CALL FOR PERFORMANCE APPRAISALS FOR NON-REPRESENTED STAFF
(MSP, PSS and K3)
JULY 1, 2013 – JUNE 30, 2014 REPORTING PERIOD

SUPERVISORS AND MANAGERS:

This is the official call for performance appraisals for non-represented staff for the July 1, 2013 – June 30, 2014 reporting period.

Chancellor Katehi is committed to an ongoing and sustainable compensation/performance based merit program for non-represented staff. Completing the employee performance appraisals is a significant part of this process, is an essential management responsibility, and is required by UC policy.

Employee Performance Appraisal Report (EPAR)

At this time, we are asking that you complete employee performance appraisals for all non-represented employees. Completing performance appraisals is an essential management responsibility and is required by UC policy. Formal employee feedback processes play a critical role in keeping our staff motivated and engaged in their work, and this is critically important. 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.

Written performance appraisals must be completed as outlined by the specific process and due dates for each group to include review by upper management and discussions with employees.

- All Performance Based MSP evaluations must be written and discussed with next higher level of management no later than Monday, June 30th. Discussion of performance evaluation and rating with incumbents would begin after the review with the next higher level of management and be fully completed no later than Thursday, July 31st.

- Development and Alumni Relations positions with business plans are due Thursday, July 31st.

- All remaining MSP and PSS evaluations being discussed with employees and fully completed no later than Thursday, July 31st.

The performance appraisal process allows each supervisor to assess their employee’s performance over the last year and also to set performance goals for the coming year. 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.
Listed below are the Chancellor’s highest priority goals from which all other goals should cascade:

1. Further diversify our revenue sources, principally through new philanthropy and research initiatives, collaborative partnerships and our 2020 Initiative, to stabilize our finances and maintain a high level of excellence and access regardless of state budget actions.

2. Advance excellence in teaching, research and service by actively promoting and nurturing interdisciplinary and collaborative programs that place student success at the core of everything we do.

3. Establish UC Davis as a model of diversity and tolerance through proactive outreach, application of our Principles of Community, and the example of our actions that create a welcoming and nurturing environment for students, faculty, staff and visitors.

4. Continue streamlining our administrative operations by applying new and creative business practices, so we can direct precious resources to our core missions of teaching, research and service while enhancing the student experience and their success at UC Davis and beyond.

5. Work hand in hand with our Health System in “creating a healthier world through bold innovation” by ensuring a strong financial foundation during a period of tremendous change and uncertainty throughout the healthcare industry.

Additionally, the following ten areas were identified as the Chancellor’s key institutional priorities this year (http://chancellor.ucdavis.edu/initiatives/UCDavis_two-year_goals_summary/index.html) each of these will help build momentum and move us forward in areas identified as critical by the “UC Davis: A Vision of Excellence” strategic framework:

1. 2020 Initiative: Continue its implementation and assess outcomes annually.
2. UC Davis World Food Center: Fully establish this center and begin fundraising to raise a $100 million endowment.
3. Research Growth and Economic Development: Increase annual research awards to $1 billion by 2020 and create 15-20 new start-ups annually.
4. Improve the Student Experience: Develop a broad-based plan to enhance the student experience.
5. Reduce Time to Graduation: Reduce our four-year and six-year graduation rates to 75 percent and 96 percent respectively.
6. Increase Diversity and Improve Campus Climate: Increase the diversity of students, faculty and staff to better reflect State of California demographics and become a Hispanic Serving Institution by 2018-19.
7. Fundraising: Complete first Comprehensive Campaign and begin planning for next campaign.
8. Capital Plan: Create a new long-term planning document to accommodate future growth and meet student, faculty and staff needs.
9. One UC Davis Campaign: Launch the university’s first-ever Integrated Marketing Communications Campaign.
10. Greater Efficiencies: Continue to integrate our campus organizations and programs to improve efficiency, reduce cost and better manage risk.

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.

**Appraisal Tools**

*It is expected that all Davis location appraisals be completed using the online Employee Performance Appraisal Report (EPAR).* The online application is accessed through the web link [http://epar.ucdavis.edu](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, all appraisals must be completed on-line in eHR and can be accessed from [http://ehr-psp/hrprod/EMPLOYEE/HRMS/?cmd=login](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](http://intranet.ucdmc.ucdavis.edu/hr/ePerformance/stepbystep.shtml), as well as from the Human Resources home page.

**Rating Distribution**

As we outlined in last year’s program, that over the years there has been inflated use of the highest ratings of “Exceptional” and “Exceeds Expectations.” We began our collaborative effort to reduce rating inflation and better differentiate top performers the concept of “rating distribution” and through “calibration” meetings as part of our program last year we were able to begin to see a change in the overall ratings beginning to more closely mirror the recommended rating distribution chart below.

Going forward, calibration of ratings across the organization will be part of our employee performance evaluation program.

Continuing our calibration efforts will provide us a stronger framework for next year’s full Pay-for-Performance merit program.
### Recommended Rating Distribution

<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 and Unsatisfactory</td>
<td>5%-10%</td>
</tr>
</tbody>
</table>