Welcome to the UCSD Standards for Effective Supervision orientation program. I am Tom Leet, Assistant Vice Chancellor – Human Resources at UCSD.
In 2002, former UCSD chancellor and former UC president Robert C. Dynes issued a report to the campus based on the work of the Staff Retention and Support Steering Committee. Among the requests expressed by staff was that we ensure that managers and supervisors clearly understand their roles leading and directing the work of staff, and that we create additional structures to support effective supervision.
In response to that request, a cross-functional team of representatives from all vice chancellor areas, of which I was the chair, met to develop standards for effective supervision.

The team spent almost two years developing the standards, consulting with groups in each vice chancellor area, making revisions, and conducting a second round of consultations with vice chancellors and others.
The standards that were created will become a part of the forms for all four official performance appraisal models, as well as the various customized models.

They will join the four sets of campus-wide standards already in place; these being the standards for:

- Principles of Community
- Diversity
- Health and Safety, and
- Customer Service

Integrating standards for supervision into the performance appraisal process ensures that supervisors will know what is expected of them, and that they will receive annual feedback about where they have been successful, as well as where they can continue to develop.
Having standards for effective supervision demonstrates a best practice for leadership in the UC system.

We believe that these will make a difference in the performance of staff managers and supervisors across the campus.

Leaders will have a clearer understanding of the results for which they are accountable, and the areas where they may need to receive training and other professional development.
The Standards for Effective Supervision will apply to all UCSD staff who are managers or designated supervisors.

The standards are written in broad terms so they will be relevant across the campus.

Managers should discuss them with the supervisors who work for them, so that they will have a common understanding of what the standards mean in the context of their particular unit or department.
The Standards for Effective Supervision address the key result areas for which supervisors are responsible.

These are:

- Leadership,
- Performance Management,
- Organizational Accountability, and
The introduction to the standards establishes the general principles behind the standards and emphasizes the importance of the leader’s role.

That role is to
- ensure effectiveness and productivity,
- inspire and support employees, and
- achieve the mission and goals of the university.
Managers and supervisors set the tone for their organizations. Their leadership influences the workplace climate in obvious and distinctive ways, and if leaders trust and respect their employees, that trust and respect will be evident throughout the organization in employee satisfaction and in the effectiveness and results of the unit or department.

On the other hand, the opposite can result -- if the leader is disengaged -- or if he or she does not respect or trust his or her employees.
While leadership is about the qualitative aspects of supervision, performance management is about the technical functions of the job.

Effective performance management begins with knowing what the mission and goals of the organization are, and then ensuring that the mission and the goals drive the priorities of the unit or department.

Supervisors should also be aware of the personnel policies or collective bargaining agreements that apply to their employees, and if they aren’t sure how to interpret them, they should contact

- their business officer,
- their department's human resource management contact, or
- the UCSD Human Resources Department's Employee Relations division for assistance.
Performance management is about making sure that employees know what their job is, by having clear and current job descriptions.

Employees are entitled to know what you expect, in other words, how well their job should be performed.

They should receive feedback throughout the year to minimize the possibility of surprises when the annual performance appraisal is presented.

Employees should receive reasonable support for professional development, so that they can succeed and contribute to the university.

And they should be encouraged to be innovative in responsible ways, because the creative ingenuity of our staff helps to sustain UCSD’s standing as a world class institution.

And finally, they should address employee performance in consultation with the appropriate offices, and in a manner consistent with the relevant policies and collective bargaining agreements.

Many performance issues can be avoided by being a proactive performance manager. It’s worth the investment of your time.
The third category of standards is Organizational Accountability. The UCSD Administrative Responsibilities Handbook, which is available in Blink, includes a statement of the UCSD Principles of Accountability. That statement forms the basis for these standards. As a supervisor, you are accountable for delegating work to others in a way that minimizes risk to the organization and supports employee success.
While you can’t delegate your authority, you can delegate responsibility for tasks.

To satisfy the requirements of this standard, be sure that the person receiving the assignment is qualified.

To be qualified, they must have the necessary competence and experience to do the job well.

When you delegate, provide an appropriate and reasonable degree of oversight and be aware of the potential for conflicts of interest.
Organizational Accountability

- Review delegations regularly to ensure that records are accurate, complete, current, and secure

Remember that you and your department are accountable for the work you delegate, so periodically check to be sure that the person doing the job is keeping accurate, complete, and up-to-date records related to the job, and that these records are secure from unauthorized intrusion.
The fourth set of standards relates to managing staff resources and planning for staffing, space, and other needs that affect employee performance.

The key concept to remember is that managing resources efficiently is important, and at the same time it is essential to support quality results. These should be compatible and not mutually exclusive goals. Effective and efficient resource management supports employee success.

Supervisory resource management and planning involves aligning management actions with the priorities of the unit or department.

That alignment will enable you to focus staff energies to achieve the goals and mission of the organization.

When much is demanded and resources are limited, it is even more important to keep your eye on the goals and operate with priorities in mind.
These standards describe the requirements for solid performance by university managers and supervisors.

The Standards for Effective Supervision are in place now, and, to allow supervisors and managers to have enough time to comply with the standards, the standards will apply to the 2006 performance appraisal cycle.
Rather than having one rating for the whole set of standards for supervisors, those who supervise supervisors will be asked to rate the employee’s performance for each of the four categories of the standards.

Namely:

- leadership,
- performance management,
- organizational accountability, and
- resource management and planning.

This will give supervisors a clear sense of where they are succeeding and where they can improve.
The ratings for each category will then be factored into the overall rating for the performance appraisal.

Updated performance appraisal forms for models one through four are available in Blink.

These updates should also be made to the customized models.
For additional information about applying these standards, search in Blink for the keywords “standards for supervision,“

As a manager or supervisor, you are never alone in your role.

There are many offices available to help you, and the Main Menu for Supervision in Blink is also an excellent source of information about resources and tools to assist you.

For assistance interpreting these standards, call Employee Relations at extension x44115.

And to help you to be ready to fulfill your responsibilities as a supervisor in a way that satisfies these standards, look in Enrollment Central, where Staff Education and Development offers dozens of courses related to your role as a supervisor.
I would like to extend my appreciation to the team that developed the standards, and to everyone who participated in the consultation process to refine and improve them.

Over time, I believe we will all find that having a common set of standards for staff managers and supervisors across the organization will contribute to a more consistent professional experience for employees and even greater success for the university.