Agenda

- ePerformance Overview
- ePerformance – UCPATH Module
- ePerformance Sections Preview
  - Mandatory Training Compliance
  - 3 Key Job Functions
  - Core Competencies
  - Future Goals including Diversity, Equity, and Inclusion Goal and Professional Development Goals
  - Manager Comment
  - Overall Rating
- Best Practices
  - Goal Identification and Writing
  - Annual ePerformance meeting
- Also Available - Performance Notes
- Resources
UCPath ePerformance | **Overview**

- ePerformance is the performance management module of UCPath for staff employees
- ePerformance is managed locally — not at the UCPath Center
- UC Davis and UC Davis Health will use the same documents and rating scales in ePerformance
- HR Workforce Strategies will continue to communicate the schedule of annual appraisals

<table>
<thead>
<tr>
<th>Unit</th>
<th>Review Period</th>
<th>Email Notifications</th>
<th>Deadline</th>
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<tbody>
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<td>May 1 - April 30</td>
<td>Second Monday in March</td>
<td>Second Friday in June</td>
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<td>May 1 - April 30</td>
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<td>CX - Clerical</td>
<td>July 1 - June 30</td>
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<td>Last Friday in July</td>
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<td>RX - Research Professionals</td>
<td>July 1 - June 30</td>
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<td>TX - Technical</td>
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<td>SX - Service</td>
<td>January 1 - December 31</td>
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</table>
Access ePerformance

- Supervisors and employees will be emailed direct links to ePerformance documents when they need to be completed
- Access via Manager and Employee Self Service in UCPath

Status

- Supervisor can track review completion status
Employees not affected

The following populations will not have annual evaluations in UCPath ePerformance:

- Academics
- Contract Physicians
- Residents and Fellows
- Senior Management Group (SMG)
- Student Employees
- Temporary Employment Services Staff (TES)
- Limited Term Employees (less than one year appointment)
- Contract Employees (less than one year appointment)
Roles for the Annual Employee Performance Appraisal

1. Employee
   - Completes Self-Evaluation
   - Proposes individual goals, including:
     - Goal for their Professional Development
     - Goal to promote Diversity, Equity and Inclusion.

2. Supervisor
   - Completes the appraisal:
     - Confirms Training Compliance
     - Rates Performance on Core Competencies
     - Rates Performance on 3 Key Job Functions
     - Establishes individual goals, including Professional Development and Diversity, Equity and Inclusion goals.
     - Develops upto 5 Future Goals
     - Inserts Comments, Rationale for Rating
     - Selects Overall Performance Rating
     - Meets with the employee to discuss appraisal
     - Issues appraisal to employee in the system.

3. Employee
   - Reviews the appraisal and can add comments (optional)
   - Acknowledges the appraisal in the system.
ePERFORMANCE – UCPATH MODULE
Sample Email – Call for Appraisal

- Employee is asked to complete a self-evaluation and proposal for future goals. Will be given 30 days.
Employee’s Self-Evaluation

To assist with the annual employee performance appraisal, employees are expected to complete a Self-Evaluation in ePerformance.

► A self-evaluation is important because it can:

► Be a written tool that fosters and encourages communication between employees and supervisors to ensure work/goals are in alignment with organizational and campus missions and goals

► Clarify essential functions and job standards to enhance employee performance and/or correct deficiencies

► Help supervisors understand how employees view their strengths and weaknesses

► Remind or inform supervisors of employee accomplishments, growth and challenges during the year

► Describe goals that were met during the year and provide the opportunity for employees and supervisors to discuss an employee’s professional development and future career goals

► Identify where there may be discrepancies between the employee’s and supervisor’s point of view regarding overall performance

► Allow employees to make early corrections.
UCD Health Staff Appraisal
Manager Evaluation - Update and Share

Actions
- Job Title: INFO SYS ANL 3
- Document Type: UCD Health Staff Appraisal
- Template: UCD Health Staff Appraisal
- Status: Evaluation in Progress
- Manager:
  - Period: 04/30/2019 - 04/30/2020
  - Document ID: 13695
  - Date: 06/14/2020

Enter ratings and comments for each section in this evaluation, if applicable. At any point in time you can save this evaluation by selecting the Save button.

