Personnel Policy Bulletin No: 3-95  Date: 6/29/95  
Regulation Reference No: 10.1.1 Performance Appraisals  
Index Reference: Custodial Supervisor; Senior Custodial Supervisor; 
University Performance Appraisal System; 
Performance Standards; Performance Evaluation  

I. Background:  

This PPB is part of an ongoing series of issuances in the University’s system for performance appraisal in the classified service. The University now issues standards for two titles in the Custodial Supervisory Series:  

Custodial Supervisor  
Senior Custodial Supervisor  

Periodically new standards for performance are established for titles in the University and made official through the issuance of a Bulletin. The underlying philosophy of performance appraisal in the University is discussed in PPB 1-93. In that PPB there also is a general explication of the Merit Pay provisions of the system, both base salary and lump sum. In general, non-managerial base salary merits continue to require approval of the Council of Personnel Officers. Eligibility for lump sum merits continue to be limited to those titles for which the governing PPB contains such merit pay provisions (see PPB 1-93, page 14), or for which an individual college has requested and obtained approval of the Vice Chancellor for an exception from the University system (see Regulation 10.2.1).  

General procedures for conducting evaluations and for awarding merit increases are contained in PPB 1-93; any special directives for the titles covered by this implementing PPB are indicated below.  

II. Procedures:  

The colleges are asked to share the standards with the supervisors of the employees in these titles and with the employees themselves after their supervisors have had an opportunity to review the standards. The first meeting early in the performance year should be to review the standards with the employees and clarify any concerns or answer any questions. At this time the supervisors should indicate if any of the standards do not apply to the specific job or if additional standards are to be included. If either is the case, these changes should be discussed with and approved by the college Appointing Officer (usually the Personnel Director). The next performance review period, no later than about a year, should be based on these standards and make use of the evaluation form.
This policy bulletin also renders these titles eligible for merit awards (base salary or lump sum) when they are granted consistent with University policy. Special policies governing awards in these titles are as follows:

A. Annual lump sum merit awards:

Employees in these titles shall be eligible to receive such awards following 18 months of full time service in the title provided the college has observed the process described in PPB 1-93.

For awards in excess of $750 or 2% of base salary, whichever is less, prior approval of the University Personnel Director is necessary. All awards regardless of amount require notification to the University Personnel Director and signature approval of the University Personnel Director on payroll CUNY form OFSR 607 prior to payment.

Lump sum awards in excess of $750 require that the employee meets the University’s standard for an excellent time and leave record, as defined by University Interpretive Memo # 3-88.

Lump sum awards for employees rated “very good” may not exceed 2% of base salary. (See also, CSC Regulation 2.3.3 -- 18).
Lump sum awards are not part of the base salary for any purpose, and are not pensionable.

Unless the college indicates otherwise, the performance period for this title is presumed to be September 1 - August 31. No employee may receive more than one lump sum award in any performance period; no employee may receive an award of any size without the college completing a performance evaluation on which it is based; no employee may receive an award of any size without the approval of the college’s awards committee and the President (or designee). (See PPB 1-93).

All lump sum awards shall be recorded in the “X” report of the Chancellor’s/University Report.

B. Base salary merit awards:

All requests for base salary merit awards are subject to the approval of the Council of Personnel Officers (COPO).

sp:cunyppbs/custod

APPROVED

[Signature]

6/29/95
PERFORMANCE STANDARDS
The City University of New York
Custodial Supervisor

INSTRUCTIONS: Specifying core job elements and the standards associated with acceptable performance is an essential part of communicating job expectations to employees. It is also useful to establish standards for which employees may strive for excellence and recognition. Standards also provide the base-line data from which helpful evaluations can be made. The performance standards for the core job elements listed below are provided as a guide. They are intended to be comprehensive of all the duties that may be performed by an employee in these titles—though no employee is likely to perform all these tasks. Only those for minimal acceptable performance (i.e. Good) and for extraordinary performance (i.e. Outstanding) are given. Evaluators should estimate other rating levels (e.g. Marginal). At the start of a new performance period supervisors may choose to strike out phrases or terms that will not be applicable to this position in the coming year and specify clearly other items which will be applicable but which are not covered in enough detail below. Indicate with an asterisk (*) any standards in the GOOD category which are being newly introduced and which the unit head wishes to consider as OUTSTANDING in the initial year. Consult with your Personnel Director before adding entirely new job elements. Evaluation ratings will be made on a separate rating form provided by the college Personnel Office and may be supported by brief, specific examples of accomplishments. Refer to the instructions on the evaluation form for additional guidance.

