



Senior Vice Chancellor
University Human Resources and Labor Relations
The City University of New York
395 Hudson Street
New York, NY 10014
Tel: 646-664-3308

TO: ECP Evaluators

FROM: Doriane K. Gloria 
Senior Vice Chancellor, University Human Resources and Labor Relations

DATE: September 25, 2024

SUBJECT: ECP Evaluations

Background

The February 2024 Board of Trustees meeting directed The City University of New York (CUNY) and associated Colleges to evaluate ECP employees [Rev. Policy 5.05]. This memo provides the necessary guidance and instruction to complete the evaluation. Please note that the guidelines set forth here apply to all ECP employees with the exception of the Chancellor, Presidents, and Deans of the Professional Schools.

Evaluations are essential for assessing individual performance, providing feedback, and setting goals for the upcoming year. Evaluations also provide an ongoing opportunity to ensure alignment with previously agreed-upon initiatives. Furthermore, in rare instances, it facilitates the chance to memorialize poor performance and take necessary corrective action.

Evaluation Process Overview

Upon appointment, each ECP employee agrees upon their goals and objectives with their manager to cover the annual evaluation period.

- The evaluation consists of a Competency section, which includes 5 Core Competencies and 1 Leadership Competency -- if the ECP Employee has direct reports.
- The evaluation also requires the evaluator to provide feedback on previously established goals and identify goals for the following evaluation period.
- The evaluation includes a section to discuss the overall assessment and should be used to include future professional development recommendations.
- To capitalize on the continuous feedback process, the evaluation should be completed on an annual basis.
- Finally, the evaluation includes a self-assessment exercise.

Goals

For the current evaluation cycle, FY 25, goals should be set now. These newly established goals will be eligible for feedback at the conclusion of this evaluation cycle. The normal evaluation cycle runs concurrently with the fiscal year.

Moving forward, all newly appointed or promoted ECP employees should receive goals within sixty (60) days of their start date. Evaluations should be completed for ECP employees who have been in their role at least six (6) months before evaluations are due.

As a reminder, when establishing new goals, please make sure that they are tied into the CUNY Strategic Plan.

Please also leverage the SMART goals principle and ensure that each goal is:

- Specific
- Measurable
- Attainable
- Relevant
- Timebound

Performance Issues

In rare instances, an ECP employee may receive a Below Expectations rating on one or more competencies. In cases where an individual competency or the overall score falls into the Needs Improvement range, please contact your Human Resources Department for further guidance. A Performance Improvement Plan (PIP) should be implemented, and performance issues should be closely monitored moving forward.

If an adverse employment action is taken against the ECP employee, please remember that this document will serve as a written testimony to the performance concerns.

Self-Evaluation

The Self Evaluation is a critical tool in the evaluation process. It allows the ECP employee and the rater to confirm that there is an alignment with how the employee's performance is perceived. If there is a disconnect between the two, the evaluation exercise will close the gap and provide consistency.

The self-evaluation utilizes the same evaluation tool. The ECP employee should evaluate themselves on the core competencies and provide feedback in the goal section in advance of the evaluation meeting. The two documents can then be compared during the meeting. In instances where there is a discrepancy, the rater should make every effort to explore and resolve the disconnect.

Recommendations and Overall Assessment

Please include an overall summary of the ECP's performance. It is important to consider the totality of the performance during the evaluation process. Please be mindful not to allow one incident, positive or negative, to inform the entire evaluation.

Please include professional development opportunities that may serve to enhance the ECP employee's contributions. This can include both internal and external training. If additional resources are needed, please reach out to the Professional Development and Learning Office for assistance.

Conclusion

Evaluations are an important tool in providing meaningful feedback. They can serve to clarify expectations, recognize strong performance, and assist in future decision-making. Critical to the success of the evaluation process is ensuring that ECP employees are aware of what is expected of them. To that end, raters should be providing continuous feedback throughout the evaluation cycle. Evaluations should serve to memorialize a summary of the continuous feedback.