

**PEOPLE MANAGEMENT (Supervisors and Managers only)**

Leads and engages people to maximize organizational and individual performance through alignment with the University mission and attainment of strategic and operational goals.

1. Inspires and motivates employees to perform at their best.
2. Communicates ‘big picture’ vision and team’s integral role in realizing that vision.
3. Hires and develops staff to maximize productivity, innovation, and teamwork.
4. Follows UC Merced Performance Management principles and practices.
5. Recognizes and rewards accomplishments.
6. Delegates and assigns work based on skills, performance objectives, and development opportunities.
7. Demonstrates managerial courage by addressing conflicts promptly using focused listening and behavioral feedback.

	<b>UNACCEPTABLE</b>	<b>PARTIALLY MEETS/NEEDS IMPROVEMENT</b>	<b>MEETS EXPECTATIONS</b>	<b>FAR EXCEEDS EXPECTATIONS</b>
1	<ul style="list-style-type: none"> <li>▪ Rarely engages with staff to observe and discuss performance and development goals.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inconsistent in supporting staff to achieve defined goals.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Encourages and supports employees to achieve performance and development goals.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Encourages and engages staff to make optimal use of skills and knowledge.</li> </ul>
2	<ul style="list-style-type: none"> <li>▪ Does not understand or support continuous improvement; resistant to change.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Needs to develop better understanding of high performance culture; has difficulty communicating long-term goals.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Understands and communicates University goals and initiatives; aligns employee performance with campus initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Creates a shared vision of organizational and operational excellence; connects department goals and individual contributions to vision.</li> </ul>
3	<ul style="list-style-type: none"> <li>▪ Does not coach for improved performance; believes employees should know what to do.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coaches intermittently; usually to correct mistakes or give negative feedback.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coaches for improved performance; encourages ‘outside the box’ thinking.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hires, coaches and develops staff to ensure optimal productivity; fosters a creative, innovative, supportive workplace.</li> </ul>
4	<ul style="list-style-type: none"> <li>▪ Manages performance haphazardly; employee performance goals are unclear or unrealistic; appraisals are uneven and subjective.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Does not always follow campus performance management policies and practices.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establishes clear performance goals and expectations; manages performance to achieve goals.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Effectively and efficiently administers UC Merced performance management system; effectively explains underlying purpose and goals of policies and practices.</li> </ul>
5	<ul style="list-style-type: none"> <li>▪ Focuses more on failure to achieve desired results; does not assume accountability for poor outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Infrequently recognizes and rewards success; doesn’t interact with staff frequently enough to identify and recognize achievements.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fairly and consistently recognizes and rewards specific individual and team accomplishments.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consistently and effectively acknowledges the employee initiative to improve skills and enhance contributions; thanks staff and team for ‘above and beyond’ accomplishments.</li> </ul>
6	<ul style="list-style-type: none"> <li>▪ Assigns work inappropriately; does not keep development and performance goals in mind; has unrealistic expectations and perception of staff skills and knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Doesn’t effectively match work assignments to staff talent and proficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Thoughtfully delegates work to develop staff and achieve goals.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Effectively links work assignments to achieve individual and department performance goals.</li> </ul>

## Core Competencies and Behavioral Indicators



7	<ul style="list-style-type: none"><li>▪ Does not demonstrate managerial courage. Avoids dealing with conflict entirely.</li></ul>	<ul style="list-style-type: none"><li>▪ Often does not address conflict promptly and waits until the matter escalates. Misses opportunities to provide feedback and listen to employees in difficult situations.</li></ul>	<ul style="list-style-type: none"><li>▪ Manages conflicts promptly providing appropriate feedback and suggestions for resolution.</li></ul>	<ul style="list-style-type: none"><li>▪ Consistently manages conflicts promptly and provides constructive feedback to employees. Models managerial courage and is often sought by other managers for advice.</li></ul>
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