COMPETENCE AREA
AND CORE JOB ELEMENTS:

CUSTODIAL SUPERVISOR
A. Day-to-Day Operations in Cleaning and Maintenance Supervision

1. Assigns work to custodial staff
   Selects and distributes special work assignments among crew members to accomplish priority tasks as received from Senior Custodial Supervisor; periodically reviews routine assignments; meets immediate needs as presented by College employees
   Oversees the work on an ongoing basis throughout the the tour; (walls: no streaks; floors: no spots; bathrooms clean; no graffiti, etc.) Inspects bathrooms, usually hourly; inspects other key areas several times each shift

2. Inspects subordinates' work and assures its completion

   And, selects most qualified crew members to accomplish tasks and communicates choices effectively to staff; is flexible in handling requests for immediate service and satisfies College employees in the event of delays
   And, does a thorough inspection of each work site prior to close of tour; recalls custodian with unsatisfactory performance and shows what was wrong that shift; follows with corrective action on next tour; applies constructive criticism principles introduced in SUPERCUNY training

PERFORMANCE STANDARDS

Standards are given only for performance ratings of Good and Outstanding. Unsatisfactory or Marginal performance does not meet G standards. Very Good performance exceeds G standards.

Good (G)

Outstanding (O)

APPROVED
5/31/95
2. (Inspects subordinates work cont'd.)

3. Stores and issues supplies
   Stores and issues supplies on assignment basis; lists supplies issued to all custodial workers each tour on Buildings and Grounds form; inspects custodial closets to determine quantity of stock-piled inventory and cleanliness

4. Prepares reports
   Lists work assignments finished and unfinished; prepares memos or work orders for repairs or further action in building facilities.

5. Maintains furniture and equipment
   Verifies cleaning (machines) equipment is in good condition and keeps it secure. Follows through on reports from custodial workers of defective furniture (desks, tables, chairs, podiums, etc.)

6. Other

B. Personnel Functions

1. Trains employees
   Trains all custodial workers in use of equipment; monitors new employees until competency in usage is determined; introduces and trains in commercial cleaning and supplies technique. Ensures employees take customer service training (e.g. Connections) when available

   And, retains regularly if necessary; reviews correct procedures after unsatisfactory inspections; initiates training of workers in new procedures as presented; reviews competency of machine handling on an ongoing basis; identifies needs and seeks training for employees in customer service and other skills

   OUTSTANDING

When possible, attempts to make temporary repairs, reports malfunctions such as electrical work, commode locks; calls for emergency paint touch-ups; locks off bathroom stalls when necessary (offensive graffiti, broken flushometer, blocked commodes, etc.)

And, does ongoing check of supplies to ensure constant supply; tracks usage of supplies.

And, prepares memos or work orders for repairs or further action in building facilities; follows up to verify timely completion.

And, places malfunctioning equipment in safe condition and reports mechanical and all equipment problems to senior supervisor.

   OUTSTANDING

   APPROVED

   5/31/9
Custodial Supervisor
page three

GOOD

2. Initiates corrective discipline

Issues verbal and written warning(s) to problem employee(s); reports incident(s) via transmittal report to Senior Custodial Supervisor

3. Evaluates performance

Prepares evaluation forms of Custodial Assistants and part-time College Assistants/WEP participants; relates evaluation to standards and applies to everyone even-handedly

4. Prepares personnel reports and records
   a) telephone absentee log
   b) attendance sheet

Completes standard warning form to document poor performance, attendance problems, insubordination, etc.; keeps copy of initial warning; transmits copy of second (written) warning form to Senior Cust. Sup. to be placed in Principal’s drop file

OUTSTANDING

And, follows up with problem employee(s) on regular basis. Searches for alternative solutions to own initial attempts to resolve problem. Enrolls self in SUPERCU NY training and applies experience to issues at hand

And, recommends and supports efforts toward actions to correct deficiencies; provides role model for others and develops team spirit among crew members; coaches employees to achieve standards of performance.

And, keeps updated and accurate records of all employees in “penalty box” for undocumented sick leave, employee phone calls, inventory lists, etc.; recommends a specific course of corrective action for individual problem workers

C. Special Projects

1. During Summer recess and/or Spring and Holiday breaks

Completes priority projects while maintaining routine cleanliness. Projects include: stripping and waxing classroom floors; washing of light fixtures; area relamping; washing of air vents; scraping gum on floors and furniture; shampooing rugs

2. Other

And, organizes and synchronizes crews efficiently to get projects done; completes all projects despite interruptions and staff shortages & absenteeism; pitches in to accomplish work when required. Recommends alternative project schedules when warranted to promote efficiency or morale

Approved

[Signature]

