



# Senior Management Group Performance Management Review Process

Approved July 17, 2008

Amended September 16, 2010

**Responsible Officer:** Vice President–Human Resources

**Responsible Office:** Executive Compensation and Performance Management

**Effective Date:** July 1, 2008

**Next Review Date:** The Responsible Officer will review the policy annually for update purposes, and will conduct a full review at least every three years.

**Who Is Covered:** All employees whose position is designated to be in the Senior Management Group inclusive of Officers of the University per [Regents Standing Order 100.1.a](#).

*Deans are excluded from the Five-Year Senior Leadership Development Assessment portion of this policy at this time since they are subject to the regular academic review process. Subject to review and approval by The Regents, Principal Officers of The Regents may be included in this policy at a future date with a similar review process being developed after consultation with The Regents.*

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## **I. POLICY SUMMARY**

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This policy provides the direction and authority for a performance review process that establishes goals and expectations, and reviews the accomplishments of the Senior Management Group members of the University.

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## **II. POLICY DEFINITIONS**

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**Executive Officer:** The University President, Chancellor, or Laboratory Director.

**Exceptions:** Actions that exceed what is allowable under current policy or that are not expressly provided for under policy. Any such actions must be treated as exceptions.

**Senior Management Group:** Individuals whose career appointment is in the Senior Management Group personnel program. Employees with a dual academic appointment at 0 percent shall be considered to possess a career appointment in the Senior Management Group.

**Top Business Officer:** Executive Vice President–Business Operations for the Office of the President, Vice Chancellor for Administration, or the position responsible for the location's financial reporting and payroll as designated by the Executive Officer.

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## **III. POLICY TEXT**

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### ***A. Five-Year Senior Leadership Development Assessment***

A Leadership Development Assessment will be conducted once every five years. The purpose of this assessment is to provide the Senior Management Group (SMG) member with feedback from a broader perspective than is usual with an annual performance evaluation. This is a managerial coaching and development exercise, rather than an evaluation of achievement toward specific goals. Individuals who have direct and specific knowledge of a SMG member's performance and contribution will be consulted to collect their input and feedback relevant to the SMG member's performance. Those consulted should include individuals, as appropriate, from among the following constituents: the Academic Senate, academic unit heads, staff (including subordinates), deans, other administrators within the University, and other pertinent external groups.

The process for conducting the leadership development assessment, the format and any related materials may be developed by each location. The official document of record will reside with each location; however, a copy of the document will be provided to the Office of the President. The Chancellor will determine the appropriate contributors to the assessment. The Leadership Development Assessment will be initiated by the direct supervisors at each location. As processes are developed, proper consultation with the Academic Senate will occur, where appropriate. For those positions reporting to

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the President, the Office of the President will be responsible for establishing a process consistent with this policy.

### ***B. Annual Performance Evaluation***

Performance evaluations will be conducted annually by the direct supervisor for each SMG member on the [University of California Performance Management for Senior Administrators](#) evaluation form. For campus positions, the Chancellor shall determine the key components in the performance evaluation process, which may include self-appraisals; internal and external sources of information, including client feedback; and input from key stakeholders. The official document of record will reside with each location; however, a copy of the document will be provided to the Office of the President and the overall rating will be recorded in the Senior Leadership Information System (SLIS).

Goals and objectives will be established for each employee holding a position which has been designated as a participant at the commencement of or during the performance period. Goals and objectives are to clarify and delineate accountability, create opportunity for the individual to add value to the work of the unit and/or campuses, be aligned with higher level objectives and strategies established by University leadership, and encourage growth and development of the individual. Performance will be measured relative to the attainment of the stated goals and objectives, and significant accomplishments related to the strategic goals and objectives of the University.

### ***C. Annual Performance Review Standards and Competencies***

These standards and competencies will be incorporated into the annual performance management and review process:

- **Accountability and Governance:** Demonstrates execution of goals and objectives which provide opportunities for growth of the SMG member and supports the overall success of the strategic objectives of the organization, both locally and systemwide. These goals and objectives will include compliance with applicable regulatory and university requirements. Adheres to University principles of transparency and openness in working with all constituents.
- **Collaboration and Communication:** Demonstrates a proactive approach to establishing effective relationships with key internal (local and systemwide) and external constituencies; understands the diverse needs and agendas of various stakeholder groups; creates and fosters an environment that ensures collegiality and information sharing, while recognizing the need for timely decision making. Effectively communicates with leadership, faculty, and staff.
- **People Leadership:** Provides an environment of growth and career development, recognizing and utilizing skills of others through clear, specific, and timely performance feedback; recruits, develops, and retains talented managers and employees; provides effective coaching, delegates effectively, and rewards superior performance.

