

HEO Leadership and Career Development Pilot Program Guidelines

CUNY and the Professional Staff Congress/CUNY (PSC) are launching a new HEO Leadership and Career Development Pilot Program (“Pilot Program”) intended to support employee readiness and growth. The Pilot Program is offered through the PSC HEO-CLT Professional Development Fund free of charge to you, and does not require you to advance monies or seek reimbursement.

The Pilot Program will be facilitated by Org-ology, a global organization development and design consulting firm that has previously provided professional development training to CUNY employees. The Pilot Program is designed to provide structured, high-quality professional development opportunities for employees in HEO series titles seeking to strengthen their skills and prepare for future growth and advancement within CUNY.

The Pilot Program will add to existing campus-based and external professional development efforts, including other professional development opportunities available to you through the [HEO-CLT Professional Development Fund](#) or [CUNY](#). The Pilot Program is limited to 80 HEO-series employees (See below limitations by HEO-series level).

The Pilot Program will use a supervisor nomination process to ensure alignment with employee readiness, program expectations, and organizational needs. Participation is voluntary and will take place during the employee’s regular work schedule and require a commitment of hours referenced below. Supervisors will release selected employees during their regularly scheduled work hours for the duration of the HEO Leadership and Career Development Program.

Pilot Program participants shall retain ownership of content they create during the pilot program. Such content or any materials that identify them as a participant shall not be disclosed. Participants may share such content at their discretion. Participants will be provided with an anonymous program evaluation that will be shared and reviewed by the parties to determine whether to continue, modify or discontinue the pilot program.

Pilot Program Purpose and Goals

- Support skill-building, professional growth, and leadership readiness.
- Provide development opportunities tailored to the responsibilities and expectations of each HEO-series level.
- Strengthen current role effectiveness while preparing employees for future advancement opportunities.
- Support internal talent development, advancement, employee engagement, and long-term organizational effectiveness.

Participation in the Pilot Program does not guarantee reclassification or advancement to another CUNY position.

Who the Pilot Program Supports

HEO Series Level	Development Focus	Duration/Commitment	General Emphasis
Assistant to HEO	Individual development	1 month • Pre-work: 1-1.5 hour assessment • 1 day facilitated workshop (November 17th) • Post work: Individual Action Plan	Self-awareness, communication, collaboration, and team effectiveness.
HEO Assistant	Advanced individual development and guidance in leadership	1 month • Pre-work: 1-1.5 hour assessment • 1 day facilitated workshop (November 19th) • Post work: Individual Action Plan	Engagement styles, influence, relationship-building, and readiness for greater responsibility.
HEO Associate	Leading self and others	3 months • Pre-work: 1-1.5 hour assessment • 2-3 hours report review/debrief • 1 day leadership workshop (January 19th) • Up to six 1-hour coaching sessions	Coaching, feedback, difficult conversations, leading by influence, and leadership readiness.
HEO Officer	Leading others and the organization	3 months • Pre-work: 1-1.5 hour assessment • 2-3 hours report review & coaching • 2 day leadership workshop (January 14th + January 21st) • Up to 12 1-hour coaching sessions	Strategic leadership, organizational effectiveness, 360 feedback, team performance, and succession readiness.

Pilot Program Level Details

Level 1: Assistant to Higher Education Officer (Assistant to HEO)

Duration: 1 month

In-Person Session: Tuesday, November 17th

Limited to 25 Participants CUNY-wide

Components include:

- Everything Disc assessment and individualized report;
- Facilitated workshop on self-awareness, communication, relationship-building, and team effectiveness; and
- Individual action planning.

Level 2: Higher Education Officer Assistant (HEO Assistant)

Duration: 1 month

In-Person Session: Thursday, November 19th

Limited to 25 Participants CUNY-wide

Components include:

- Engagement Orientation Instrument (EOI) assessment;
- Facilitated workshop on engagement styles, relationship-building, influence, and moving toward leadership; and
- Individual action planning.

Level 3: Higher Education Officer Associate (HEO Associate)

Duration: 3 months

In-Person Session: Tuesday, January 19th

Limited to 15 Participants CUNY-wide

Components include:

- Behavioral Types, Engagement Orientation, Personality Relationship, and Leadership Style instruments;
- Individual coaching and feedback sessions;
- Leadership workshop on coaching conversations, giving feedback, leading difficult conversations, and leading by influence; and
- Formal professional self-development plan.

Level 4: Higher Education Officer (HEO Officer)

Duration: 3 months

In-Person Sessions: Thursday, January 14th and Thursday, January 21st

Limited to 15 Participants CUNY-wide

Components include:

- Behavioral Types, Engagement Orientation, Leadership Style, and 360 feedback instruments;
- Individual coaching and feedback sessions;
- Facilitated leadership workshops on strategic leadership, organizational effectiveness, high-performing organizations, accountability, and psychological safety; and
- Formal professional self-development plan.

Pilot Program Eligibility Criteria

- 2 years of continuous full-time service in an included HEO-series position;
- satisfactory work performance during the two years of continuous full-time service in an included HEO-series position; and
- a commitment to participate for the duration of the program.

Application Process

Supervisors may nominate eligible employees that report to them. Eligible employees will have the opportunity to express interest to their supervisor; however, completion of an [application form](#) by the supervisor is required to confirm readiness, eligibility, and availability to participate. The final day to submit the nomination is Wednesday, October 7th. Applications submitted after the deadline will not be considered.

Selection Process

All eligible candidates for whom a supervisor has completed an application will be jointly reviewed by the PSC and CUNY. In the event there are more eligible candidates than available spots within a level, priority will be as follows:

1. Distribution across colleges, accounting for size of institution
and
2. Greatest length of service in the HEO series title at the college.

Selected participants will be notified of their acceptance in a joint letter from CUNY HR and the PSC and provided with next steps, including a detailed curriculum overview, expectations, and a full schedule of sessions. If you are not selected or accepted and wish to postpone your participation, you will be put on a wait list for consideration for participation in the next round if the Pilot Program continues.