5/31/95
INSTRUCTIONS: Specifying core job elements and the standards associated with acceptable performance is an essential part of communicating job expectations to employees. It is also useful to establish standards for which employees may strive for excellence and recognition. Standards also provide the baseline data from which helpful evaluations can be made. The performance standards for the core job elements listed below are provided as a guide. They are intended to be comprehensive of all the duties that may be performed by an employee in these titles—though no employee is likely to perform all these tasks. Only those for minimal acceptable performance (i.e. Good) and for exemplary performance (i.e. Outstanding) are given. Evaluators should estimate other rating levels (e.g. Marginal). At the start of a new performance period supervisors may choose to strike out phrases or terms that will not be applicable to this position in the coming year and specify clearly other items which will be applicable but which are not covered in enough detail below. Indicate with an asterisk (*) any standards in the GOOD category which are being newly introduced and which the unit head wishes to consider as OUTSTANDING in the initial year. Consult with your Personnel Director before adding entirely new job elements. Evaluation ratings will be made on a separate rating form provided by the college Personnel Office and may be supported by brief, specific examples of accomplishments. Refer to the instructions on the evaluation form for additional guidance.

PERFORMANCE STANDARDS
The City University of New York
Senior Custodial Supervisor

COMPETENCE AREA
AND CORE JOB ELEMENTS:

SENIOR CUSTODIAL SUPERVISOR
A. Day-to-Day Operations in Cleaning and Maintenance Supervision

1. Assigns work to Custodial Supervisors

   Distributes new work assignments received from Principal or Assistant Principal and revises work priorities.
   Makes changes to handle unexpected or emergency situations. Includes changes in shift report. Assures understanding of expectations for non-routine assignments; periodically reviews routine work assignments

   And, inspects entire work site at start of shift for new or potential needs; anticipates staffing needs for special work assignments; pays attention to fairness and morale in assigning "heavy" projects. Early in shift, goes to work site of non-routine assignment to support Custodial Supervisor and respond to problems and concerns

APPROVED

[Signature]
5/31/95
A. Day-to-Day Operations in Cleaning and Maintenance Supervision (cont'd)

2. Maintains standards of cleanliness and order
   By close of shift evaluates each custodial supervisor's work area for quality of work, not just for completion. If not accompanied on tour by the responsible Custodial Supervisor, reports findings to him/her before the close of shift.

3. Requests, stores, and issues supplies
   Reviews Custodial Supervisors' lists of supplies issued on previous tour. Communicates needs to Assistant Principal or Principal to replenish stores; reports unusual usage of supplies.

4. Maintains records/prepares reports
   Collects and checks Custodial Supervisors records and prepares required reports.

5. Keeps equipment inventory
   Checks that equipment is in operating order; insures that equipment is locked up and secured at end of shift.

6. Other
   Reports problems associated with shift to immediate supervisor prior to next shift, or as soon as possible.

OUTSTANDING

And, returns to work site the following shift to commend crew for good performance and/or encourage completion and, if necessary, corrective measures; suggests improvements in standards to Principal.

And, regularly checks inventory to avoid a backlog or shortages; anticipates lag time to reorder supplies; and investigates unusual usage of supplies.

And, keeps updated and accurate records of all absentee Custodial Supervisors, and full-time and part-time custodial workers.

And, arranges the repair and/or replacement of malfunctioning equipment immediately; when not possible, prevents use of malfunctioning equipment to insure safety.

And, reports all College property malfunctions, e.g., broken locks, windows, elevators, etc., for action by Security and/or Administrative Superintendent.

APPROVED

5/31/75
### B. Personnel Functions

1. **Trains employees**
   - **GOOD**: Trains and re-trains Custodial Supervisors and Custodial Assistants as required to upgrade quality and efficiency of performance; enrolls staff in employee development program such as Connections
   - **OUTSTANDING**: Sets up regular cleaning and equipment training schedules for each shift. Notes needs and initiates training in supervisory/personnel relations issues. Applies learning from SUPERCUNY. Anticipates situations calling for specialized training and requests assistance from Principal or Admin. Sup.

