

To: All H-Bank Employees Participating in the FY08 Performance Management Initiative
Date: October 31, 2008
From: Richard Brescia, Director of Performance Management and Talent Development
Re: Instructions for Finalizing FY08 Performance Management Cycle

Welcome to the last phase of the FY08 Performance Management cycle! In the past three phases, you have established individual goals aligned with the Chancellor’s FY09 priorities and have documented the progress of these goals using the NYCAPS Performance Management tool. In this final phase, you will record the city-wide Student Achievement and Principal Satisfaction goals and results and evaluate the individual operational goals you have set for yourself.

This document provides specific instructions on how to:

1. Ensure the FY08 Student Achievement Goals are Entered and Insert Ratings into NYCAPS
2. Ensure the FY08 Principal Satisfaction Goals are Entered and Insert Ratings into NYCAPS
3. Enter Your Individual FY08 Operational Goal Results and Ratings into NYCAPS

Document Key	
	Important notes are designated by an exclamation point icon to the left of the text and provide helpful information regarding the related section.
	The icon means that there is a job aid attached to this document that can help lead you through the section. Additional resources, such as a full list of the Performance Management Job Aids, are available at: http://schools.nyc.gov/Offices/DHR/CentralAdministrativeManagerialEmployees/Performance+Management

 In order to get started, you will need to gain access to NYCAPS.

 If you need any assistance getting into NYCAPS please see [Attachment 1: How to Get Started in NYCAPS Job Aid](#).

1) Ensure the FY08 Student Achievement Goals are Entered and Insert Ratings into NYCAPS

There are two levels of student achievement targets set by the Chancellor for FY08 – city-wide and SSO targets. All managers, including those in an SSO, are accountable for the city-wide targets; additionally, managers in an SSO are also accountable for specific targets based on their schools’ Progress Reports. To the extent that the SSOs have developed varying network level targets, these should also be included in NYCAPS.

 Student Achievement target goals and year-end result ratings must be entered into NYCAPS in order to complete the FY08 Performance Management Cycle.

- a) **Ensure the FY08 Student Achievement Goals are Entered:** All managers should ensure that the four city-wide student achievement goals listed in the table below (in columns 1 and 2) are populated in NYCAPS under the Student Achievement Goals section. If your achievement goals

are already listed, skip to part (b). If these goals are not already entered in the Achievement Goals section, you must enter them in manually using the information in the table.



If you are unsure of how to input these goals, please see [Attachment 2: Employee Goal Setting Job Aid](#).



Please note that each goal has a **Title** and **Description** field which should correspond with the Title and Description in the table below.

b) Insert Ratings into NYCAPS: After the student achievement goals are complete in NYCAPS, select the **Rating** drop-down that corresponds to the Year-end Rating found in the table below (in column 3) for each goal. The Rating Comments (in column 4) are provided for you to view only and do not need to be entered into NYCAPS.

City-wide Student Achievement Goals and Ratings (for all managers)			
Title	Description	Year-end Rating	Rating Comments (does not need to be entered into NYCAPS)
Four Year Graduation Rate	Increase the 4-year graduation rate by 3 percentage points, and close the gap between the City and State by 1 point.	2-Partially Accomplished Goal	These results are not yet finalized by the State. Later this year, when the State reports the Class of 2008 graduation rates, we will update these results. Since NYCAPS does not allow you to leave any of the ratings blank, you must enter the substitute rating found in the Year-end Rating column as a placeholder.
Six Year Graduation Rate	Increase the 6-year graduation rate by 3 percentage points, and close the gap between the City and State by 1 point.	2-Partially Accomplished Goal	These results are not yet finalized by the State. Later this year, when the State reports the Class of 2008 graduation rates, we will update these results. Since NYCAPS does not allow you to leave any of the ratings blank, you must enter the substitute rating found in the Year-end Rating column as a placeholder.
Math Rate (Grades 3-8)	Close the gap with the State in the percent of students meeting standards on State math tests by at least 1 percentage point, and increase the percentage of City students meeting standards by 2 points.	4-Results Exceeded Goal	The city-wide achievement gap reduction targets for Math were exceeded: The Black-Asian gap in Math was reduced by 6.4 points and the Hispanic-Asian gap in Math was reduced by 6.5 points. Additionally, the city-wide target to increase student achievement was met, increasing the percentage of students meeting state standards in math by 4.2 points.
ELA Rate (Grades 3-8)	Close the gap with the State in the percent of students meeting standards on State ELA tests by at least 1 percentage point, and increase the percentage of City students meeting standards by 2 percentage points.	4-Results Exceeded Goal	The city-wide achievement gap reduction targets for ELA were exceeded: We met all these targets, reducing the Black-Asian gap in ELA by 3.2 points and the Hispanic-Asian gap in ELA by 2.7 points. Additionally, the city-wide target to increase ELA student achievement was met, increasing the percentage of students meeting state standards by 7.3 points.

