2012 UC CUCSA Staff Engagement Survey
Performance Management Workgroup

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Performance Management Workgroup

Primary Group

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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

http://www.ucop.edu/staff-assembly/_files/staff-engagement-survey/ucop-survey-results-with-page-numbers.pdf

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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)

Salary comparisons, 2013	Equal to or Above Midpoint	Below Midpoint
Managers & Senior Professionals	52%	48%
Professional & Support Staff	31%	69%

Questions, Feedback & Comments