2. **Assures safety and health of Custodial Employees**
   - **GOOD**: Provides training in moving heavy objects, handling hazardous materials, etc. Applies OSHA standards for usage and handling of necessary chemicals. Assures proper procedures are being followed
   - **OUTSTANDING**: Anticipates and reports potential safety and health problems in situations of short staffing, or scheduled events, deliveries, etc. Is alert to changed working conditions during construction or abatement projects

3. **Initiates corrective discipline**
   - **GOOD**: Initiates verbal and written warnings to problem college assistants, custodial assistants, and custodial supervisors; supports efforts to resolve issues at pre-disciplinary stage. Transmits and discusses documented reprimands with Asst. Principal and takes corrective action; seeks assistance from Principal when issues are complex or when unsure of direction in handling situation
   - **OUTSTANDING**: Initiates verbal and written warnings to problem college assistants, custodial assistants and custodial supervisors; reviews progress of each employee no later than one week after problem is noted; reviews with Custodial Supervisor issues noted in drop files. Participates in and has a reputation for fairness in investigation of incidents; recommends courses of action to address problem situations.
### B. Personnel Functions (cont'd)

<table>
<thead>
<tr>
<th>No.</th>
<th>Task Description</th>
<th>GOOD</th>
<th>OUTSTANDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>Evaluates performance</td>
<td>Performs evaluations of Custodial Supervisors, and reviews evaluations of Custodial Assistants; relates evaluation to standards and applies to everyone even-handedly</td>
<td>And, protects confidentiality when requested and appropriate; recommends awards for meritorious service. Consistently uses good judgment and demonstrates impartiality. Documents unsatisfactory performance with reprimand memos; helps revise standards and communicates changing standards</td>
</tr>
<tr>
<td>5.</td>
<td>Prepares personnel reports and records</td>
<td>Initiates and transmits to Assistant Principal or Principal copies of written warnings issued to custodial supervisors, custodial assistants, college assistants; when appropriate, discusses in advance with Assistant Principal or Principal</td>
<td>And, provides fair and accurate follow-up verbal and written reports of employee disputes. Exercises good judgment in deciding which incidents require reporting; is objective</td>
</tr>
<tr>
<td>6.</td>
<td>Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### C. Special Projects

<table>
<thead>
<tr>
<th>No.</th>
<th>Task Description</th>
<th>GOOD</th>
<th>OUTSTANDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>During Summer Recess and/or spring and holiday breaks</td>
<td>Assures that priority projects are being accomplished on schedule. Adjusts schedules to reflect problems (staffing, mechanical, environmental, special events)</td>
<td>And, consults with Custodial Supervisors; before making assignments to learn of potential problems; pays attention to fairness and morale in assigning &quot;heavy&quot; projects</td>
</tr>
<tr>
<td>2.</td>
<td>Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
THE CITY UNIVERSITY OF NEW YORK - PERFORMANCE EVALUATION
SUB-MANAGERIAL SUPERVISORY POSITIONS IN BUILDINGS AND GROUNDS
Assistant Principal Custodial Supervisor, Senior Custodial Supervisor, Custodial Supervisor

Ratee's Name  Title  Date of Appointment to Title

INSTRUCTIONS: The form below is to be used in conjunction with the Performance Standards form at the beginning of the evaluation period. The rating period is from September 1 through August 31 unless otherwise specified by the College. Indicate performance rating on this form at the close of the evaluation period. Add additional examples of typical duties if desired.

<table>
<thead>
<tr>
<th>Competence Area and Core Job Elements</th>
<th>Performance Rating in Critical Areas (E, M, C, V, G, O)</th>
<th>Indicate N/A if not part of duties</th>
<th>Rating Justifications: Required for Outstanding (O)</th>
<th>Performance/Improvement/Training Plan: Required for Marginal (M)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Day-to-Day Operations in Cleaning and Maintenance Supervision</strong></td>
<td><strong>Enter Rating Symbol</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Assigns work to: (Numbers and Titles)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Inspects subordinates' work for completion Maintains standards of cleanliness and order</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Requests and/or stores; and issues supplies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Prepares reports/Maintains records</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Maintains furniture and equipment Keeps equipment inventory</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>B. Personnel Functions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Trains employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Assures safety and health of Custodial Employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

APPROVED

[Signature]

6/28/89
B. Personnel Functions can't.

2. Assures safety and health of Custodial Employees

3. Initiates corrective discipline

4. Evaluates performance

5. Prepares personnel reports and records

6. Other

C. Special Projects

1. During Summer Recess and/or Spring and holiday breaks

2. Other

IMMEDIATE SUPERVISOR'S OVERALL RATING:
I have reviewed the performance of this employee and believe the overall rating is: (U (Unsatisfactory), M (Marginal), G (Good), VG (Very Good), O (Outstanding)).

_________________________________________  ____________________________
Print Name/Title                                      Signature/Date

RATER'S SIGNATURE:
I have read the above performance rating. I am aware that I may file a response if I choose to with the personnel Office or my college. It will be placed in my personnel file.

_________________________________________  ____________________________
Print Name/Title                                      Signature/Date

ADMINISTRATIVE SUPERINTENDENT OF BUILDINGS AND GROUNDS

Comments on rating above

_________________________________________  ____________________________
Print Name/Title                                      Signature/Date

Approved:

[Signature]

6/29/95