April 19, 2017

To: Faculty and Staff

Re: Staff Performance Management Process

Dear Colleagues:

As we complete our first annual appraisal cycle utilizing UCR's new Performance Management process for staff employees, Human Resources invites you to provide feedback and recommendations to improve the process for the future year.

UCR Human Resources introduced the new Performance Management process for staff employees beginning in March 2016. This process, created to implement recommendations of the Chancellor's Committee on Staff Compensation (a workgroup comprised of 30 non-represented staff from various levels and organizational units across the institution), included:

› A new set of performance factors/standards, which were clearly defined for common understanding;

› A behaviorally-anchored rating guide to emphasize and support differentiation;

› A new appraisal form to assess goal accomplishment and day-to-day work performance;

› An emphasis on employee development;

› A requirement that staff performance reviews be subject to internal (within org/department) calibration and 2nd level review to ensure consistency in the application of rating standards; and

› A requirement that supervisors follow-up with a formal improvement plan when an employee's overall performance does not meet expectations.

In a series of 20 town hall meetings held between March and September 2016, Human Resources representatives met with members of the campus community to present the new process, forms and tools. Following that, Human Resources hosted 30+ training sessions for supervisors to increase their familiarity with the new process and to provide hands-on practice using the new forms and tools. Each of these sessions allowed the opportunity for questions and feedback. Where practicable, feedback was incorporated immediately.

As we complete the 2016/17 cycle (using version 1.0 of the new system), we are now seeking additional feedback to inform improvements and modifications to the tools and process for future years. Specifically, we would like to know about what worked well, what did not, which parts of the process require refining, and which parts should be eliminated and/or replaced.

As you consider your feedback, please note that the campus will be automating the performance management process following the implementation of UCPath. The e-Performance system is expected to be utilized starting with the 2018/19 performance period. It will enable a more streamlined management of employee performance, including documentation of goals and progress; notation and documentation of performance trends and significant events; as well as prompts and definitions when selecting rating levels on the performance appraisal itself.

While an e-Performance system will make performance management easier to administer, we want to make sure that the underlying performance management process – including the factors, rating guide, and performance appraisal tools and methods – best meets the needs of the campus.

Ultimately, the goal of our performance management system is to create a high-performance culture – one that develops our workforce, aligns employees' priorities and performance expectations to the organizations' goals, allows for meaningful differentiation between levels of performance, and enables appropriate recognition and reward for our highest performers, as part of an integrated framework which recognizes, rewards and motivates staff.

We welcome your feedback via email at PerformanceManagement@ucr.edu, and/or by attending one of the following open forums:

Date	Time	Location
Monday, May 22, 2017	12:00 p.m. – 1:00 p.m.	HUB 355
Wednesday, May 24, 2017	12:00 p.m. – 1:00 p.m.	HUB 355
Tuesday, May 30, 2017	4:00 p.m. – 5:00 p.m.	HUB 269
Wednesday, May 31, 2017	10:00 a.m. – 11:00 a.m.	HUB 269

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