Performance Standards

For Supervisors

Achieve Desired Results Through Others
INTERVIEW & HIRE
Write job descriptions; post positions; serve on search committees; interview candidates; make hiring decisions; follow AA/EEO guidelines

DEFINE AND DISTRIBUTE WORK
Set goals for individuals and team; communicate expectations; give direction

SET STANDARDS TO ENSURE QUALITY
Determine measures for productivity, customer service, accuracy, etc. as appropriate; communicate standards to the team and to management; hold others accountable for meeting standards

MANAGE PERFORMANCE
Observe and document individual and team performance; give feedback; write performance plans; coach and train; write and deliver performance appraisals; take corrective action; acknowledge and praise good performance; use appropriate HRMS systems

MOTIVATE STAFF
Determine what motivates each member of the team; facilitate team-building activities/conversations

DEVELOP STAFF
Help staff members write individual development plans; check progress on development plans; Revise plans as necessary; acknowledge accomplishments; coach staff on career development

MANAGE PERSONNEL ACTIONS
Stay aware of current personnel policies, contracts, and laws; manage absences according to policy; follow corrective action rules and policies

Maintain a Safe and Conducive Work Environment
ENSURE SAFE AND HEALTHY WORKING CONDITIONS
Hold staff accountable for required health and safety training; encourage ergonomic assessments; provide safety equipment; post and inform staff of emergency procedures

CREATE A CULTURE THAT ALLOWS PEOPLE TO DO THEIR BEST WORK
Encourage individuals' potential; encourage input and participation of all staff; celebrate diversity; build trust; encourage risk-taking; encourage creativity and innovation; celebrate successes; maintain open lines of communication; provide training and development opportunities for all Staff; conduct regular climate surveys
Communicate Effectively Up, Down, and Sideways

GIVE AND RECEIVE FEEDBACK
Solicit feedback from your manager, subordinates, and peers; give feedback to your manager, subordinates, and peers.

PREVENT AND MANAGE CONFLICT
Create conditions that help minimize conflict; appreciate different work styles; manage conflicts that occur.

PRESENT INFORMATION
Give status reports to management orally and in writing; share relevant information with staff orally and in writing; communicate changes in a timely manner; give staff “big-picture” view; attend required training and share information with staff as appropriate.

Make Ethical Decisions
Follow the UC Code of Conduct for Supervisors; make decisions according to relevant laws, policies, and precedent; act as a steward of University resources; report ethical breaches.

For Managers

Change Facilitation
Includes ability and willingness to learn, adaptability to new technologies, flexibility when situations change, and ability to work in an ambiguous environment. Demonstrates understanding of a dynamic organization and the process of change by continually learning and adapting; makes thoughtful changes and seeks opportunities in new situations.

Results:
• Demonstrates knowledge of the change process and how it affects self and others in a diverse environment
• Paints a realistic picture of change and helps guide others through it
• Continually seeks better ways of doing business, including using technology
• Questions assumptions and traditions while understanding their reason for existing
• Involves others in decisions about change when appropriate
• Seeks new knowledge and tools to facilitate change for self and others

Collaboration
Includes partnering, teamwork, building alliances, looking for win-win solutions, and building participative processes. Demonstrates and encourages a cooperative, participative environment where appropriate.

Results:
• Creates and facilitates cooperation among diverse groups and individuals
• Demonstrates willingness to place the collective interests of a department/team before self-interest
Communication
Includes listening, choosing an appropriate medium for a message, presenting information clearly and concisely, and giving and receiving feedback. Demonstrates the ability to receive information, as well as present appropriate information clearly and concisely to a variety of audiences.
Results:
• Actively listens and tries to understand what others have to say
• Encourages expression of ideas and opinions
• Understands the impact of communication and shapes communication accordingly
• Demonstrates understanding of campus communication channels by using appropriate ones for each message
• Understands factors affecting communication -- e.g. cultural issues, target audiences -- and shapes it accordingly
• Communicates information so that it is timely and relevant to audience
• Gives and encourages constructive feedback

