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## Personnel Policies for Staff Members

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## Employment

### 23. Performance Management

December 1, 2005

#### A. GENERAL

Performance Management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. The communication process includes setting objectives, identifying goals, providing feedback, and evaluating results.

#### B. PERFORMANCE APPRAISAL

The performance of each employee shall be appraised at least annually in writing by the employee's immediate supervisor, or more frequently in accordance with local procedures.

The written performance appraisal is an opportunity for the supervisor and employee to review whether previously discussed performance expectations and goals have been met, to discuss professional development opportunities, and to identify options for acquisition of additional skills and knowledge to foster performance improvement and career growth. Additionally, the appraisal provides appropriate documentation to support any recommended merit increases and/or other performance-based awards.

In addition, academic Deans and Provosts receive a performance review as specified in Academic Personnel Policy 240, Deans and Provosts. The President conducts a special performance review between the fourth and fifth anniversaries of appointment of a new Chancellor and at approximately five year intervals thereafter.

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### 23. Performance Management – Universitywide Procedures

December 1, 2005

Local procedures shall be implemented in accordance with the following Universitywide

## Procedures

### **A. GENERAL**

Performance Management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization.

The communication process includes setting objectives, identifying goals, providing feedback, and evaluating results.

Supervisors are strongly encouraged to oversee employee performance and provide feedback throughout the year. In addition to monitoring the results of work activities and evaluating performance, supervisors are encouraged to solicit feedback and input from the employee. Ongoing communication allows the supervisor and employee to address issues in a timely fashion.

### **B. PERFORMANCE APPRAISAL**

A regular status employee's performance is appraised in writing at least annually, although such employee's performance may be appraised more frequently in accordance with local procedures.

A probationary employee is evaluated in writing at least once during the probationary period, in accordance with PPSM 22.A.

The written performance appraisal is an opportunity for the supervisor and employee to review whether previously discussed performance expectations and goals have been met, to discuss professional development opportunities, and to identify options for acquisition of additional skills and knowledge to foster career growth.

Supervisors are strongly encouraged to initiate discussion with the employee in preparation for the written performance appraisal.

The written performance appraisal, documenting individual employee performance, addresses the following at a minimum:

- ⌘ Communicates whether the supervisor's expectation for job performance and goals has been met
- ⌘ Provides feedback on any areas of concern and outlines any needed improvement in job performance

Supervisors are encouraged to also address the following in the written performance appraisal:

- ⌘ Identify opportunities for professional development and options for acquiring additional knowledge and skills to support career growth
- ⌘ Determine if previously identified performance

- goals have been met
- Outline future steps necessary to meet professional development and job-related goals

Local procedures may require that the performance appraisal include measurement of additional performance milestones, and indicate the specific steps an employee and/or the supervisor are to follow throughout the performance appraisal process.

Once the written evaluation has been completed and the employee has been given the opportunity to provide feedback, the employee is asked to sign the completed appraisal form. The employee is informed that his or her signature acknowledges discussion of the contents of the completed appraisal form, not necessarily agreement with it. The employee may add his or her own comments to accompany the performance appraisal form.

A copy of the completed performance appraisal form is placed in the employee's personnel file.

In addition, academic Deans and Provosts receive a performance review as specified in Academic Personnel Policy 240, Deans and Provosts. The President conducts a special performance review between the fourth and fifth anniversaries of appointment of a new Chancellor, and at approximately five year intervals thereafter.

Applicability: All Staff Members

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