Long Format | Cancel Evaluation

Empl Self-Evaluation | Mandatory Training | Patient Care | Key Job Functions | Core Competencies | Future Goals | Manager Comments | Employee Comments | Overall Rating

Section 1 - Employee Self-Evaluation
- Expand | Collapse

Employee Self-Evaluation Summary

Manager Comments

This was another busy and challenging year, but I managed to deliver excellent customer service and supported my department throughout the year. I am particularly proud of being recognized by co-workers for my involvement on the website re-design project and look forward to add new content to the website this upcoming year. The project required me to

Attachments
No Attachments have been added to this document

Focus on Diversity, Equity, and Inclusion
Focus on Professional Development

Goal 1:
Goal 2:
Goal 3:
Goal 4:
Goal 5:
Goal 6:
Sample Email – Call for Appraisal

- Supervisor will also be notified.

UC Davis Supervisors,

This is the official call for performance appraisals for the Patient Care Technical Employees (EX) and Service Employees (SX) bargaining units for the review period beginning Jan. 1, 2019 and ending Dec. 31, 2019.

Performance appraisals for EX and SX bargaining unit staff are to be completed and approved in UCPath ePerformance no later than Friday, Feb. 28, 2020. All supervisors are expected to complete evaluations for their EX and SX staff.

Please note: neither supervisors nor employees will receive email notifications from UCPath ePerformance at this time. As such, Human Resources will email all EX and SX staff tomorrow, Dec. 3, that their appraisal documents are available in UCPath ePerformance.

Access Performance Appraisal Documents
Documents are available for you to complete in the UCPath Performance Workcenter, accessible from the UCPath main menu. Appraisals must be completed and approved in UCPath ePerformance at [ucpath.universityofcalifornia.edu](http://ucpath.universityofcalifornia.edu)

Roles
- Employees: Prepare and submit their Self-Evaluation and propose goals in ePerformance by the department’s established due date. (Suggested due date is January 2, 2020).
- Supervisors: Performance management is a year-long responsibility and supervisors are encouraged to meet quarterly with employees to review goals and progress. Specific to this performance appraisal cycle, supervisors:
  o Review the employee’s position description to ensure it is current and accurate and it is the basis by which performance should be evaluated.
  o Write a draft evaluation to discuss with employee.
  o Meet individually and in person with the employee to review their performance, future goals, including professional development and diversity, equity and inclusion goals.
  o Finalize performance appraisal.

Support
- Webinar - Covers probationary evaluations, annual employee performance appraisals, and the roles of employees and supervisors.
  Thursday, Dec. 12
  9 – 10 a.m
  Log in URL: [zoom.us/j/3927175116](https://zoom.us/j/3927175116)
- Job Aid - Step-by-step guide for completing a performance appraisal in UCPath

Questions
Please contact HR Workforce Strategies at [workforcestrategies@ucdavis.edu](mailto:workforcestrategies@ucdavis.edu)
Supervisor confirms Employee is current with Mandatory Training (via LMS)
Menu Navigation

- Similar tasks for performance and development documents
- Separate menu options

PeopleSoft ePerformance is a self-service evaluation management application for managers and employees. You can use ePerformance as a tool for planning, collaboration, communication, assessment, and monitoring evaluations for multiple purposes like performance, Probationary, Incentives and development document evaluations.

ePerformance supports the entire planning and evaluation process, from planning and aligning employee performance, Probationary, Incentives and development document, through assessing and rewarding employee performance results within the right behaviors. ePerformance provides you with the flexibility to establish evaluations for different purposes by setting up document templates that define evaluation processes and With this application, you can:

