Manages start to improve productivity and customer service to the college community.

A. Leadership

- Assumes leadership roles in College and University-wide initiatives.
- Participates in College-wide committees and projects.
- Directs, coordinates, and directs College leadership role.

B. Management

- Meets or exceeds standards for manageable performance, including:
  - VERY GOOD: Good, needs improvement; unsatisfactory performance.
  - SATISFACTORY: Meet or exceed performance goals set forth by appropriate standard set.
  - MEET OR EXCEED PERFORMANCE: Meet or exceed all these criteria. They are included in the comprehensive list of duties that may be performed by employees in managerial duties. In any case, such employee is likely to perform all these activities.

Date

Title

College Performance Standards

Managers, Performance Standards
performs a process inspiring confidence
managers, maintaining calm under stress and
problem-solving in a timely, decisive
manner, resolves or handles
issues in the form of qualitative, technical
assistance in grievances or special
property, makes extra effort to provide
and ensure safety of all persons and
camps to provide minimum disruption
extra effort to respond to grievances on
special events such as VFL visits, community
makes extra effort in conjunction with

controls and managed equipment and supplies
or other forms of communication, identifies users for
college through regular or special means, involving
specialists and other campus experts
makes
special events such as VFL visits, community

requests for assistance from outside groups or individuals.

Certification: special or other communication of
encouraging or administrative experience through
on campuses, either in collaboration or
improvements, provides assistance and/or expertise
innovative, improves and/or implements productivity

 identifies and/or resolves significant technical

Critical Leadership Elements

Managers Competence Areas and

Performance Standards of Outstanding
with continuous professional development. Ensure a culture of excellence, creativity, innovation, and a growth mindset. Enhance opportunities for professional development, leadership, and management skills. Foster an environment that supports diversity and inclusion. 

Supports diversity in college's multicultural community.

Contribution to college and university mission. Vertical or horizontal recognition for efforts and accomplishments in diverse contexts. University programs and initiatives are considered and prioritized by the college and university communities. Measures and outcomes for college and university programs are essential. Explore, enhance, and promote college's multicultural competence in the university's curriculum. Enhance programs which may lead to the university's higher education goals. Reduce the frequency and severity of actions taken in an emergency above and beyond the normal course of action in an emergency above and beyond normal procedures.
<table>
<thead>
<tr>
<th>Managerial Competence Areas and Critical Leadership Elements</th>
<th>Standards of Outstanding Performance</th>
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<tr>
<td>SHORT-TERM/LONG-TERM EMPLOYEE DEVELOPMENT STRATEGIES</td>
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<td>H. Prepares self or others to deliver on-going, major in-house training services.</td>
<td>Identifies and acquires knowledge to develop training in order to comply with local, State and Federal mandates, improve staff performance or increase the efficiency of operations; finds resources and implements training for such purposes; assures that all relevant staff are trained; receives request for information or assistance from other colleges regarding such training.</td>
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<td>I. Implements long range plans for department, college, and University training programs.</td>
<td>Pilots new training programs and shares results with other CUNY colleges; incorporates employee training goals into ongoing employee evaluation and appraisals; encourages employees to utilize information obtained in programs in their work; serves on college training committees; supports University-wide training programs by, for instance, convincing upper management of their importance.</td>
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<td>J. Develops personnel for advancement; provides training, consistently evaluates, and rewards achievements of staff.</td>
<td>Initiates employee recognition programs; develops individual career paths for employees through formal and informal training, job assignments or career counseling and guidance; encourages individuals to excel through informal and formal training, education, job assignments or incentives; develops and/or expands training programs for staff; significant productivity improvements or savings occur as a result of training programs; receives multiple requests for training from staff or other users.</td>
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<tr>
<td>Performance Standards of Outstanding</td>
<td>Critical Leadership Elements</td>
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- Exceptional success:
  - Engages multi-year initiatives with documented results.
  - Works toward master plans' completion by involving college leaders in development of implementation plans.

- Multi-Year Projects
  - Long-range planning and development:
    - Includes plans for service expansion or for cost reductions in the field of major service programs.
    - Successfully introduces major new technologies/systems.
    - Participates in developing new developments and services to the college community.
    - Organizes operations of college or college outreach.
    - Aligns leadership with key professional relationships with key personnel in the college, community, and other organizations.
    - Ensures clients networks improve personal and professional skills.

- Identity or develops significant components of new technologies or programs:
  - Long-term savings or productivity.
  - Influences major new technologies/systems/programs.
  - Influences development in the field.
  - Successfully manages new technologies.
  - Participates in training and management.

- Other productivity improvements occur as a result of effort related to the master plan.
- Significant savings or problems in a timely manner are recognized as a result of the master plan's completion.