



# ePerformance and Performance Management Best Practices



# 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

Unit	Review Period	Email Notifications	Deadlines
99 Non Represented	May 1 - April 30	Second Monday in March	Second Friday in June
K-3 Skilled Craft	May 1 - April 30	Second Monday in March	Second Friday in June
CX - Clerical	July 1 - June 30	Second Monday in April	Last Friday in July
RX - Research Professionals	July 1 - June 30	Second Monday in May	Last Friday in August
TX - Technical	July 1 - June 30	Second Monday in May	Last Friday in August
SX - Service	January 1 - December 31	1st Monday in December	First Friday in March

# UCPath ePerformance | Access and Key Features

## 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.

Dear Employee,

This automatic notification is to alert you that a Performance Appraisal form has been created for you. Please access the form and add a summary of your accomplishments for the performance period beginning 09-13 and ending 09-13 as well as your future goals for the upcoming year. The completed appraisal is due back to your manager by

You may click on this link to go directly to your May 2012 Performance Appraisal:  
[http://tstorn/pgc/hrdev/EMPLOYEE/HRHS/c/ROLE\\_EMPLOYEE.EP\\_NOTIFY.GBL?EP\\_APPRAISAL](http://tstorn/pgc/hrdev/EMPLOYEE/HRHS/c/ROLE_EMPLOYEE.EP_NOTIFY.GBL?EP_APPRAISAL)

(Please do not respond to this automatic notification.)



# 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.

**ORACLE** All Search Advanced Search


Performance Process << UCD Health Staff Appraisal  
**Manager Evaluation - Update and Share**

**Steps and Tasks**

UCD Health Staff Appraisal 04/30/2019 - 04/30/2020 Overview

- Review Self Evaluation  
Due Date 04/15/2020
- Complete Manager Evaluation  
Due Date 06/14/2020
- Update and Share**  
Pending Acknowledgement

**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  
 Due 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-Appraisal**

Description : The employee details their achievements during the appraisal period.

Created By Template 10/03/2019 4:07PM

**Employee Self-Evaluation Summary**

Manager Comments

Font Size B I U [List Icons] A A

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

- Goal 1: Focus on Diversity, Equity, and Inclusion
- Goal 2: Focus on Professional Development
- 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:
  - **Review** the employee's position description to ensure it is current and accurate as it is the basis by which performance should be evaluated.
  - **Write** a draft evaluation to discuss with employee.
  - **Meet** individually and in person with the employee to review their performance, future goals, including professional development and diversity, equity and inclusion goals.
  - **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/197175114](https://zoom.us/j/197175114)
- **Job Aid** - Step-by-step guide for completing a performance appraisal in UCPATH

ePerformance will be available shortly on the [Performance Management Pages on the HR website](#).

## Questions

Please contact HR Workforce Strategies at [workforcestrategies@ucdavis.edu](mailto:workforcestrategies@ucdavis.edu)

