UCR Campuswide Standards & Guidelines

February 2021

UC RIVERSIDE
Human Resources

UCR Campuswide Performance Standards

The University of California Riverside (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 only*). The description for each area includes the standard for "satisfactory" performance. These standards focus on campus principles, values and goals. They supplement the employee's performance appraisal, which focuses on the individual's accomplishments and level of performance.

UCR Principles of Community

UCR 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 UCR has 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 the 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 only* – satisfactory performance is demonstrated when the manager or supervisor communicates and affirms, orally and/or 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 the 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 only* – 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 recognizing that people differ from one another in many dimensions and respects. Diversity includes, but is not limited to, differences in culture, race, ethnicity, language, national origin, religion, gender, age, disability, sexual orientation, gender presentation, etc.; as well as in educational background, socio-economic class, geographic location, work experience and marital status. All are present and welcome at UCR.

- **Understands the importance of diversity**. Satisfactory performance is demonstrated when the employee exhibits behaviors that encourage acceptance of 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 only* – satisfactory performance is demonstrated when the supervisor or 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 Equal Employment Opportunity (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 potentially discriminatory or demeaning speech or actions occur.
    - 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 who 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 the employee observes 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*

only – satisfactory performance is demonstrated when their employees participate in appropriate activities (e.g., workshops, presentations, discussions with supervisor and others) designed to foster awareness and to assist employees in working safely without degrading the environment.

Service Orientation

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

- **Maximizes customer satisfaction**. Satisfactory performance is demonstrated when the employee responds to customers' requests and/or provides 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 the University and their organizational unit as demonstrated by 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**: provides clear, concise and timely verbal and written communication. Encourages and practices two-way communication. Keeps employees updated on information they need to perform effectively.

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

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

  - **Organizational accountability**: creates structures to ensure oversight and accountability without conflict of interest, delegates appropriate tasks, and regularly reviews delegated tasks for compliance and progress.

  - **Resource management and planning**: manages available resources efficiently to provide the best services possible while enabling employees to achieve their work goals. Analyzes and projects needs effectively and assigns work equitably according to the priorities of the unit or department.