As mentioned above, SSO managers are also accountable for specific targets. If you are an SSO manager, you should ensure your specific SSO and/or network goal targets and ratings are also entered (based on your schools' full year Progress Report results).

SSO Student Achievement Goals and Ratings (for SSO managers only)			
Title	Description	Year-end Rating	Rating Comments
Overall SSO	At least 55% of the schools in each SSO meet or exceed their Progress Report targets.	2-Partially Accomplished Goal	These results are not yet finalized. Please insert final results against staged target when available. In the meantime, since NYCAPS does not allow you to leave any of the ratings blank, you must enter the substitute rating found in the Year-end Rating column as a placeholder.
Network	At least 50% of the schools in each network of the SSO meet or exceed their Progress Report Targets. (50% is a suggested minimum and SSOs may increase this percentage for some/all networks if doing so would better achieve their goals.)	2-Partially Accomplished Goal	These results are not yet finalized. Please insert final results against staged target when available. In the meantime, since NYCAPS does not allow you to leave any of the ratings blank, you must enter the substitute rating found in the Year-end Rating column as a placeholder.

2) Ensure the FY08 Principal Satisfaction Goals are Entered and Insert Ratings into NYCAPS

There are two types of principal satisfaction goals – city-wide and individual departmental targets. All managers are accountable for the overall city-wide target set by the Chancellor for the DOE as well as any other targets set for their specific department. All targets were set by the Chancellor with the goal of achieving them by June 2009. The results ratings below are taken from the Principal Satisfaction Survey administered in March 2008. The results ratings provide guidance by identifying the areas where principals are fully satisfied and those that need more focus in order to fully achieve the targets by June 2009.

Note that if a survey question contained multiple sub-questions, the target pertains to the average of the sub-questions and the result rating is based on the average percentage score of the sub-questions. A full analysis of the survey results can be found at:

<http://schools.nyc.gov/NR/ronlyres/9AEC32F4-A213-4A59-B6F4-871BA92BE90A/0/pss042008.pdf>



Principal Satisfaction goals and year-end survey ratings must be entered into NYCAPS in order to complete the FY08 Performance Management Cycle.

a) Ensure the FY08 Principal Satisfaction Goals are Entered: All managers should ensure that the one city-wide principal satisfaction target (summary of survey question followed by the target satisfaction level) listed in the table below (in column 1) is populated in NYCAPS under the Principal Satisfaction Goals section. In addition, most departments have also developed more granular targets for their specific departments. If you have additional department-specific satisfaction targets, ensure they are listed in NYCAPS following the above format (summary of survey question followed by the target satisfaction level). If your principal satisfaction goals are

already listed, skip to section (b). If they are not already entered in the Principal Satisfaction Goals section, you must enter them in manually.



If you are unsure of how to input these goals, please see [Attachment 2: Employee Goal Setting Job Aid](#).

b) Insert Ratings into NYCAPS: After the principal satisfaction goals are complete in NYCAPS, select the Rating drop-down that corresponds to the Rating found in the table below (in column 3) for each goal.

City-wide Principal Satisfaction Goal (for all managers)		
Title	Description (survey question and result)	Rating*
Overall satisfaction with DOE support - FY08 Target: 85%	How much do you agree or disagree with the following statements about the DOE? <ul style="list-style-type: none"> I feel supported by the Department in attaining my overall goals for my school: 76% The Department has helped me to set clear measures of progress for student achievement: 79% Average Percentage: 78% 	1- Did Not Achieve Goal
Departmental Principal Satisfaction Goals (grouped by department)		
Title	Description (survey question and result)	Rating*
SSOs with less than 25 schools - FY08 Target: 88%	How satisfied are you with the overall quality of support provided by your SSO? (Note: Applies to SSOs overall, ESO/LSO/PSO overall, and individual SSOs): Overall ESO: 94% Overall LSO: 95% Overall PSO: 96% Knowledge Network Learning Support Organization: 100% Leadership Learning Support Organization: 95% Community Learning Support Organization: 97% Integrated Curriculum and Instruction Learning Support Organization: 93%	Overall ESO: 4-Results Exceeded Goal Overall LSO: 4-Results Exceeded Goal Overall PSO: 4-Results Exceeded Goal KNLSO: 4-Results Exceeded Goal LLSO: 4-Results Exceeded Goal CLSO: 4-Results Exceeded Goal ICI: 4-Results Exceeded Goal
SSOs with 25 schools or more - FY08 Target:92%		
ISCs - FY08 Target: 85%	How satisfied are you with the overall quality of support provided by your ISC? (Note: Applies to ISCs overall and individual ISCs.) Bronx: 79% Brooklyn: 82% Manhattan: 84% Queens: 73% Staten Island: 91%	Bronx: 4-Results Exceeded Goal Brooklyn: 1- Did Not Achieve Goal Manhattan: 1- Did Not Achieve Goal Queens: 1- Did Not Achieve Goal Staten Island: 4-Results Exceeded Goal