- Define evaluation criteria.
- Introduce mid-period checkpoints to track employee progress.
- Manage multiple participants.
- Enter evaluation data, including notes, ratings, weights, and comments.
- Consolidate feedback from multiple sources into the manager/mentor’s evaluation.
- Submit the manager/mentor evaluation for review and approval.
- Perform administrative tasks, such as transferring deleting documents.
View Current Documents

Navigation: Performance WorkCenter > Manager Self Service > Teams Current Performance Docs

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<th>Employee ID</th>
<th>Name</th>
<th>Document Type</th>
<th>Document Status</th>
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<td>08/20/2018</td>
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<td>Document ready for employee, peers and manager to fill out evaluations</td>
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<td>Employee acknowledged document or manager acknowledged document on behalf of employee</td>
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UCD’s Principles of Performance Management

- UC Davis carries out its mission through the individual and collective contributions of its employees.
- To encourage excellence, staff members need to know that those contributions are recognized and acknowledged.
- To highlight employee contributions, the University policy requires that supervisors conduct a written performance appraisal of each employee at least once annually.
- The performance appraisal process is an essential communication tool that triggers discussions between employees and their supervisors that should ultimately result in an enhanced delivery of performance and competency.
- Throughout the performance appraisal period, supervisors may “check-in” with employees by scheduling periodic meetings to discuss objectives, contributions, accomplishments, review/modify goals, provide feedback and identify ways to improve performance (if applicable).
A little goes a long way ...

93% of people agree that grateful bosses are more likely to succeed.

88% of people say that expressing gratitude to colleagues makes them feel happier and more fulfilled.

In one study from Harvard University and Wharton, receiving a “thank you” from a supervisor boosted productivity by more than 50%!

Source: UC People Management Conference 2019 – Coaching & Career Development Conversations
Assessing the Employee’s Key Job Functions

Based upon the employee’s position description, supervisor identifies 3 key job functions to insert in the appraisal

*Examples:*

- Budgeting
- Financial Research & Analysis
- Financial Reporting

For each of the three key job functions, the supervisor rates the employee using the 5-level scale:

- Exceptional
- Exceeded Expectations
- Fully Achieved Expectations
- Some Expectations Met
- Expectations Not Met
Performance Core Competencies

• Communication
• Decision Making
• Health and Safety
• Leadership
• Diversity, Equity and Inclusion
• Problem Solving and Innovation
• Quality Improvement
• Service Focus
• Stewardship and Managing Resources
• Strategic Planning
• Teamwork
• Managing People (for supervisors only)

For each of the performance core competencies, the supervisor rates the employee using the 5-level scale:

• Exceptional
• Exceeded Expectations
• Fully Achieved Expectations
• Some Expectations Met
• Expectations Not Met
• Not Applicable
UCD Health Staff Appraisal
Manager Evaluation - Update and Share

You have successfully saved your evaluation.
Enter ratings and comments for each section in this evaluation, if applicable. At any point in time you can save this evaluation by clicking the Save button.

<table>
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<tr>
<th>Section 6</th>
<th>Core Competencies</th>
<th>Future Goals</th>
<th>Manager Comments</th>
<th>Employee Comments</th>
<th>Overall Rating</th>
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</thead>
</table>
| Competency 1: Communication
Manager Rating: 3-Fully Achieved Expectations

Created by Template: 10/03/2019 4:08 PM

Competency 2: Decision Making
Manager Rating: 4-Exceeds Expectations Met

Created by Template: 10/03/2019 4:08 PM

Competency 3: Health and Safety
Manager Rating: 3-Fully Achieved Expectations

Created by Template: 10/03/2019 4:08 PM

Competency 4: Leadership
Manager Rating: 3-Fully Achieved Expectations

Created by Template: 10/03/2019 4:08 PM
Future Goals – up to 5 Goals

1. Focus on Diversity, Equity, and Inclusion
2. Focus on Professional Development
3. Future Goal
4. Future Goal
5. Future Goal
Goal #1, Focus on Diversity, Equity, and Inclusion

Manager Comments:
Complete half of the Cross-Cultural Competence Certificate Series offered by UC Davis by taking 3 of the 6 courses in the series. For 2019-20, please attend the following courses: Culturally Inclusive Language, Disability Awareness in the Workplace, and Intercultural Communication and Competence. Next year (2020-21), please attend the other 3 courses to obtain the certificate.

