



Performance Management at UCOP

March 2014

Today's Agenda

- Engagement workgroup recommendations
- Training for people managers on performance management
- Improve the performance management process
- Staff recognition
- What can managers and employees do now?

Performance Management Workgroup Recommendations

- 1. Expand and enrich training for people-managers on performance management overall, but especially with regard to managing underperformers.**
- 2. Continually improve the performance measurement process, including performance standards, performance objectives, and the annual performance evaluation such that measures include anchors to specific competencies important to the employee's department, based on the department's definition (and refinement) of what performance excellence means.**
- 3. Increase staff recognition by directly communicating and demonstrating appreciation for quality performance and extraordinary contributions.**

Training for people managers on performance management

Currently available:

For supervisors: Four-part Performance Management series

- **Setting performance expectations**
- **Coaching for improved performance**
- **Conducting performance appraisals**
- **Developing employees through delegation**

For staff: Employee Role in Performance Reviews session

Training for people managers on performance management

In development:

On-line people management tools and training (Fall 2014)

Under consideration:

Certification program for supervisors

- **Setting goals and expectations**
- **Performance management**
- **Hiring and compensation**
- **Rewards and recognition**
- **Supporting employee development**

Improve the performance management process

President's Efficiency Review Working Group:

UCOP will transition to a standard, electronic method of performance appraisal by July, 2014

- All performance appraisals will use the electronic system.
- The move to an online system will reduce manual reporting and improve accountability and service metrics.
- This change is a direct response to the recent staff engagement survey.

Improve the performance management process

- Senior leaders establish the importance of managing performance
- Leverage the implementation of online performance appraisal process to engage entire OP community
- Incorporate broader performance best practices into systems implementation – opportunity to enhance goal-setting process
- HR available to facilitate evaluation calibration sessions for managers within a department
- HR work with senior leaders to review ratings to ensure greater consistency
- Incorporate performance feedback messaging into existing communication tools, i.e. HR Update

Timeline



Staff Recognition

Current recognition programs:

Spot awards—Non-cash cards

STAR awards—one-time cash awards for exemplary performance/contribution

President's Innovation and Impact award—exemplary service to UCOP

Under Consideration:

Central Recognition Fund

Greater publicity of STAR awards

Implementation of “bear hugs”— \$3 or \$5 coupons for events

What can managers do now?

Communicate goals and expectations to team

Schedule sessions with HR:

training for you and your people managers

facilitated performance calibration session with you and your people managers

What can employees do now?

Get clarification from manager regarding specific goals and expectations

Ask for performance feedback, i.e. quarterly, at conclusion of a project, meeting, etc.

Questions?