<p>OFEA (translations) – FY08 Target: 92%</p>	<p>How much do you agree or disagree with the following statements regarding translations and interpretation services?</p> <ol style="list-style-type: none"> 1. I know what translations services are available for my school and how to access them: 91% 2. The Office of Translations and Interpretations is able to translate everything I need (all languages): 82% 	<p>4- Results Exceeded Goal 1 – Did Not Achieve Goal</p>
<p>OFEA (parents) – FY08 Target Rate: 85%</p>	<p>How much do you agree or disagree with the following statements regarding family engagement?</p> <ul style="list-style-type: none"> • The support I receive from my Parent Coordinator significantly helps me to attain my school's overall goals: 84% 	<p>3- Fully Achieved Goal</p>
<p>DIIT applications – FY08 Target Rate: 90%</p>	<p>How satisfied are you with the following applications as they relate to your staff carrying out their day-to-day work?</p> <ul style="list-style-type: none"> • The Outlook E-mail and Calendaring System: 94% • Automate the Schools (ATS): 89% • Student Information System (SIS): 90% • Basic Educational Data System (BEDS) Survey: 86% • Average Percentage: 90% 	<p>3- Fully Achieved Goal</p>
<p>Legal, compliance, & audit – Target Rate: 90%</p>	<p>How much do you agree or disagree with the following statements regarding legal, compliance, and audit?</p> <ul style="list-style-type: none"> • Legal staff responds to questions and/or requests in a timely manner: 92% • Legal support is of high quality: 93% • Compliance support is of high quality: 81% • Audit support and internal controls training is of high quality: 80% • Average Percentage: 87% 	<p>1- Did Not Achieve Goal</p>
<p>Accountability – Target Rate: 88%</p>	<p>How much do you agree or disagree with the following statements about the accountability tools as a whole, including the Children First Intensive / Inquiry Team process?</p> <ul style="list-style-type: none"> • I understand the principles behind the DOE accountability tools: 95% • I believe the overall set of accountability tools helps educators improve student outcomes: 80% • The accountability tools have increased my school's capacity to collect and use data in instructional decision-making: 80% • The Office of Accountability responds to questions and/or requests in a timely manner: 77% • Average Percentage: 83% 	<p>1- Did Not Achieve Goal</p>
<p>Facilities – Target Rate: 78%</p>	<p>How satisfied are you with the QUALITY of the services from central in the following areas related to facilities, food, and transportation in your school?</p> <ul style="list-style-type: none"> • Custodial services: 83% • Repair and maintenance services for my school's physical structure/facilities: 69% • School construction team: 66% • Average Percentage: 73% 	<p>1- Did Not Achieve Goal</p>