**UCDAVIS**  
Human Resources

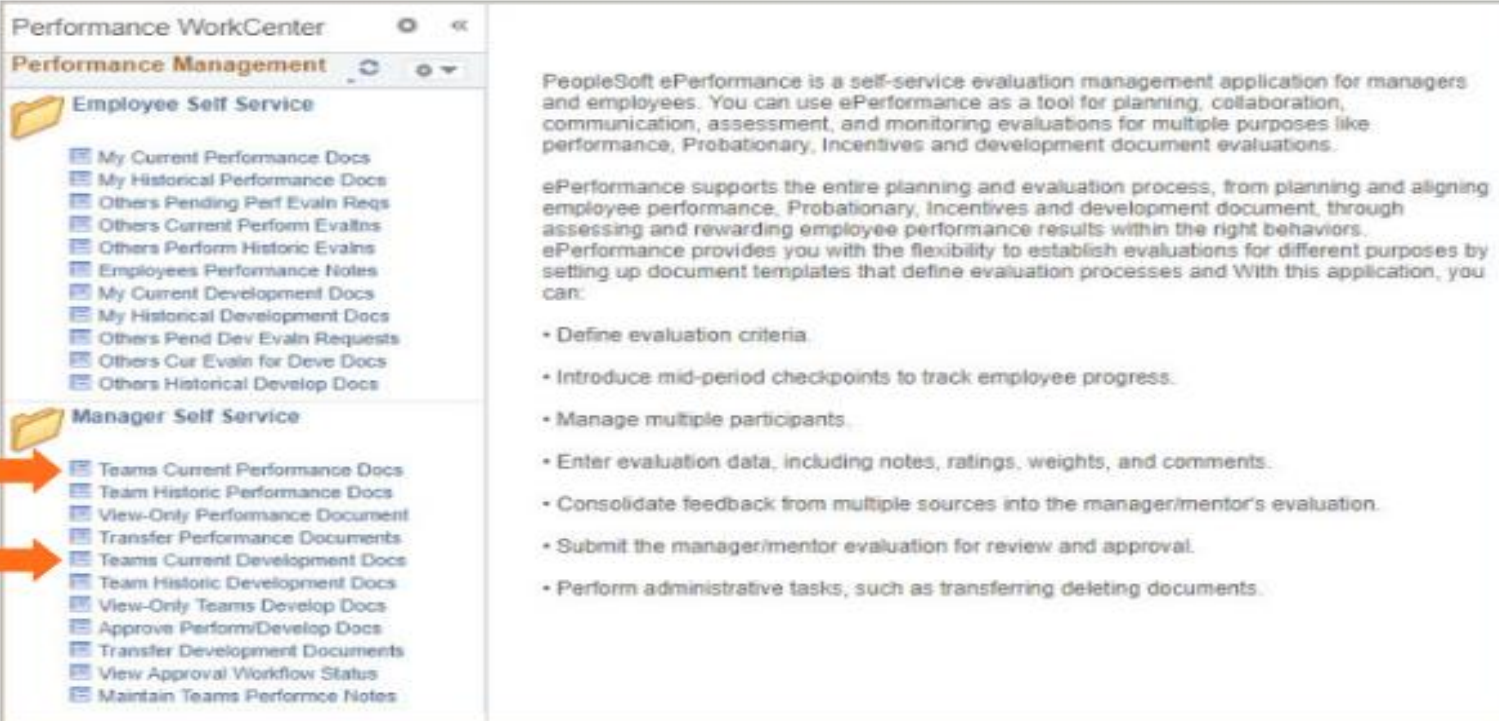


# Supervisor confirms Employee is current with Mandatory Training (via LMS)



# Menu Navigation

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



The screenshot shows the Performance WorkCenter interface. The left sidebar is divided into two sections: **Employee Self Service** and **Manager Self Service**. The **Employee Self Service** section includes options like 'My Current Performance Docs', 'My Historical Performance Docs', 'Others Pending Perf Evaln Reqs', 'Others Current Perform Evaltns', 'Others Perform Historic Evalns', 'Employees Performance Notes', 'My Current Development Docs', 'My Historical Development Docs', 'Others Pend Dev Evaln Requests', 'Others Cur Evaln for Deve Docs', and 'Others Historical Develop Docs'. The **Manager Self Service** section includes options like 'Teams Current Performance Docs', 'Team Historic Performance Docs', 'View-Only Performance Document', 'Transfer Performance Documents', 'Teams Current Development Docs', 'Team Historic Development Docs', 'View-Only Teams Develop Docs', 'Approve Perform/Develop Docs', 'Transfer Development Documents', 'View Approval Workflow Status', and 'Maintain Teams Performance Notes'. Two orange arrows point to the 'View-Only Performance Document' and 'Transfer Performance Documents' options in the Manager Self Service section. The main content area on the right contains text about PeopleSoft ePerformance and a list of capabilities.

