
 - * Physical or mental incapacity
 - * Conduct unbecoming a member of the staff
-
- * Article 21.1 - CUNY/PSC Agreement

Review of Human Resource File

- * The Personal file is available for examination by the employee and/or Manager, at her/his request, at least annually.
- * Each document placed in the Personal file must be signed or initialed by the employee as evidence of her/his having read the document.
- * *Files may be reviewed by appointment only, contact Evelyn Almanzar at X5086, Human Resources Department - E407*

QUESTIONS ?

