



**NEW YORK CITY
COLLEGE OF TECHNOLOGY**

THE CITY UNIVERSITY OF NEW YORK

300 JAY STREET, BROOKLYN, NY 11201-1909

INSTRUCTIONAL STAFF RELATIONS

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PERFORMANCE EVALUATION MEMORANDUM

HEO SERIES

NAME _____

TITLE _____

DEPT. _____ **EVALUATION PERIOD** _____

EVALUATOR _____

I. KEY RESPONSIBILITIES and PERFORMANCE TARGETS: (List the most critical position responsibilities and/or duties and the targets/standards for their successful performance.)

1. Responsibility:

Performance Target:

_____ **Rating**

2. Responsibility:

Performance Target:

_____ **Rating**

**Performance Rating Key: 1 = Exceeds Expectations 3 = Expectations not fully achieved
2 = Meets Expectations 4 = Unsatisfactory**

3. Responsibility:

Performance Target:

Rating

4. Responsibility:

Performance Target:

Rating

5. Responsibility:

Performance Target:

Rating

Performance Rating Key: 1 = Exceeds Expectations 3 = Expectations not fully achieved
2 = Meets Expectations 4 = Unsatisfactory

Attach additional page if necessary

II. GOALS

- A. Discuss specific targets/goals that the employee was expected to meet for the period being evaluated that are not included in the key responsibilities and performance targets above. (For example a special project, implementation of a new procedure, serving on a committee or task force, etc.)

- B. Were the targets/goals met by the employee? Include information on the quantity (promptness and speed of work) and quality (accuracy and completeness of work).

III. CORE COMPETENCIES (Provide specific comments about areas of strength and weakness in each of the competency areas identified below.)

- A. Communication – Communicates oral and written information concisely in a form appropriate to the target audience. Listens effectively, seeks and provides timely, frank, honest feedback.

<u>PRIORITY</u>		<u>PERFORMANCE ASSESSMENT</u>
Critical	<input type="checkbox"/>	Surpasses Expectations <input type="checkbox"/>
Necessary	<input type="checkbox"/>	Achieves expectation <input type="checkbox"/>
Useful	<input type="checkbox"/>	Expectations Not Fully Achieved <input type="checkbox"/>
N/A	<input type="checkbox"/>	Unsatisfactory <input type="checkbox"/>
		Not Observed <input type="checkbox"/>

Comments:

B. Interpersonal – Treats people with respect and fairness. Demonstrates interest and concern for others. Recognizes need for strong professional relationship inside and outside of the College. Makes commitments and fulfills promises. Handles congenial and adversarial interactions with sensitivity.

<u>PRIORITY</u>		<u>PERFORMANCE ASSESSMENT</u>
Critical	<input type="checkbox"/>	Surpasses Expectations
Necessary	<input type="checkbox"/>	Achieves expectation
Useful	<input type="checkbox"/>	Expectations Not Fully Achieved
N/A	<input type="checkbox"/>	Unsatisfactory
		Not Observed

Comments:

C. Customer Service – Successfully meets internal and external customer needs. Advocates for customers. Transforms internal processes to meet customer expectations. Provides satisfaction by utilizing available resources.

<u>PRIORITY</u>		<u>PERFORMANCE ASSESSMENT</u>
Critical	<input type="checkbox"/>	Surpasses Expectations
Necessary	<input type="checkbox"/>	Achieves expectation
Useful	<input type="checkbox"/>	Expectations Not Fully Achieved
N/A	<input type="checkbox"/>	Unsatisfactory
		Not Observed

Comments:

D. Professionalism – Demonstrates knowledge of and commitment to the practices of the field. Practices high standard of behavior within an occupation. Respects and maintains the confidentiality of all issues and information. Consistently improves professional knowledge through learning, practices and teaching.

