Performance Management Workgroup

Primary Group

Garen Corbett (Facilitator)       Director, CHBRP (Health Sciences and Services)
Ryan Chan (Co-Facilitator)       Institutional Research Analyst, IRAP
Pei-Ru Chao                      BDS Administrator, OP Budget Office
Michael LaBriola                 Principal Policy Analyst, Academic Senate
Stephanie Leider                 Senior Counsel, OGC
Monica Lin                      Associate Director of Undergraduate Admissions
Rebecca Stanek-Rykoff            Senior Analyst, Innovation Alliances and Services

Contributors

Paul Lechner                   Senior Event Planner, BRC
Doris Parham                   HR Coordinator, OP Local HR
Lynn Tierney                   Associate Vice President, Communications
Survey Outcomes

- 53% favorable ratings around performance management (-11% nat. benchmark)
- 54% felt their supervisor developed people’s abilities (-16% nat. benchmark)
- 64% felt their personal contributions are recognized
- 65% stated that their supervisor gave regular feedback on performance (-7% nat. benchmark)
- 24% felt that UC matches pay and performance well (-28% nat. benchmark)

Some encouraging data points:
- Most employees (82%) felt respected by their supervisor
- Most (66%) felt their supervisor was a careful listener

Approach

- Consulted best-practices research and contacted select experts
- Conducted interviews with UCOP Human Resources, Training, and Compensation
- Held informal interviews with OP employees, including workgroup members
- Facilitated public feedback sessions with OP employees and the UCOP Climate Council
- Developed recommendations
Recommendation 1: Managers

Expand and enrich training for people-managers on performance management:

- Cultivate unified vision of performance expectations and best practices
- Provide training for managers at every level, that:
  - Focuses on the benefits of productive and ongoing dialogue with reports;
  - Emphasizes regular goal-setting; and
  - Helps managers become more skilled in constructive feedback & developmental coaching
- Leverage existing training resources more effectively
Recommendation 2: Performance Management

Continually improve the performance measurement process:

- Define and communicate standards
- Create objectives
- Ensure that the annual performance evaluation include anchors to specific competencies
- Engage each department in defining (and refining) what performance excellence means (to them)

Expand the concept of “performance management”:

- Reviews of people managers should include assessment of how well they are managing reports
- Encourage ongoing dialogue between employees and people managers beyond the annual evaluation
Recommendation 3: Recognition

Increase staff recognition for exceptional performance:
- Broadly reinforce both the spot awards and the STAR program to staff, senior leadership, department managers and supervisors
- Publicize STAR and sport awards
- Create a culture that values and nurtures excellent performance and extraordinary effort
- Allocate and create a central pool of funding for STAR, while requiring departments to have a stake
Compensation:

Just 24% of respondents to the Staff Engagement Survey felt that UC matches pay and performance well. (-28% nat. benchmark)

<table>
<thead>
<tr>
<th>Salary comparisons, 2013</th>
<th>Equal to or Above Midpoint</th>
<th>Below Midpoint</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers &amp; Senior Professionals</td>
<td>52%</td>
<td>48%</td>
</tr>
<tr>
<td>Professional &amp; Support Staff</td>
<td>31%</td>
<td>69%</td>
</tr>
</tbody>
</table>
WELCOME

Survey Outcomes

Approach

Recommendations
  Managers
  Perf. Mgmt. Tools
  Recognition

Compensation

Questions & Feedback

Questions, Feedback & Comments