Goal #2, Focus on Professional Development

Manager Comments:
To enhance your subject matter knowledge and to grow professionally, please develop and implement a cross-training plan with the Contracts and Grants Accounting team in Finance. You will cross-train with that team for three months and devoting 8 hours (on average) a week on it. As part of the cross-training plan, please document your objectives, track your progress and provide me with routine updates.

Goal #3

Manager Comments:
Improve the timeliness of creating new accounts following the submission by customers of the template for new account set up by reducing the average cycle time from 72 hours to 48 hours (excluding weekends and holidays) for the time period from July 1st through December 31st.
Goals – Diversity, Equity, and Inclusion

Based upon the employee’s position, supervisor identifies a goal related to enhancing diversity, equity, and inclusion

Examples:

• Complete UC Managing Implicit Bias in the Hiring Process and UC Hiring for Success (Highly recommend for managers/supervisors and those who participate in interview panels. These are required for UCDH and UCOP)
• Represent the department in one of the employee constituency groups
• If in a leadership role, join the mentorship program and be a mentor
• Invite a speaker to present on a topic related to DEI
Goals – Professional Development

Based upon the employee’s position, supervisor identifies a goal related to that employee’s professional development

*Examples:*

- Complete a leadership program
- Complete a certificate series
- Develop and implement a process improvement for the department (or other stretch project)
- Attend a conference and present to the team what their top 3 takeaways are
Manager Comment Section

- Compared to the legacy ePAR format, ePerformance streamlines the amount of written feedback a supervisor provides.

- The supervisor’s opportunity to provide written feedback is in this section related to:
  - Achievements,
  - Performance of Key Job Functions,
  - Performance of Core Competencies,
  - Progress in Achieving Goals for the appraisal period, and
  - Areas of Development

- The supervisor must include rationale to support the overall performance rating in their comments.
- Supervisor can cut and paste content from a Word doc to this section and can attach documents.
- Very large number of characters permitted.
Overall Rating

UCD Campus Staff Appraisal
Manager Evaluation - Update and Share

Actions

Manager Rating

Attachments

No Attachments have been added to this document.
GOAL IDENTIFICATION AND WRITING

Best Practices
Goals – Focus on Strengths

People who focus on using their Strengths are...

3 TIMES as likely to report having an excellent quality of life
6 TIMES as likely to be engaged in their jobs

Source: UC People Management Conference 2019 – Coaching & Career Development Conversations
Goals – Make goal setting more collaborative

1. Define Accountability Individually
2. Develop Accountability Transparently
3. Map Collaboration Across the Business
4. Surface Collaboration Risks and Opportunities

Result
Supports more effective collaboration that can drive performance.

Accountability
Measurable outcome each employee must deliver representing their "piece of the puzzle" from the business plan.

Source: Adapted From GFG Alliance
Goals – Empower employees to support goals in their own context

“**What**” Questions

- What is the outcome you are looking to achieve?
- What will success look like after this project?
- What concerns you as you move ahead?
- What do you want to see happen?
- What's the best thing that could happen when this project is complete?
- What do you want? for yourself? for the project?
- What do you enjoy doing the most?
- What gives you satisfaction and makes you feel alive and inspired?
- What do you enjoy doing the least?
- What are you resisting?
Goals – SMART Goals

While goals are forward-facing and provide the company with the direction in which it will move, SMART goals, or objectives, serve as mile markers along the road indicating progress and maintaining motivation.

Both parties should follow the below checklist to set SMART goals to ensure that there are no gaps in understanding of expectations.

