UCSD CAMPUS-WIDE STANDARDS

THE UCSD PRINCIPLES OF COMMUNITY

"...[fostering] the best possible working and learning environment, UCSD strives to maintain a climate of fairness, cooperation, and professionalism. UCSD faculty, staff, and students are expected to support, integrate and practice these basic principles as individuals and in groups..." (stated in part) Solid performance will be demonstrated when the following behaviors or results are observed.

- Each employee’s behavior reflects that he or she understands the significance of The UCSD Principles of Community.
- Managers and supervisors ensure that the significance of The UCSD Principles of Community is integrated into operational activities within their area of responsibility by communicating and affirming them, orally and in writing, to employees and others, as appropriate.

DIVERSITY

Ensuring that many people with a variety of differences (culture, race, ethnicity, language, national origin, religion, gender, age, disability, and sexual orientation) are present, welcome, and productive in our organization. Solid performance will be demonstrated when the following behaviors or results are observed.

1. Managers and supervisors ensure that policies, practices, services, and behaviors support and accept diversity. They review, assess, modify, apply and monitor policies, practices, services, and behaviors to ensure that they benefit diversity.
   - Managers and supervisors ensure that all employees participate in training that supports diversity. During the performance review cycle, all employees participate in an activity (e.g., training course, workshop, presentation, dialogue with supervisor, cross cultural program) designed to foster awareness and assist employee performance in a culturally diverse environment.

2. Each employee helps to ensure a diverse work force when their participation, as appropriate, in the development of employees, outreach and recruitment, selection of staff (colleagues, supervisors, or managers), and/or the formation of work project teams, supports diversity.

HEALTH AND SAFETY

Health and Safety: Ensuring a safe, healthy, and environmentally sound workplace that is essential to the success of UCSD and its employees. Solid performance will be demonstrated when the following behaviors or results are observed.

1. Each employee ensures that policies, practices, services, and behaviors support accepted safety, health, and environmental standards. They observe safety and environmental compliance standards by practicing safe behaviors and reporting hazardous conditions.
2. Managers and supervisors ensure that all employees participate in safety, health, and environmental protection, and receive appropriate training. All of their employees participate in appropriate activities (e.g., training course, workshop, presentation, dialogue with supervisor) designed to foster awareness, and they assist employees to work safely without degrading the environment.

CUSTOMER SERVICE

Demonstrating UCSD’s organizational philosophy to provide the best possible products and services to its highly varied internal and external customers. Solid performance will be demonstrated when the following behaviors or results are observed.

- Identifies Customer: Employees identify their customers - those whom they directly or indirectly serve.
- Ensures Customer Satisfaction: Employees respond to their customers' requests or provide alternatives and referrals in a timely manner. They foster positive partnerships with our customers that recognize customer priorities and expectations. Employees’ performance is consistent with the highest possible levels of service.
- Demonstrates the Valuing of Employees:
  - Managers and supervisors demonstrate that they understand that employee morale and job satisfaction are essential to outstanding customer service. They value, recognize, and acknowledge employees, and encourage the alignment of employee values and job performance to support customer satisfaction. They establish processes to support, recognize, and acknowledge employees for their customer services.
  - Each employee follows established customer service practices and shows personal commitment to customer satisfaction.
SUPERVISION:  
{For managers and supervisors only} UCSD managers and supervisors play a crucial leadership role 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. Supervisors demonstrate effective supervision by performance consistent with campus-wide standards for the **UCSD Principles of Community**, 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. Solid performance will be demonstrated when supervisors or managers:

- Align their practices with the mission and values of their organizations, and discuss them with their employees at least annually
- Exhibit ethical leadership and model the conduct they expect from those they lead
- Perform their duties with honesty, accountability, fairness, and professionalism
- Undertake efforts to create a workplace climate consistent with the **UCSD Principles of Community**
- Exhibit caring, responsiveness, flexibility, and effective communication skills

______ **Performance Management:** Managing employee performance in alignment with the mission and goals of the department or unit and consistent with relevant policies and collective bargaining agreements. Solid performance will be demonstrated when supervisors or managers:

- Include employees in these processes
- Develop and communicate the goals of the unit or department and strategies for achieving them
- Clarify the roles of their employees in current job descriptions
- Develop and clearly explain performance expectations
- Provide timely and objective feedback about performance
- Conduct constructive annual performance appraisals
- Discuss learning and development options with their staff at least annually
- Provide reasonable support for professional development in accord with university policy, collective bargaining agreements, and the **UCSD Values for Learning and Professional Development**
- Encourage employee growth by supporting responsible initiative and innovation as appropriate learning experiences
- Address employee performance in consultation with the appropriate UCSD authorities, consistent with university policies and collective bargaining agreements

______ **Organizational Accountability:** Delegating authority consistent with the **UCSD Principles of Accountability**. Solid performance will be demonstrated when supervisors or managers:

- Delegate tasks to qualified employees and create structures to ensure oversight and accountability without conflict of interest
- Review delegations regularly to confirm that records kept are accurate, complete, current, and secure

______ **Resource Management and Planning:** Managing available resources efficiently to provide the best services possible while enabling employees to achieve their work goals. Solid performance will be demonstrated when supervisors or managers:

- Analyze and project needs effectively
- Allocate and manage resources efficiently
- Assign work equitably according to the priorities of the unit or department