Critical Thinking
Includes analyzing and evaluating information and situations, problem-solving, decision-making, and conceptualizing. Asks questions that get to the root cause of issues and situations, is willing to apply experience and listen to new approaches, synthesizes ideas and integrates information resulting in holistic versus fragmented perspective and action, and considers consequences of decisions before taking action.
Results:
• Seeks many perspectives on issues and situations
• Asks questions that go beyond the obvious
• Applies previous learning to new situations
• Looks broadly at issues rather than being constrained by function, history, and experience
• Considers both short-term and long-term implications of decisions
• Makes decisions that are based on thorough analysis of issues and uses sound judgment

Leadership
Includes demonstrating accountability, integrity, and influence, having future focus, and accepting responsibilities of being a leader. Sets direction and makes decisions, is willing to take action, understands the accountability that accompanies leadership, sees larger organization view as opposed to just own view.
Results:
• Makes decisions that are aligned with vision, mission, goals, and values of the campus
• Models integrity in decisions, communication, and treatment of people
• Communicates leadership style and values
• Places the organization’s best interest before own best interest; thinks holistically
• Has vision of the future and communicates it to others Mentors and develops others
Organizational Acumen
Includes understanding governance, environment, culture, processes, procedures, and how decisions are made. Also understands organizational values, traditions, power structures, use of resources, and roles.
Results:
• Demonstrates understanding of the relationship between academic and administrative environments.
• Consults with stakeholders and constituents before making decisions that affect them.
• Is respectful and understanding of perspectives and roles of others.
• Builds relationships and partnerships to accomplish goals.
• Is knowledgeable about and can clearly represent own area.
• Knows who the organization's leaders and decision-makers are; is familiar with campus organizational structure.
• Works with others to create win-win results.

People Management
Includes having self-awareness, listening, giving feedback and assessing performance, understanding and valuing diversity, developing and coaching staff, effectively implementing the hiring and selection process, and preventing and resolving conflict. Develops and supports people through fair and equitable policy administration, training, development, and other opportunities for learning; clarifies roles and performance expectations; provides recognition; provides opportunities for staff to contribute to decisions that affect them; and ensures a safe and healthy work environment.
Results:
• Demonstrates knowledge of policies and procedures that affect employees and applies them fairly.
• Creates development plans with employees that include training and other ways to learn.
• Clarifies and communicates performance expectations, objectives and roles.
• Gives employees ongoing behavioral feedback and annual performance appraisals.
• Supports people's efforts to develop skills, knowledge, and abilities that contribute to campus goals and the development of their UC careers.
• Recognizes people for their contributions to the success of the unit/department.
• Provides a safe and healthy work environment.
• Demonstrates an understanding of diversity and values differences. Manages and effectively resolves conflict. Defines skills, knowledge, and abilities for jobs; recruits and hires the best people. Demonstrates flexibility.

Planning
Includes assessing situations, setting and monitoring goals, delegating, managing implementations and projects, and evaluating outcomes. Aligns goals and supporting actions with the organization's stated vision, mission, values, resources, and priorities.
Results:
• Assesses needs of organization and own area.
• Establishes and measures goals of own unit or department, teams, and individuals.
• Delegates responsibility and accountability along with work.
• Stays abreast of potential issues and situations that might affect goals and plans.
• Establishes review process for evaluation of goals, processes, and systems.
• Creates and reshapes planning in order to support organizational goals.

**Resource Management**
Includes understanding and managing financial, information, technology, and space resources. Responsibly allocating and using resources, including staff, technology, equipment and facilities.

**Results:**
• Demonstrates core knowledge of responsibilities in each resource area.
• Integrates resource management into strategic planning and program development.
• Develops ways of measuring effective and efficient uses of resources.
• Understands different types of funds as well as sources and allowable uses of funds.
• Stays within limits of allocated resources.

**Service Orientation**
Includes focusing on effectively providing appropriate services to identified constituents and stakeholders. Considers others in decisions and actions by designing processes and procedures that effectively meet constituent and stakeholder needs.

**Results:**
• Knows constituents and stakeholders and their diverse needs.
• Develops systems and processes that are service oriented.
• Understands how own services fit into the big picture for constituents and the organization.
• Focuses on providing service and looking for solutions.
• Understands that service reaches beyond immediate and obvious constituencies; service affects relationships and other aspects of organizational life.