Performance WorkCenter

Performance Management

Employee Self Service

- My Current Performance Docs
- My Historical Performance Docs
- Others Pending Perf Evaln Reqs
- Others Current Perform Evaltns
- Others Perform Historic Evalns
- Employees Performance Notes
- My Current Development Docs
- My Historical Development Docs
- Others Pend Dev Evaln Requests
- Others Cur Evaln for Deve Docs
- Others Historical Develop Docs

Manager Self Service

- Teams Current Performance Docs
- Team Historic Performance Docs
- View-Only Performance Document
- Transfer Performance Documents
- Teams Current Development Docs
- Team Historic Development Docs
- View-Only Teams Develop Docs
- Approve Perform/Develop Docs
- Transfer Development Documents
- View Approval Workflow Status
- Maintain Teams Performance Notes

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

**Current Performance Documents**  
Listed are the current performance documents for which you are the Manager.

**Filter Criteria**

First Name  Last Name   
 Document Type  Document Status   
 Period Between  -   
 Job Code  Department Set ID: RVCMP  
 Department

**Performance Documents** Personalize | Find | | First 1

Employee ID	Name	Document Type	Document Status	Business Unit	Period Begin	Period End	Job Title	Next Action	Next Due Date
17391758	Eliza Seth	Annual Performance Documents	Approval - Submitted	RVCMP	08/01/2018	08/21/2018	POLICE SVC SUPV 1	Pending Approval	05/31/2019
17438796	[Redacted]	Annual Performance Documents	Approval - Not Submit	RVCMP	08/02/2018	08/14/2018	INFO SYS ANL 3		05/31/2019
17810068	[Redacted]	Annual Performance Documents	Evaluation In Progress	RVCMP	09/01/2018	09/30/2018	BLANK AST 2	Update and Submit	11/14/2018
17810068	[Redacted]	Annual Performance Documents	Approval - Not Submit	RVCMP	09/01/2018	09/01/2018	BLANK AST 2		05/31/2019
17810068	[Redacted]	Annual Performance Documents	Approval - Not Submit	RVCMP	08/01/2018	08/31/2018	BLANK AST 2		08/01/2018

## Document Status

### Define Criteria

First document status upon creation of the document; evaluation criteria required

### Track Progress

Checkpoint is in progress and the criteria definition completed

### Evaluation in Progress

Document ready for employee, peers and manager to fill out evaluations

### Shared with Employee

Manager's document shared with employee for review

### Pending Acknowledgment

Manager discussed consolidated document with employee and sent acknowledgment request to employee

### Acknowledged

Employee acknowledged document or manager acknowledged document on behalf of employee

# 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 ...

Recognition

Appreciation

Gratitude

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 Process << >>

Steps and Tasks

- UCD Health Staff Appraisal 05/01/2019 - 04/30/2020 [Overview](#)
- Review Self Evaluation Due Date 04/30/2020
- Complete Manager Evaluation Due Date 06/14/2020
  - Update and Share**
  - Pending Acknowledgement

UCD Health Staff Appraisal  
Manager Evaluation - Update and Share

Actions



Job Title INFO SYS ANL 3      Manager  
 Document Type UCD Health Staff Appraisal      Period 05/01/2019 - 04/30/2020  
 Template UCD Health Staff Appraisal      Document ID 13878  
 Status Evaluation in Progress      Due 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
- Key Job Functions**
- Core Competencies
- Future Goals
- Manager Comments
- Employee Comments
- Overall Rating

Section 4 - Job Functions

Expand | Collapse

Performance of Key Job Functions

Description : Instructions:

Supervisor rates the employee's performance of key job functions during the appraisal period. Select up to three key job functions. In the text box, type the name of the job function and then select a performance rating for each key job function. For a job function that is not selected, N/A must be selected as the rating.

Created By Template      11/19/2019 7:02AM

Section 5 - Essential Functions

Expand | Collapse

Key Job Function #1

- Manager Rating
- 1-Exceptional
  - 2-Exceeded Expectations
  - 3-Fully Achieved Expectations
  - 4-Some Expectations Met
  - 5-Expectations Not Met
  - 6-Not Applicable
- Manager Comments

[Rich text editor toolbar with icons for Bold, Italic, Underline, Bulleted List, Numbered List, Link, and Unlink]

# 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

Performance Process

Steps and Tasks

UCD Health Staff Appraisal  
04/30/2019 - 04/30/2020 [Overview](#)

Review Self Evaluation  
Due Date 04/15/2020

Complete Manager Evaluation  
Due Date 06/14/2020

**Update and Share**

Pending Acknowledgement

### 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  
**Due Date** 06/14/2020

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 selecting the Save button.

