

Procedure 23: Performance Management

Responsible Office: Human Resources

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A. Purpose and Scope

UC Irvine Human Resources Procedure 23 implements [PPSM-23: Performance Management](#). 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. Such activities are intended to foster a high-performance workplace, contribute to achievement of department and unit goals and objectives, and provide for professional development of UCI staff employees.

This procedure applies to Managers & Senior Professionals (MSP) and Professional & Support Staff (PSS). Employees who are in a bargaining unit that has an exclusive representative (union) are covered by the applicable provisions of the collective bargaining agreement.

B. Authority and Responsibility

The Senior Vice President, UCI Health, and Vice Chancellor, Human Resources, UC Irvine has the authority and responsibility for establishing the performance evaluation process and shall develop implementation procedures for the University.

C. Procedures

1. Align is the UCI performance management program for non-represented staff. Supervisors and employees use Align to track key deliverables, promote behaviors key to school and unit success, offer guidance and coaching for moving forward, and review overall job performance.
2. Employees receive two check-in meetings per year.
 - a. For Campus and College of Health Sciences: Check-in meetings occur either in February and July, or March and August, based on the school/unit's decision.
 - b. For Health: Check-in meetings occur in March and September.
3. Employees receive ratings and comments for key deliverables and key behaviors from their supervisors.
 - a. Key deliverables are:

- Outcomes that are expected based upon school/unit strategies and plans;
 - Jointly established by leaders and employees; and
 - Not intended to include performance management plans, career development goals, engagement goals, or task lists.
- b. Key behaviors define how staff act while accomplishing their key deliverables.
- For Campus: Schools/units select three (3) key behaviors to assess from the [10 UC Core Competencies](#).
 - For Health: Key behaviors are the [ARIISE values](#) – Accountability, Respect, Integrity, Innovation, Service, and Excellence.
 - For College of Health Sciences: For School of Medicine, the key behaviors are the [ARIISE values](#) – Accountability, Respect, Integrity, Innovation, Service, and Excellence. The other schools in College of Health Sciences select three (3) key behaviors to assess from the [10 UC Core Competencies](#).
- c. All people leaders are rated on three (3) additional behaviors: establishing alignment and direction, employee engagement, and delivering results.
4. Employees receive comments regarding Future Focus Areas, which are areas of improvement, skill development, and opportunities for the next level of performance.
 5. Overall ratings are automatically calculated and allow for employee comment and sign off.
 6. The employee's immediate supervisor is responsible for scheduling and conducting the check-in. Employee/Manager assignments are maintained in Align.
 7. If a merit fund is available and the University conducts a performance-based merit increase program, information contained in the check-ins are used for determining merit levels and merit awards.

D. Probationary Employees (See also [Procedure 22](#))

1. A probationary employee is evaluated in writing at least once during their probationary period, in accordance with [PPSM-22](#).
2. The supervisor meets with the probationary employee within 30 days of the date of hire to explain the performance management system.
3. The supervisor meets with the new hire at the regularly scheduled Align check-in period.
4. The Align check-in satisfies the written performance evaluation requirement set forth in [PPSM-22](#).
5. When a supervisor has concerns regarding an employee's performance or general suitability for University employment, the supervisor should consult with Human Resources.

E. Annual Job Competency Validation Step for UCI Health Employees

1. In response to regulations that require healthcare organizations to validate individual employee job competency annually, a “Job Competency Validation” step is included in the March Align Check-in for UCI Health employees.
2. Each year, supervisors review their employees’ job descriptions and confirm through the March Align Check-in that each employee is performing each job function competently. If an employee is deficient in any function, the supervisor enters a plan of action specific to that function to address the deficiency including a timeframe for improvement.
3. A rating of “N/A” should only be used if the employee has been recently hired / transferred (less than 6 months) and the employee cannot be effectively evaluated for purposes of overall competency at that time. Additionally, supervisors are responsible to confirm that they have reviewed the employee’s job description.
4. Non-employee individuals brought into UCI Health to provide care, treatment, and services must have their performance reviewed at the same frequency as individuals employed by the medical center. Department leaders are responsible for notifying HR of nonemployee individuals working at UCI Health so HR can request the check-in task be assigned to that individual.

F. References

Personnel Policies for Staff Members

- [PPSM-22: Probationary Period](#)
- [PPSM-23: Performance Management](#)
- [PPSM-50: Professional Development](#)

[Align Performance Program](#)

[ARIISE](#)

[UC Core Competencies](#)