<u>PRIORITY</u>		<u>PERFORMANCE ASSESSMENT</u>
Critical	<input type="checkbox"/>	Surpasses Expectations
Necessary	<input type="checkbox"/>	Achieves expectation
Useful	<input type="checkbox"/>	Expectations Not Fully Achieved
N/A	<input type="checkbox"/>	Unsatisfactory
		Not Observed

Comments:

E. Diversity – Demonstrates commitment in practice and philosophy to all federal, State and City EEO laws and University policies and procedures, regarding diversity in the workplace. Shows and fosters respect and appreciation for each person. Strives to understand the world-view of others.

<u>PRIORITY</u>		<u>PERFORMANCE ASSESSMENT</u>
Critical	<input type="checkbox"/>	Surpasses Expectations <input type="checkbox"/>
Necessary	<input type="checkbox"/>	Achieves expectation <input type="checkbox"/>
Useful	<input type="checkbox"/>	Expectations Not Fully Achieved <input type="checkbox"/>
N/A	<input type="checkbox"/>	Unsatisfactory <input type="checkbox"/>
		Not Observed <input type="checkbox"/>

Comments:

F. Management – (Primarily important in the HEO/HEA titles) Committed to the organizational mission and accomplishing goals. Self motivated; self observant; flexible; decision maker. Elicits participation, accountability, teamwork and employee commitment. Empowers and develops staff. Manages processes through planning and strategizing. Identifies and meets objectives within time-frames and budgets.

<u>PRIORITY</u>		<u>PERFORMANCE ASSESSMENT</u>
Critical	<input type="checkbox"/>	Surpasses Expectations <input type="checkbox"/>
Necessary	<input type="checkbox"/>	Achieves expectation <input type="checkbox"/>
Useful	<input type="checkbox"/>	Expectations Not Fully Achieved <input type="checkbox"/>
N/A	<input type="checkbox"/>	Unsatisfactory <input type="checkbox"/>
		Not Observed <input type="checkbox"/>

Comments:

G. Leadership – (Primarily important in the HEO/HEA titles) Demonstrates a leadership style consistent with College values. Creates and articulates a shared organizational vision that provides a sense of mission and rationale for others. Serves as an innovative agent for meaningful change. Demonstrates courage and integrity.

<u>PRIORITY</u>		<u>PERFORMANCE ASSESSMENT</u>
Critical	<input type="checkbox"/>	Surpasses Expectations <input type="checkbox"/>
Necessary	<input type="checkbox"/>	Achieves expectation <input type="checkbox"/>
Useful	<input type="checkbox"/>	Expectations Not Fully Achieved <input type="checkbox"/>
N/A	<input type="checkbox"/>	Unsatisfactory <input type="checkbox"/>
		Not Observed <input type="checkbox"/>

Comments:

IV. **DOMAIN / JOB OR TECHNICAL RELATED COMPETENCIES:** Identify 1 or 2 competencies that are uniquely important to the employee's position responsibilities and rate them below. (For example Budget- analytical skills , Institutional Advancement-marketing skills, Admissions – knowledge of undergraduate admission criteria.)

V. **PROFESSIONAL GROWTH AND DEVELOPMENT:**

A. **Particular Strengths of Employee**

B. **Areas to be Improved and Developed** – (Indicate means for making improvements.)

C. **Projected Goals and Targets for the coming year** –(To be completed for the next evaluation) Include any changes/additions to the employees key responsibilities. Include goals and targets for the coming year. These should be related to department, division and college goals.

D. **Contributions to the College Community (Serving on college committees, volunteering for special events-graduation, holiday parties etc.)**

It is my intention that this evaluation be considered (CHECK ONE)

Satisfactory Unsatisfactory

This appraisal was discussed with the Employee on _____. The employee's reaction to the appraisal and discussion of performance is shown below.

Employee's Comments:

"I understand that my signature below does not constitute agreement, but that I have read and understand this memorandum."

Employee's Signature: _____ Date: _____

Supervisor's Signature: _____ Date: _____