

# Talent Review & Succession Planning 2014 – 2015

## Progression & Potential Matrix Guidelines

Low	Medium	High
<ul style="list-style-type: none"> <li>Does not consistently meet expectations in terms of performance goals or demonstrated competencies</li> <li>Has specific competency deficiencies that impact performance in a negative manner</li> <li>Requires a large amount of supervision, direction and/or follow-up</li> <li>Rarely seeks or takes on additional responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Consistently meets expectations in terms of performance goals and competencies demonstrated</li> <li>Has few, if any, competency deficiencies that impact performance in a negative manner</li> <li>Requires varying levels of supervision</li> <li>Occasionally seeks or takes on additional responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Consistently exceeds expectations in terms of performance goals and competencies demonstrated regardless of barriers encountered</li> <li>Has no competency deficiencies that impact performance in a negative manner</li> <li>Works independently in a highly competent manner, requiring little or no supervision</li> <li>Consistently seeks or takes on additional responsibility</li> <li>Individual performance is in the top 10%</li> </ul>

<p>High</p> <ul style="list-style-type: none"> <li>Has the ability to move up within function or specialty area and has cross-functional capability; expect upward movement in next 0 – 2 years</li> <li>Has demonstrated ability to acquire all competencies for next level.</li> <li>Champions change and learns quickly when presented with new challenges</li> <li>Seeks development opportunities and feedback</li> <li>Demonstrates ARIISE values in actions and behaviors</li> <li>Willing to move to different business functions for career advancement</li> </ul>
<p>Medium</p> <ul style="list-style-type: none"> <li>Most opportunities for growth are within own functional area or specialty - may be lateral or upward; expect movement in next two to three years</li> <li>Has demonstrated ability to acquire most competencies for next level</li> <li>Comfortable with change; learns at a reasonable pace when presented with new challenges</li> <li>Open to development opportunities and feedback</li> <li>Demonstrates ARIISE values in actions and behaviors</li> </ul>
<p>Low</p> <ul style="list-style-type: none"> <li>Has not demonstrated ability to acquire new competencies easily; unlikely to move upward within next three years.</li> <li>OR Satisfied in current position; doesn't wish to move to higher levels of the organization</li> <li>OR Not interested in different roles and has reached highest level in current location</li> </ul>

Performance		
4	2	1
<ul style="list-style-type: none"> <li>Under-performance due to identifiable reasons that do not preclude advancement or potential to excel</li> <li>Potential for improved performance if moved</li> <li>If performance improves, expected to move upward within next two years</li> </ul>	<ul style="list-style-type: none"> <li>Solid record of performance</li> <li>Has competencies needed to move to next level</li> <li>Likely to excel in many positions</li> <li>Advancement opportunities within and across functions likely</li> <li>Expected to move upward within next two years</li> </ul>	<ul style="list-style-type: none"> <li>Consistent outstanding performance; achieves stretch goals</li> <li>Has competencies needed to move to next level</li> <li>Likely to excel in many positions</li> <li>Advancement opportunities within and across functions likely</li> <li>Expected / able to move upward within the next year. Ready now.</li> </ul>
8	5	3
<ul style="list-style-type: none"> <li>Record of low performance or insufficient opportunity to demonstrate performance</li> <li>Some lateral moves may be appropriate</li> <li>Potential for improved Performance if moved</li> <li>May be new to role or UC Irvine Health</li> </ul>	<ul style="list-style-type: none"> <li>Solid record of performance</li> <li>Capable of gaining competencies for next level</li> <li>Advancement opportunities within functional/specialty area likely; may be lateral or upward</li> <li>Movement expected in next two to three years</li> </ul>	<ul style="list-style-type: none"> <li>Consistent outstanding performance; high achiever</li> <li>Capable of gaining competencies for next level</li> <li>Advancement opportunities within functional/specialty area likely; may be lateral or upward</li> <li>Movement expected in next two to three years</li> </ul>
9	7	6
<ul style="list-style-type: none"> <li>Record of low performance</li> <li>Not promotable due to skill or will</li> </ul>	<ul style="list-style-type: none"> <li>Solid record of performance</li> <li>Not promotable due to skill or will</li> </ul>	<ul style="list-style-type: none"> <li>Consistent outstanding performance; high achiever</li> <li>Has reached peak OR has no desire to move to higher levels of the organization</li> </ul>