I. **FOUR CORE VALUES**

1. **CUSTOMER SERVICE**

A customer is anyone that a UC San Diego employee interacts with, including but not limited to students, fellow staff members, parents, faculty, academics, patients, vendors, affiliates, visitors, and community members. Effective customer service is the ability to meet the needs of others in a timely, efficient, accurate, resourceful, innovative, caring and respectful manner. To be customer-service oriented is to place customer care at the core and the forefront of our business decisions, to be able to recognize and anticipate customer needs and make every effort to meet and exceed customer expectations.

Key performance indicators:

- Respectful engagement
- Effective communication
- Cooperation
- Collaboration
- Application of resources
- Availability
- Timeliness
- Responsiveness
- Consistency
- Courtesy
- Follow through
- Effort to understand customer needs and requirements
- Accuracy of information
- Degree of knowledge
- Effort to recognize and seek opportunities to make positive changes
- Willingness to meet the needs of others
2. **PRINCIPLES OF COMMUNITY**

To foster the best possible working and learning environment, UC San Diego strives to maintain a climate of equity, fairness, cooperation, and professionalism. All of us are expected to positively contribute to a climate of integrity marked by mutual respect for each other; celebrate diversity and adapt responsibly to cultural differences; seek to foster understanding and acceptance; promote awareness through education; engage in constructive dialogue and strategies for engaging and resolving conflict; reject any and all acts of discrimination of any kind and appropriately confront and respond to such acts; affirm the right to freedom of expression; maintain and promote an atmosphere free of abusive or demeaning treatment, and commit to adherence and enforcement of all UC San Diego policies and procedures that promote the fulfillment of these principles.

**Key performance indicators:**

- Communicate with dignity and respect.
- Engage in efforts to learn and understand the culture of higher education in general and the UC San Diego culture in particular so that we interact in a manner that supports the overall mission of higher education and directly aligns with the UC San Diego mission, values, and organizational climate expectations.
- Constructively engage in teamwork and collaboration.
- Work with others in a spirit of cooperation regardless of racial, ethnic, religious, age, ability, cultural, gender, sexual orientation, gender identity, or other differences.
- Take proactive measures to promote more respectful interactions in the workplace.
- Treat and respond to others equitably and fairly.
- Recognize – within ourselves and others – conversations or activities that could serve to make others feel isolated, ostracized, or harassed.
- Participate in diversity-related activities, events and/or training.
3. HEALTH AND SAFETY

Safety and environmental issues are essential elements of ensuring the continued success of UC San Diego and its employees. To ensure that everyone has an opportunity to contribute to the University’s mission, each of us must be afforded a safe, healthy, and environmentally sound workplace. We are all responsible for ensuring that policies, practices, services, and behaviors support accepted and current safety, health, and environmental standards.

**Key performance indicators:**

- Practice safe behaviors.
- Report hazardous conditions and threatening or violent behaviors.
- Participate in required campus emergency and safety trainings and other initiatives.
- Promote personal and occupational safety within the work unit.
- Initiate action and influence others to improve physical work environment and working conditions.
- Participate in non-required safety trainings and initiatives at least once during the year.
- Take initiative to participate in non-required trainings and initiatives frequently throughout the year.
- Take initiative to get an ergonomic assessment and practice the components of ergonomic safety on a routine basis (e.g. take breaks looking away from the computer; ensure head, hands, feet and equipment are positioned appropriately).
4. LEADERSHIP / MANAGEMENT / SUPERVISION

UC San Diego managers and designated supervisors play a crucial leadership role ensuring the effectiveness and productivity of their respective units. Through data analysis, strategic thinking and decision-making regarding current and future use of resources, coaching, mentoring, and day-to-day interface with direct reports and other key stakeholders, the primary role and function of the leader/manager/supervisor is to enable achievement of the mission and goals of the department and University. This is accomplished through utilizing their knowledge, skills, and subject matter expertise in efforts to support and inspire employees to consistently achieve or surpass performance expectations and/or results.

Key performance indicators:

- Create a culture supportive of staff, one that fosters high levels of motivation, collaboration, productivity, and quality of services.
- Take ownership of role as an agent of the organization and representative of the University.
- Recruit, promote, and retain a diverse work team.
- Model the Principles of Community.
- Maintain high ethical standards and demonstrate integrity, honesty and trustworthiness in all endeavors and communications.
II. SEVEN LEADERSHIP CRITERIA

1. STEWARDSHIP OF RESOURCES

• Engage in data analysis and strategic thinking, planning and decision-making when determining or making recommendations pertaining to current and future use of staff, financial, materials, technology, space and equipment resources. Demonstrate flexibility and agility in reassessing and reallocating resources when needs, priorities or other circumstances change.

• Learn, follow and uphold the University’s policies in regard to use of all staff, financial, information, electronic data, technology, and physical resources. Model responsible application of what is learned in order to ensure that all resources are used in accordance with department and organization mission and needs.

• Initiate practices which conserve resources, recognize waste and the need to use resources responsibly.

• Ensure confidential information is maintained and disposed of in accordance with records disposition policies and procedures, protocols and schedule.

• Encourage sense of ownership of work processes and outcomes that include responsible planning and management of resources, including time and work efforts.