<p>Labor – Target Rate: 85%</p>	<p>How much do you agree or disagree with the following statements regarding labor relations?</p> <ul style="list-style-type: none"> • Overall, I receive sufficient support and information regarding labor issues: 90% 	<p>4-Results Exceeded Goal</p>
<p>Food – Target Rate: 85%</p>	<p>How satisfied are you with the QUALITY of the services from central in the following areas related to facilities, food, and transportation in your school?</p> <ul style="list-style-type: none"> • Food in the school cafeteria: 74% • Food staff in the school cafeteria: 83% • Average Percentage: 79% 	<p>1- Did Not Achieve Goal</p>
<p>HR – Target Rate: 85%</p>	<p>How would you rate the effectiveness of the following HR systems?</p> <ul style="list-style-type: none"> • HR Connect (call center for all DOE employees): 76% • Open Market Transfer System: 86% • Fellow Finder: 85% • Recruitment Management System: 82% • Principal’s Corner (part of DOE Intranet): 92% • Tenure Notification System: 96% • Average Percentage: 86% 	<p>3- Achieved Goal</p>
<p>Health – Target Rate: 85%</p>	<p>How satisfied are you with the following related to health and safety in your school?</p> <ul style="list-style-type: none"> • My school nurse: 78% 	<p>1- Did Not Achieve Goal</p>
<p>Safety – Target Rate: 82%</p>	<p>How satisfied are you with the following related to health and safety in your school?</p> <ul style="list-style-type: none"> • Support services provided by the central office when a significant safety issue arises: 84% • Service provided by my School Safety personnel: 74% • Average Percentage: 79% 	<p>1- Did Not Achieve Goal</p>
<p>DIIT - vendor services – Target Rate: 82%</p>	<p>How much do you agree or disagree with the following statements about the services or potential services provided by DIIT?</p> <ul style="list-style-type: none"> • My school's telephone vendor is responsive in requests made for phone moves and repair issues: 69% <p>How satisfied are you with the following DIIT and vendor services?</p> <ul style="list-style-type: none"> • Dell on-site support: 86% • DIIT Help Desk responses to questions: 88% <p>How satisfied are you with the following applications as they relate to your staff carrying out their day-to-day work?</p> <ul style="list-style-type: none"> • Telephone system: 73% • Average Percentage: 79% 	<p>1- Did Not Achieve Goal</p>

DIIT - in-house services: Target Rate: 82%	<p>How much do you agree or disagree with the following statements about the services or potential services provided by DIIT?</p> <ul style="list-style-type: none"> • I consult with DIIT and/or the ISC Technology Teams on the technology planning for my school: 49% • I am aware that the Help Desk has a self-help facility (to enter problem tickets and find out the status of a previously reported problem): 85% • The self-help facility is easy to use (leave blank if you have never used): 85% • The available menu of technology options supports the instructional vision for my school: 68% • Average Percentage: 72% 	1- Did Not Achieve Goal
Transportation – Target Rate : 78%	<p>How satisfied are you with the quality of the services from central in the following areas related to facilities, food, and transportation in your school?</p> <ul style="list-style-type: none"> • General education busing: 81% • Special education busing: 71% • Average Percentage: 76% 	1- Did Not Achieve Goal
T&L (arts) – Target Rate: 82%	<p>How satisfied are you with the quality of overall support you receive from the central office of T&L in the following areas?</p> <ul style="list-style-type: none"> • Arts: 83% 	4-Results Exceeded Goal
T&L – ELL – Target Rate: 78%	<p>How satisfied are you with the quality of overall support you receive from the central office of T&L in the following areas?</p> <ul style="list-style-type: none"> • English Language Learners: 81% 	4-Results Exceeded Goal
T&L – Special Education – Target Rate: 68%	<p>How satisfied are you with the quality of overall support you receive from the central office of T&L in the following areas?</p> <ul style="list-style-type: none"> • Special Education:73% 	4-Results Exceeded Goal
T&L Professional Development) – Target Rate: 88%	<p>How satisfied are you with the quality of professional development services offered to your school by the Division of Teaching and Learning in the following subject areas? (Average of all subject areas): 78%</p>	2-Partially Achieved Goal

*Data Source: Principal Satisfaction Survey, March 2008.

3) Enter Your Individual FY08 Operational Goals Results and Ratings in NYCAPS

Your FY08 year-end Operational Goals results are based on both the FY09 Chancellor's Strategic Priorities and the quarterly check-in comments that you have been documenting throughout the year in NYCAPS.

In the Operational Goals section, for each goal you have created:

- Provide brief final summary comments about your year-end results (e.g., metrics, specific targets) for each operational goal in the Overall Comments field.
- Rate each goal using the performance rating scale below:
 - 1-Did Not Achieve Goal
 - 2-Partially Achieved Goal
 - 3-Fully Achieved Goal
 - 4-Results Exceeded Goal



If you are unsure of how to input the final summary or rating, please see [Attachment 3: Employee Self Assessment Job Aid](#).

c) Once a brief final summary and self-assessment rating has been entered for each goal, send your employee evaluation to your manager for review by clicking on the **Complete** button.



Ignore the **Calculate Ratings** button on your NYCAPS screen. This function is only available to managers rating their employees in the year-end evaluation.



If you are a manager and are unsure of how to rate your employee, please see [Attachment 4: Manager Review Job Aid](#).