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**SMART Goals**

- **Specific**: Does the goal clearly define expectations in terms of actions and outcomes?
- **Measurable**: Does the goal avoid generalities and use action verbs?
- **Achievable**: Is the goal results-based?
- **Relevant**: Does the goal define specific metrics (quantity, quality, timeliness, cost, etc.) that can be objectively measured?
- **Time Bound**: Is the goal challenging, but within reason?
- **Achievement of the goal within the employee’s control?**
- **Can the employee reasonably be expected to successfully complete the number of goals assigned?**
- **Is the scope of the goals appropriate given the employee’s job responsibilities and level?**
- **Does the goal clearly connect to departmental and/or organizational goals?**
- **Does the employee understand how his/her goal contributes to the organization’s objectives?**
- **Does the goal specify a date or elapsed amount of time by when each goal needs to be completed?**

ANNUAL ePERFORMANCE MEETING

Best Practices
Preparing for the ePerformance Meeting

- Schedule a mutually convenient time and place for the performance appraisal discussion. Allow enough time and ensure privacy.
- Explain that you would like the discussion to be a dialogue with input from both of you included in the final written document.
- Give the employee some options about how to prepare for the discussion. For example, ask the employee to complete a self evaluation by a certain due date. The employee can address accomplishments and things that could be done better. Give the employee a list of questions to consider to evaluate his/her own performance (see above).
- Prepare a draft appraisal.
- Consider the question, What can I do to help the employee do the job better and achieve developmental goals?
Conducting the ePerformance Meeting

Continue the momentum you have established throughout the year with your ongoing dialogue about performance. You want to set the tone for an open and productive discussion. Here are some steps you can take to make it as successful as possible:

- Create a supportive environment by stating clearly the purpose of the discussion. Be as non-threatening and open as possible since the employee may be tense or uncomfortable.
- Acknowledge the employee’s individual contribution to the team and their successes.
- Discuss what could have been done better. Identify your concerns and listen to the employee's explanations.
- Ask your employee for help in resolving problems. Focus on future performance and be sure the employee takes responsibility for improvement.
- Make sure you and the employee have the same understanding of future expectations regarding performance. Feel free to ask, “how can I, as a manager, do better?”
- Give positive recognition for performance that reinforces the goals of the work unit.
- Discuss the employee's interests and potential new responsibilities. Discuss both of your roles in achieving new objectives while maintaining ongoing responsibilities.
- Conclude on a positive note, emphasizing the benefits of your dialogue.
The Final ePeformance Document

Based upon your meeting with the employee, make any necessary changes to the performance document and then submit the completed appraisal to the employee in ePerformance. The employee is then expected to review the appraisal, add comments (optional) and acknowledge it. You can explain to the employee’s acknowledgement is acknowledging receipt of the ePerformance document and the discussion of its contents, not necessarily agreement with the contents. This concludes the annual employee performance appraisal process.
Performance Notes

Navigation: Performance WorkCenter > Manager Self Service > Maintain Teams Performance Notes

Instructions
Enter the Employee ID of the subject employee in the search criteria, then select the Search button. (This list can be filtered further by entering a "Starting Date").

New notes can be added and existing notes can be edited. To add a new note, select on the Add New Note button. To edit or access the details of an existing note, select on the note’s subject.

Selection Criteria
*Employee ID [input field]
Notes From [date]
Through [date]

Search
Add a New Note

There are no existing notes for the specified selection criteria.

Accessible only to you.
Performance Notes

Performance Notes - Add/Update Notes

Instructions

Add Performance Note

Applications

Employee ID: [Redacted]  Amber Jes
Created: 18/03/2018 5:31 PM
Creator: Shi Bow
Last Update
Updated By

Subject
Note Text

Save

Return to Performance Note Selection
## OCP TIMELINE

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<td>3/31/2021</td>
<td>Review Docs owned. Transfer if needed.</td>
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<td>4/9/2021</td>
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<td>All OCP Staff</td>
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<td>Preliminary Ratings due</td>
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<td>6/11/2021</td>
<td>ePerformance Docs due to HR</td>
<td>OCP Managers &amp; Supervisors</td>
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Resources

- UC Davis HR Annual Employee Performance Appraisals
- OCP HR Performance Management
Questions?