• Encourage others to safeguard the University’s staff, financial, information, electronic data, technology, and physical assets; create an atmosphere that promotes a desire to contribute to the overall excellence of the University.

2. PROGRAM / PROJECT / PROCESS MANAGEMENT

• Engage in data analysis and strategic thinking, planning and decision-making when determining or making recommendations pertaining to current and future use of staff, financial, materials, technology, space and equipment resources. Demonstrate flexibility and agility in reassessing and reallocating resources when needs, priorities or other circumstances change.

• Manage work product and process improvement initiatives and projects through effective use of staff, budget, materials, technology, space and equipment.

• Effectively and equitably identify key stakeholders for input.

• Develop and monitor metrics to identify gaps, measure success and identify areas for improvement; utilize change management principles and strategies throughout.

• Delegate tasks and responsibilities in accordance with time, skill, and resource constraints.

• Seek ways to continuously improve and innovate work processes.

• Cultivate an environment of trust in which team members readily contribute ideas and concerns.
3. ORGANIZATIONAL INSIGHT / BUSINESS JUDGMENT

- Align planning and decision-making efforts in direct support of current and future organizational and/or department strategic plan goals and objectives.

- Incorporate knowledge of organizational culture, realities and challenges into staff supervision, communication, and work process implementation strategies.

- Recognize and adhere to decision-making structures and communication protocols.

- Identify key stakeholders across the organization who may need to be engaged or consulted in order to achieve goals and objectives.

- Accurately assess and consider others’ capabilities and constraints before delegating or involving in sensitive situations.

- Recognize and address areas where diversity of opinion, approach, and/or cultural background may negatively impact perceptions of competency and productivity.

- Proactively identify and constructively address past, current, or anticipated areas of concern or disagreement between individuals and groups to ensure that work efforts and projects continuously move forward.

4. COMMUNICATION

- Provide clear instruction and on-going direction; summarize key points and confirm understanding.

- Provide essential information and respond to requests for assistance and information in a timely manner; convey oral and written communications effectively and respectfully.

- Make efforts to keep everyone informed of impending changes or issues that may impact working conditions or terms and conditions of employment.

- Anticipate informational needs and is prepared to provide as needed.

- Demonstrate openness to feedback and ideas by maintaining a positive response.

- Encourage creativity and innovation in problem-solving.

- Constructively mediate and engage in difficult or sensitive conversations.

- Use active, reflective listening; listen when others are speaking without interruption.
5. RELATIONSHIP-BUILDING

- Promote and foster teamwork and collaboration; encourage cooperation within and between individuals, units and departments.
- Build rapport through engaging staff in the examination, development and planning of work tasks and processes; support and incorporate others’ suggestions whenever possible to develop shared solutions.
- Verbalize and demonstrate confidence and trust in others’ abilities to achieve desired results.
- Manage workflow and communications effectively among individuals and groups that may have divergent goals and conflicting or competing interests or priorities.
- Address challenges and sensitive topics in a non-confrontational manner, with a focus on maintaining a positive work relationship; prevent personal opinions and relationships from interfering with workplace interactions and decisions.
- Acknowledge and take ownership of mistakes or errors; verbalize and demonstrate what has been learned from them.

6. PERFORMANCE MANAGEMENT

- Determine and prioritize amount of time and resources to be allocated in direct correlation with department priorities and needs; assign work equitably.
- Demonstrate knowledge of what is important to customers and the issues that may impact them in efforts to help others understand how meeting customer needs is central to department and organizational mission and goals.
- In accordance with position, provide support to allow for appropriate and sufficient level of autonomy and independent decision-making.
- Provide performance-based concrete examples, thoughtful feedback, and coaching designed to facilitate full achievement of performance expectations and results.
- Consistently and equitably recognize accomplishments and administer rewards in a fair and consistent manner.
- Coach and counsel team members who are struggling and/or not accomplishing tasks/goals. Take necessary steps to motivate and enable improvement where needed. Provide timely corrective action in a constructive manner where appropriate.
- Complete timely performance appraisals in accordance with UC Policy/UC San Diego Implementing Procedures.
- Equitably identify, seek, and support opportunities for career advancement, professional development and training.
- Promote work/life balance and demonstrate flexibility when feasible.
- Maintain confidentiality of personal issues and work performance concerns.
- Proactively address and resolve differences among team members.
7. VALUING EQUITY, DIVERSITY, AND INCLUSION

- Treat everyone equitably and fairly. Actively build a climate of trust, appreciation, and openness to differences in thoughts, styles, and backgrounds; encourage acceptance of individual differences.

- Seek input and participation equitably among all genders and racial/ethnic backgrounds; acknowledge everyone’s perspective.

- Communicate with respect and take proactive measures to promote respectful interactions.

- Recognize the need for self and others to refrain from conversations or activities that could reasonably serve to make others feel isolated, ostracized, offended or harassed; intervene appropriately when others engage in behaviors that do not promote harmony or engagement.

- Demonstrate support and consideration when personal issues arise; maintain confidentiality of personal information.

- Make efforts to hire and promote from a diverse candidate pool; be aware of and address staffing areas of underrepresentation.

- Promote and support participation in diversity-related training, events and programs.