

2012 UC CUCSA Staff Engagement Survey

2013 Initiative: Performance Management Workgroup Update



Staff Assembly Brown Bag
November 1, 2013

WELCOME

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2012 UC CUCSA Staff Engagement Survey

Performance Management Workgroup

Staff Assembly Brown Bag Update

November 1, 2013

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- Staff Engagement Survey in 2012 sought to understand the current state of engagement of the UC workforce and what drives engagement at UC specifically
- Identify strengths to build on and opportunities to address
- Involve and communicate with leaders and employees throughout the process
- Results of the survey for UCOP revealed three areas for improvement:
 - ✓ Career Planning and Development
 - ✓ Performance Management
 - ✓ Communications

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I feel my personal contributions are recognized.

Favorable Neutral Unfavorable

UCOP	64	8	28
National US Norm	66	14	20
Global Universities Staff			
UC Overall	66	8	26

I think my performance on the job is evaluated fairly.

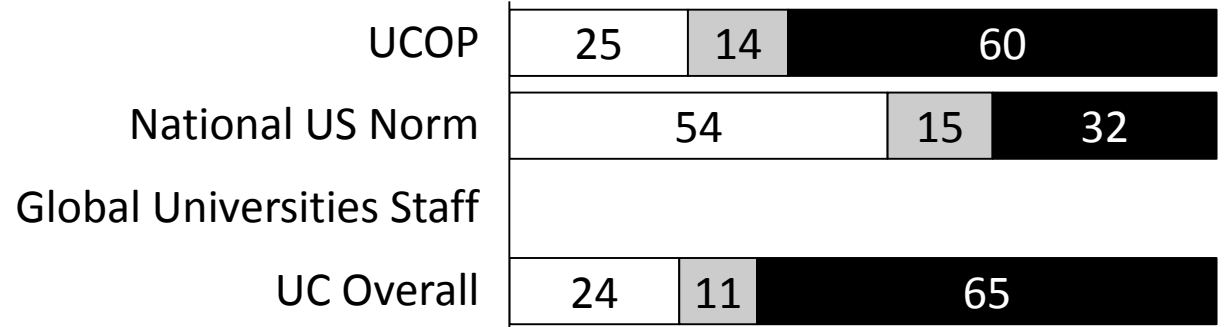
Favorable Neutral Unfavorable

UCOP	70	7	23
National US Norm	74	11	15
Global Universities Staff	72	13	15
UC Overall	73	10	17

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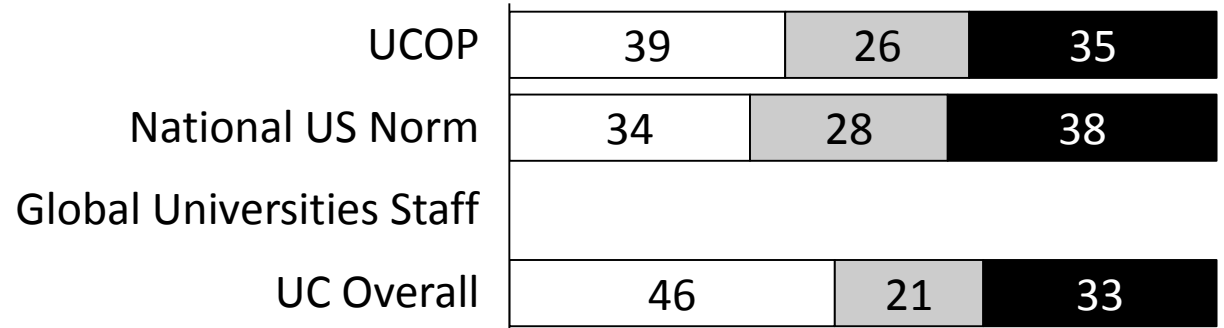
I feel UC does a good job matching pay to performance.

□ Favorable □ Neutral ■ Unfavorable



My supervisor effectively deals with poor performers

□ Favorable □ Neutral ■ Unfavorable



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➤ 53% had favorable ratings around performance management (-11% benchmark).

➤ 39% of employees feel that their supervisor “effectively deals with poor performers.”

➤ 56% of employees feel that their supervisor “does a good job of building teamwork.”

➤ However, 70% of employees feel that their “performance on the job is evaluated fairly.”

➤ Towers noted that UC was 26% below benchmark on **Organizational Change**. Informs us to suggest “actionable” and “executable” proposals, given potential barriers to change.

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CHARTER FOR ENGAGEMENT WORK TEAMS

- Develop recommendations and an action plan
- Provide input into an overall Engagement roadmap/ implementation plan

OUR PROCESS

- Form **two** study groups: Pay for Performance and Performance Reviews
- Research best practices and peer university systems
- Reach out to experts in academia and government
- Conduct interviews with UCOP HR, Training and Compensation
- Conduct informal interviews

OUR OBJECTIVES

- Offer developed and prioritized recommendations
- Communicate progress to staff
- Share action plan with Climate Council (Nov 18)
- Present to OP Leadership (Dec 19)

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1. Need for training for **managers** on performance management overall, especially with regard to poor performers
 - Need for training on how to use existing tools that are available
 - Need for training and support to managers and supervisors that demonstrates a unified vision of expectations and best practices

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2. Need to address **recognition**: show and demonstrate appreciation
 - A culture that embraces, recognizes, and lauds people being recognized for excellence and extra effort and accomplishments.

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3. Need to improve **performance measurement tools**, including the annual performance evaluation, performance standards, performance objectives

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4. The issues of overall **compensation** and compensation equity is still one that needs sustained attention and improvement, and the context of overall compensation relative to midpoint (Career Tracks data) is being considered by our group.

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Preliminary recommendations for managers:

- Require **all** managers to participate in a performance management class (1-2 hours long) at least once annually.
- Training for managers should focus on the benefits of initiating dialogue, emphasizing and encouraging goal-setting, managing poor performers, and becoming more skilled & confident in providing constructive performance feedback and developmental coaching.
- Encourage departments to develop a mission, vision and values statement aligned with UCOP goals and to assign goals to department employees that promote the department's mission, visions and values
- **Employees** should be strongly encouraged for taking available training as well!

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Preliminary recommendations for recognition:

- More broadly and consistently communicate both the opportunities to give spot awards and the STAR program to staff, senior leadership, and department managers and supervisors.
- When STAR Awards are made, publicize them. Help create a culture that values and nurtures excellent performance.
- Allocate and create a central pool of funding for STAR— but would still require departments to have “skin in the game”, such as a 70% - 30% split).

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Preliminary recommendations for performance management tools:

- Enhance standard UCOP performance evaluation instrument to include anchors to more specific competencies
 - Yet, allow/encourage departments to modify the standard instrument (tension between wanting a standard tool yet one that has flexibility)
- Implement the Halogen electronic assessment
- Explore the feasibility and advisability of implementing some form of “360” review
- **Reviews of managers** should include assessment of how well they are managing subordinates
- Encourage ongoing **dialogue** between employees and supervisors beyond the annual exchange
- Encourage more specific goal-setting at the individual/departamental/and UCOP-wide levels
- Increase clarity of UCOP’s mission and goals
- Implement a regular engagement/morale survey

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- Continue to research policies and practices
- Develop 3-5 recommendations
- Reach out to colleagues to review draft
- Ensure we are addressing all areas
- Align the report format with the Communications and Career Development workgroups to ensure a consistent presentation to the Climate Council on November 18th
- Refine presentation based on Climate Council feedback to present to Nathan Brostrom and other Executive Leaders on December 19th
- Combine into 1 short report

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**QUESTIONS &
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Questions, Feedback & Comments!