

Procedure 23: Performance Management

Responsible Office: Human Resources

Issued: November 2004

Revised: June 2021

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 & Staff Professionals and Professional & Support Staff, except employees who are in a bargaining unit that has an exclusive representative (union) and are covered by the applicable provisions of the collective bargaining agreement.

B. Authority and Responsibility

The Associate Chancellor and Chief Human Resources Executive has the authority and responsibility for establishing the performance evaluation process and shall develop implementation procedures for the University.

C. Procedures

1. ACHIEVE is the UCI performance management program for non-represented staff. Supervisors and employees use ACHIEVE to communicate about a non-represented employee's goals and performance progress.
2. The University has eliminated annual performance evaluations and ratings for non-represented employees. Instead, the University has implemented ACHIEVE performance check-ins which facilitate regular, two-way, quality performance discussions between managers and employees.
3. Employees use the on-line performance management system known as ACHIEVEonline to submit goals and provide feedback to Check-in Discussion Questions. Check-ins are three times a year: August (Summer Check-in), December (Fall Check-in) and April (Spring Check-in).
4. Employees may designate goals as either (1) performance goal or (2) engagement goal. Medical Center employees may also designate goals as CEMRP goals. The employee may also establish milestones for achieving their goals. Supervisors must approve the employee's goals. While there is no required number of goals, it is recommended that an employee have between 1-5 goals.
5. During the check-in period, the supervisor should discuss with the employee their goals, performance and facilitate other discussions related to areas of concern or career development.
6. The employee's immediate supervisor is responsible for scheduling and conducting the check-in. Employee/Manager assignments are maintained in ACHIEVEonline.
7. If a merit fund is available, 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 will meet with the probationary employee within 30 days of the date of hire to explain the performance management system.
3. The supervisor will meet with the new hire at the regularly scheduled check-in period August (Summer Check-in), December (Fall Check-in) and April (Spring Check-in).
4. The quarterly check-in satisfies the written performance evaluation requirement set forth in PPSM-22. When a supervisor seeks to address concerns with the employee's performance or general suitability for University employment outside of ACHIEVEonline, the supervisor should consult with their HRBP.

E. Annual Job Competency Validation Step for UCI Medical Center Employees

1. In response to regulations that require healthcare organizations to validate individual employee job competency annually, a "Job Competency Validation" step has been added to the April ACHIEVE Check-in for medical center employees.
2. Each year, supervisors will review their employees' job descriptions and confirm through the April Check-in that each employee is performing each job function competently. If an employee is deficient in any function, the supervisor will enter 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 this time. Additionally, supervisors will be responsible to confirm that they have reviewed the employee's job description.
4. Non-employee individuals brought into the medical center 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 to notify their HRBP of nonemployee individuals working in the medical center so the HRBP 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](#)