UCR Campuswide Standards and Guidelines

UCR Campuswide Performance Standards

The UCR Campuswide Performance Standards represent six areas of individual performance that are critical to UCR's success: The UCR Principles of Community, UC Ethical Values and Standards of Ethical Conduct, Diversity, Health and Safety, Service Orientation, and Management/Supervision (*for managers and supervisors*). The description for each area includes the standard for "satisfactory" performance. These standards focus on the campus principles, values, and goals and supplement the regular performance appraisal which focuses on the individual's accomplishments and level of performance.

UCR Principles of Community

The University of California Riverside is committed to equitable treatment of all students, faculty, and staff. UCR strives to create an environment in which each person has the opportunity to grow and develop, and is recognized for his or her contribution. There are three objectives:

- Ensure that we have an environment that nurtures the intellectual and personal growth of our students, faculty, and staff.

- Ensure that our campus sets an example of respect for all people.

- Ensure that our campus is a safe and welcoming environment for everyone.

    o **Understands the significance of The UCR Principles of Community**. Satisfactory performance is demonstrated when employee's behavior reflects The UCR Principles of Community.
    o **Ensures that the significance of The UCR Principles of Community is integrated into operational activities within the manager's and supervisor's area of responsibility**. (*For managers and supervisors*) Satisfactory performance is demonstrated when managers and supervisors communicate and affirm, verbally and in writing, the UCR Principles of Community to employees and others, as appropriate.

UC Ethical Values and Standards of Ethical Conduct

Members of the University of California community are committed to the highest ethical standards in furtherance of our mission of teaching, research and public service. We are committed to:

- **Integrity** – conducting ourselves with integrity in our dealings with and on behalf of the University.

- **Excellence** – conscientiously striving for excellence in our work.

- **Accountability** – being accountable for our ethical conduct and for compliance with applicable laws and University policies and directives.

- **Respect** – respecting the rights and dignity of others.

    o **Understands the significance of the UC Statement of Ethical Values and Standards of Ethical Conduct**. Satisfactory performance is demonstrated when employee's behavior reflects the University's ethical values and standards of ethical conduct.

    o **Ensures that policies, procedures and standards provide guidance for the application of ethical values.** (*For managers and supervisors*) Satisfactory performance is demonstrated when policies, practices, services and behaviors are reviewed, assessed, applied, and monitored to ensure they support the ethical values and standards of ethical conduct of the University.

Diversity

A general term indicating that many people with many differences are present, welcome and productive in an organization. Diversity refers to culture, race, ethnicity, language, national origin, religion, gender, age, disability, sexual orientation, as well as educational background, socio-economic class, geographic location, work experience, classification and marital status.

- **Understands the importance of diversity**. Satisfactory performance is demonstrated when employees exhibit behaviors that encourage acceptance in a culturally diverse environment. Specific satisfactory behaviors include but are not limited to:
  - Being actively involved in diversity activities and initiatives.
  - Soliciting ideas and learning from others who have experiences and opinions that are different from their own.
  - Refraining from perpetuating stereotypical or derogatory comments about individuals or groups.
  - Using speech that is inclusive and affirming for all groups.

- **Ensures that policies, practices, services, and behaviors support and accept diversity**. (*For managers and supervisors*) Satisfactory performance is demonstrated when the manager reviews, assesses, applies and monitors policies, practices, services, and behaviors to ensure that they support diversity. Specific satisfactory behaviors include, but are not limited to:
  - Applying management policies and practices fairly and consistently.
  - Utilizing Affirmative Action and EEO statistics to address deficiencies in the unit.
  - Complying with Affirmative Action and Equal Opportunity laws and policies.
  - Proactively addressing bias, prejudice or discrimination when it occurs in the unit and in the workplace.
  - Responding to diversity related conflict or concerns in the unit and in the workplace.
  - Providing timely feedback when someone does something that is discriminatory or demeaning.
  - Championing equal employment and inclusion.
  - Coaching others to work productively and respectfully across differences.

Health and Safety

As with any progressive organization, UCR's primary strength is its people, the many individuals that comprise the faculty, staff and student populations. To ensure that these individuals have a chance to contribute to the University's mission, each must be afforded a safe, healthy and environmentally sound workplace.

- **Ensures that policies, practices, services and behaviors support accepted safety, health and environmental standards**. Satisfactory performance is demonstrated when employees observe safety and environmental compliance standards by practicing safe behaviors and by reporting hazardous conditions.

- **Managers and supervisors ensure that all employees participate in safety, health, and environmental protection, and receive appropriate training**. (*For managers and supervisors*) Satisfactory performance is demonstrated when employees participate in appropriate activities

(e.g., workshops, presentations, dialogue with supervisor) designed to foster awareness and assist employees to work safely without degrading the environment.

Service Orientation

UCR is a large, complex organization with many internal and external customers. UCR has an organizational philosophy to provide the best possible products and services.

- **Maximizes Customer Satisfaction**. Satisfactory performance is demonstrated when employees respond to customers' requests or provide alternatives and referrals in a professional and timely manner.

- **Acknowledges Customer Service Contributions**: (*For managers and supervisors only*) Satisfactory performance is demonstrated when managers and supervisors have an established process to support, recognize, and acknowledge employees for their customer service. In addition, satisfactory performance is demonstrated when employees follow established customer service practices and show personal commitment to customer satisfaction.

Management/Supervision (*Managers and Supervisors only*)

UCR managers and supervisors play a crucial leadership role in ensuring the effectiveness and productivity of their units. Their job is to inspire and support employees to achieve the mission and goals of their organization and the university. They demonstrate effective supervision by performance consistent with campus-wide standards for the UCR Principles of Community, the UC standards of ethical conduct, diversity, health and safety, and customer service, and for the following:

- **Leadership:** Creating a climate of trust and mutual respect; increasing the potential for employees to be productive and to feel welcome, valued, and motivated. Satisfactory performance is demonstrated when supervisors or managers model the conduct they expect from those they lead and:

  - **Communication:** Provide clear, concise, and timely verbal and written communication. Encourage and practice two-way communication. Keep employees updated on information they need to perform effectively.

  - **Recognition:** Provide recognition to employees for extra effort and significant achievements in an effort to encourage excellence in University service.

  - **Performance Management:** Manage employee performance in alignment with the mission and goals of the department or unit and consistent with relevant policies and collective bargaining agreements.

  - **Organizational Accountability:** Create structures to ensure oversight and accountability without conflict of interest, delegate appropriate tasks, and review delegations regularly for compliance.

  - **Resource Management and Planning**: Manage available resources efficiently to provide the best services possible while enabling employees to achieve their work goals. Analyze and project needs effectively and assign work equitably according to the priorities of the unit or department.