March 9, 2015

Dear Colleagues,

It’s the time of year again when we reinforce our commitment to a transparent and accountable performance management program by completing Employee Annual Performance Reviews (EPARs). EPARs are the most visible piece of our University’s performance management program. Our comprehensive program is designed to facilitate partnerships between supervisor and employee, ensure goals and expectations are communicated, and prioritize coaching and development. The EPAR is the annual activity that brings it all together, for all non-represented employees, during the same timeframe. Evaluation periods for represented staff vary by bargaining unit and contract.

EPARs are a UC policy requirement and 100% participation is expected. It will be a big undertaking to complete appraisals for the nearly 5,500 non-represented employees at the Health System and on the Davis campus. This year’s reporting period is July 1, 2014 through April 30, 2015. The EPAR system is open now; you don’t have to wait until after April 30 to initiate or complete a review. Completed performance appraisals are due no later than June 23, 2015.

Staff engagement is key to achieving our mission at UC Davis. Therefore, there are two new elements of the performance management process that address what our staff has communicated is important to our culture of engagement. This year, EPAR tools are enhanced to allow employees to develop goals for:

- Diversity and inclusion
- Professional development

Incorporating a diversity and inclusion goal aligns with our principles of community. Including a professional development goal creates a conversation between employee and manager about job improvements, and career aspirations and the resources available to obtain them.

We continue to need your support in moving our culture toward normalizing the practice of differentiation as reflected in the rating of individual employee performance. A couple years ago we introduced “Rating Distribution Guidelines” as a UC Davis model. Your efforts towards embracing this model have had a measurable impact on our culture and we hope to continue in that direction. Over the last three evaluation cycles both the Health System and the Davis campus have demonstrated strong performance management leadership by moving towards an overall rating structure that is more differentiated across all rating categories.

Formal employee feedback processes like the EPAR play an important role in keeping our staff motivated and engaged in their work. The enclosed documents contain the information you need to complete this critically important work; including online resources, information about supervisor training options and opportunities, and contact information to address questions you may have or any specialized training your department might require.

Sincerely,

Susan Gilbert
Associate Vice Chancellor
Human Resources
CALL FOR PERFORMANCE APPRAISALS FOR NON-REPRESENTED STAFF
(MSP, PSS and K3)
JULY 1, 2014 – APRIL 30, 2015 REPORTING PERIOD

SUPERVISORS AND MANAGERS:

This is the official call for performance appraisal for non-represented staff for the July 1, 2014 – April 30, 2015 reporting period. As a reminder, this is a shortened reporting period this year. The reporting period will convert to a May 1 – April 30 period thereafter.

Employee Performance Appraisal Report (EPAR)

At this time, we are asking that you complete employee performance appraisals for all non-represented employees. Completing the employee performance is an essential management responsibility, and is required by UC policy. Completed performance appraisals are due to Human Resources by no later than June 23, 2015.

Please establish internal due dates to allow for all evaluations to be written and discussed with the next higher level of management before providing final ratings to the employees. Discussion of performance evaluation and rating with employees will begin after the review with the next higher level of management and be fully completed no later than June 23rd.

Formal employee feedback processes play a critical role in keeping our staff motivated and engaged in their work. In addition, our staff appreciates and benefits from management’s observations of work well done as well as constructive coaching regarding opportunities for improvement. Finally, this process creates a foundation for employee development and goal setting, both of which are critical to individual and organizational success. Organizationally, all goals from the highest levels of Administration down to the front line employee should be aligned and in support of the highest organizational priorities and diversity and inclusion.

Listed below are the Chancellor’s highest priority goals from which all other goals should cascade:

1. **Financial Sustainability:** Further diversify our revenue sources, principally through new philanthropy, research initiatives, and collaborative partnerships. Develop short and long-term strategies and administrative efficiencies to accommodate growth on our campus as a result of the 2020 Initiative and our vision to become the University of the 21st Century.
2. **Human Equity:** Create or enhance policies, procedures, and practices that ensure that our diverse faculty, staff, and students experience an organizational environment characterized by equity, inclusion, academic freedom, freedom of expression, social justice and a shared responsibility for supporting and enabling the success of others.

3. **Student Success:** Ensure that the educational experience of our students mirrors their diverse perspectives and needs and supports their personal and professional aspirations. Advance excellence in teaching, research and service by utilizing and investing in future innovations.