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- **Inspiring Innovation and Leading Change:** Inspire and develop opportunities for new and innovative approaches in the disciplines covered, better ways of teaching students, and greater contributions to research and dissemination of the knowledge developed at the University. Drives change initiatives by defining measurable outcomes, energizing others at all levels and ensuring continuing commitment when faced with new initiatives; confronts and works through resistance with various stakeholders.
- **Resource Management and Financial Budget:** Develops strategic goals and objectives to achieve accountability and efficient stewardship of University resources (operational, financial, and human) in a manner consistent with systemwide objectives and initiatives. Adheres to established budget and resource allocations, ensuring optimal and efficient use of all resources.
- **Diversity:** Demonstrates an active and engaged commitment to diversity. Works to establish a climate in the University that welcomes, celebrates and promotes respect for diversity of race, color, national origin, religion, sex, gender identity, pregnancy, physical or mental disability, medical condition (cancer-related or genetic characteristics), ancestry, marital status, age, sexual orientation, citizenship, or status as a covered veteran. Ensures equal opportunity in search and recruitment processes by ensuring diverse representation on search committees, supplemental outreach efforts, etc. Promotes equity in advancements by describing the review process for new staff and administrators, encouraging participation in career advising or mentoring programs, etc.
- **Client Service:** Understands that the University is a large, complex organization with many internal and external clients. Carries out the University's organizational philosophy to provide the best possible services in support of its mission of teaching, research, and public service.
- **Health and Safety:** Understands that safety and environmental issues are essential elements of ensuring the continued success of UC and its employees. Maintains a safe, healthy, and environmentally sound workplace.
- **Principles of Community:** Fosters a positive working and learning environment by maintaining a climate of collaboration, fairness, cooperation, and professionalism. Practices and integrates these basic principles in all interactions.

### ***D. Standardized Overall Performance Rating***

To provide a standard University-wide format and rating system for Senior Management Group members, the following scale will be incorporated into the review:

Overall Performance Rating:

- **Exceptional Performance** is significant overachievement of expectations.
- **Above Expectations Performance** is often beyond expectations.
- **Satisfactory Performance** consistently fulfills expectations.

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- **Improvement Needed Performance** is inconsistent performance, with expectations only partially achieved. Deficiencies should be addressed in the performance appraisal.
- **Unsatisfactory Performance** is the failure to achieve the majority of expectations. Deficiencies should be addressed in the performance appraisal.

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## IV. Approval Authority

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### ***A. Implementation of the Policy***

The Vice President–Human Resources is the Responsible Officer for this policy and has the authority to implement the policy. The Responsible Officer may apply appropriate interpretations to clarify policy provided that the interpretations do not result in substantive changes to the underlying policy. The Office of the President Human Resources will work with the Responsible Officer to implement this policy.

### ***B. Revisions to the Policy***

The Regents is the Policy Approver for this policy and has the authority to approve any policy revisions upon recommendation by the President.

The Vice President–Human Resources has the authority to initiate revisions to the policy, consistent with approval authorities and applicable *Bylaws* and *Standing Orders* of the Regents.

The Executive Vice President–Business Operations has the authority to ensure that policies are regularly reviewed and updated, and are consistent with the [Principles for Review of Executive Compensation \(Regents Policy 7201\)](#) and other governance policies.

### ***C. Approval of Actions***

All actions that exceed this policy or that are not expressly provided for under any policy must be approved by the Regents.

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## V. COMPLIANCE

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### ***A. Compliance with the Policy***

The following roles are designated at each location to implement compliance monitoring responsibility for this policy:

The Top Business Officer and/or the Executive Officer at each location will designate the local management office to be responsible for the ongoing reporting of policy compliance, including collecting all relevant compensation package activity, and

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creating specified regular compliance reports (such as a monthly compensation compliance report) for review by the location's Top Business Officer.

The Top Business Officer establishes procedures to collect and report information, reviews the specified regular compliance reports (such as a monthly compensation compliance report) for accuracy and completeness, reviews policy exceptions and/or anomalies to ensure appropriate approval has been obtained, and submits a copy of the compliance report to the Executive Officer for signature.

The Executive Officer is accountable for monitoring and enforcing compliance mechanisms, ensuring monitoring procedures are in place, approving the specified regular compliance reports (such as a monthly compensation compliance report), and sending notice of final approval for the reports to the Senior Management Compensation Office, Top Business Officer, and Local Resources.

The Vice President–Human Resources is accountable for reviewing the administration of this policy. The Senior Vice President–Chief Compliance and Audit Officer will periodically monitor compliance to these policies, and results will be reported to senior management and the Regents.

### ***B. Noncompliance with the Policy***

Noncompliance with the policy is handled in accordance with the Regents' [Guidelines for Corrective Actions Related to Compensation Practices](#) and [Guidelines for Resolution of Compensation and Personnel Issues Resulting from the Findings of Audits and Management Reviews](#).

Noncompliance is reported in the monthly compliance report from each location as approved by the Executive Officer and reviewed by the Senior Vice President–Chief Compliance and Audit Officer and the Regents at least three times per fiscal year.

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## **REVISION HISTORY**

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This is a new policy and there is no revision history.

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## **IMPLEMENTATION PROCEDURES**

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The Responsible Officer may develop procedures or other supplementary information to support the implementation of this policy. Such supporting documentation does not require approval by the Regents.

## **RELATED DOCUMENTS**

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- [Regents Standing Order 100.1.a.](#) (referenced in the **Who is Covered** section of this policy)
- [University of California Performance Management for Senior Administrators](#) (referenced in Section III.B. of this policy)
- [Principles for Review of Executive Compensation \(Regents Policy 7201\)](#) (referenced in Section IV.B. of this policy)
- [Guidelines for Corrective Actions Related to Compensation Practices](#) (referenced in Section V.B. of this policy)
- [Guidelines for Resolution of Compensation and Personnel Issues Resulting from the Findings of Audits and Management Reviews](#) (referenced in Section V.B. of this policy)