4. **Enabling Transformational Research:** Establish UC Davis as the leader in the state, nation and world in discovery and innovation in helping to solve the world’s most-pressing challenges through inter-disciplinary and trans-disciplinary collaborations and partnerships.

5. **Creating a True Community of Learners:** Establish an environment where everyone—students, faculty and staff—employ learning and critical thinking to achieve excellence, and where innovation and creativity are part of everything we bring to our workplaces, our classrooms and our laboratories.

Each division head should establish goals for their school/college/unit/division in support of these high-level organizational priorities. These goals then set the framework and context for manager, supervisor and employee goals. When setting goals it is important that they be “SMART” goals: Specific, Measurable, Attainable, Relevant and Timely. Metrics that are quantifiable and objective should be used wherever possible to assess performance.

If you have questions about the program deadlines or instructions:
**Davis Campus** – Terri De La Mora, ER Policy Analyst, 530-752-9279  
**Health System** – Travis Lindsey, Health System E&LR Manager, 916-734-8878
RESOURCES & GUIDELINES FOR EPAR RATINGS

Appraisal Tools

At UCD, the online application is open now. It can be accessed through the web link http://epar.ucdavis.edu and can be accessed from the HR home page under the header “Hot Topics”. User support in the form of an online user guide and other on-demand training materials is also available and can be accessed from within the online application as well as from the Human Resources home page.

At UCDHS, you will receive an email alerting you when performance documents are available for your employees. All appraisals must be completed on-line in eHR and can be accessed from http://ehr/psp/hrprod/EMPLOYEE/HRMS/?cmd=login. Navigation is Main Menu > Manager Self Service > Performance Management > Maintain Documents. User support in the form of an online user guide and other on-demand training materials is also available at http://intranet.ucdmc.ucdavis.edu/hr/ePerformance/stepbystep.shtml, as well as from the Human Resources home page.

The guidelines for ratings distribution is a model intended to support our overall performance management philosophy, part of which is the expected differentiation of performance levels of our employees. Managers and Supervisors should consider the recommended distribution guidelines as they evaluate staff.

<table>
<thead>
<tr>
<th>Performance Rating</th>
<th>% of staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exceptional</td>
<td>10%-15%</td>
</tr>
<tr>
<td>Exceeds Expectations</td>
<td>20%-30%</td>
</tr>
<tr>
<td>Meets Expectations</td>
<td>60%-65%</td>
</tr>
<tr>
<td>Improvement Needed</td>
<td>5%-10%</td>
</tr>
<tr>
<td>Unsatisfactory</td>
<td></td>
</tr>
</tbody>
</table>

Calibration Tools

At UC Davis, we establish high expectations for our employees. When employees meet those expectations it should be viewed as an accomplishment. “Meets Expectations” is a positive outcome for a performance evaluation. When the overall performance management system is operating most effectively, the numbers begin to resemble the guidelines above. The past few years your efforts towards embracing this model have begun to impact our culture by increasing overall differentiation in the rating categories at both the Davis campus and the Health System.

Additional information about calibrating appraisal ratings is available: Davis Campus http://www.hr.ucdavis.edu/epar/
Health System http://intranet.ucdmc.ucdavis.edu/hr/ePerformance/ratings_guidelines.shtml
The Annual Evaluation process/steps/timelines:

It is expected that all Davis location appraisals be completed using the online Employee Performance Appraisal Report (EPAR), and at the Health System in eHR.

- **Applicable**: All career non-probationary non-represented employees (MSP, PSS and K3)

- **Review time period**: July 1, 2014 to April 30, 2015

- **Deadline for completed EPAR Appraisals**: June 23, 2015

- **Employee Role**: Employees should prepare and submit their Summary of Accomplishments (SOA) to Supervisor (dates for employees to submit SOA is determined by supervisors in conjunction with their department review process).

- **Supervisor Role**: Performance management is a year-long responsibility. Supervisors are encouraged to meet quarterly with employees to review goals and progress. Specific to this EPAR reporting period:
  - Supervisors/Managers prepare draft evaluations for discussion with their staff.
  - Supervisor/Managers review their proposed performance ratings with their Managers/Directors prior to discussion with staff.
  - Face-to-Face discussion and review of staff members performance, future goals, professional development goals, and diversity and inclusion (new additions to the process this year)
  - This is also a time when we ask managers to ensure that employee’s position descriptions for their staff are current and accurate as the evaluation is based on the work assigned to the employee
  - Supervisor finalizes appraisal