Long Format | Cancel Evaluation

[Empl Self-Evaluation](#) | [Mandatory Training](#) | [Patient Care](#) | [Key](#) [Core Competencies](#) | [Future Goals](#) | [Manager Comments](#) | [Employee Comments](#) | [Overall Rating](#)

Section 6 - Competencies

Enter ratings and comments for each competency and behavior listed below, if applicable.

Expand | Collapse

<b>Competency 1: Communication</b>
Manager Rating <input type="text" value="3-Fully Achieved Expectation"/>
Created By <input type="text" value="Template"/> 10/03/2019 4:07PM
<b>Competency 2: Decision Making</b>
Manager Rating <input type="text" value="4-Some Expectations Met"/>
Created By <input type="text" value="Template"/> 10/03/2019 4:07PM
<b>Competency 3: Health and Safety</b>
Manager Rating <input type="text" value="3-Fully Achieved Expectation"/>
Created By <input type="text" value="Template"/> 10/03/2019 4:07PM
<b>Competency 4: Leadership</b>
Manager Rating <input type="text" value="3-Fully Achieved Expectation"/>

# 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

**ORACLE** All Search >> Advanced Search

Performance Process << >>

**Steps and Tasks** <> <>

UCD Health Staff Appraisal  
04/30/2019 - 04/30/2020 [Overview](#)

- Review Self Evaluation  
Due Date 04/15/2020
- Complete Manager Evaluation  
Due Date 06/14/2020
  - Update and Share**  
Pending Acknowledgement

**UCD Health Staff Appraisal**  
**Manager Evaluation - Update and Share**

Section 8 - Future Goals and Expectations  
Expand | Collapse

**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.

Created By Template 10/03/2019 4:07PM

**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.

Created By Template 10/03/2019 4:07PM

**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 1<sup>st</sup> through December 31<sup>st</sup>.



# 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.

ORACLE

All Search Advanced Search

Performance Process

UCD Health Staff Appraisal

Steps and Tasks

UCD Health Staff Appraisal 04/30/2019 - 04/30/2020 Overview

Review Self Evaluation Due Date 04/15/2020

Complete Manager Evaluation Due Date 06/14/2020

Update and Share Pending Acknowledgement

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

Due Date 06/14/2020

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 selecting the Save button.

Long Format Cancel Evaluation

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

Section 9 - Manager Comments

Manager Comments

Font Size B I U

Maria had a successful year. Overall, you fully achieved expectations and were a valuable member of the team. You exceeded expectations with innovative approaches to solving problems that emerged during the Neon Project, which initially caused delays and threatened the project's success until Maria stepped up and identified solutions after thoroughly analyzing the situation. You were a champion of quality improvement and were committed to our customers throughout this project and throughout the appraisal period. As an individual

# Overall Rating

**ORACLE** All Search >> Advanced Search


Performance Process << >> UCD Campus Staff Appraisal

**Steps and Tasks** UCD Campus Staff Appraisal  
05/01/2019 - 04/30/2020 Overview

- Review Self Evaluation  
Due Date 04/30/2020
- Complete Manager Evaluation  
Due Date 06/14/2020
- Update and Share**  
Pending Acknowledgement

**UCD Campus Staff Appraisal**  
**Manager Evaluation - Update and Share**

**Actions**

 **Job Title** HR GENERALIST 3  
**Document Type** UCD Campus Staff Appraisal  
**Template** UCD Campus Staff Appraisal  
**Status** Evaluation in Progress

**Manager**  
**Period** 05/01/2019 - 04/30/2020  
**Document ID** 13874  
**Due 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 | Key Job Functions | Core Competencies | Future Goals | Manager Comments | Employee | **Overall Rating**

Section 10 - Overall Summary

**Manager Rating**

- 1-Exceptional
- 2-Exceeded Expectations
- 3-Fully Achieved Expectations
- 4-Some Expectations Met
- 5-Expectations Not Met

**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

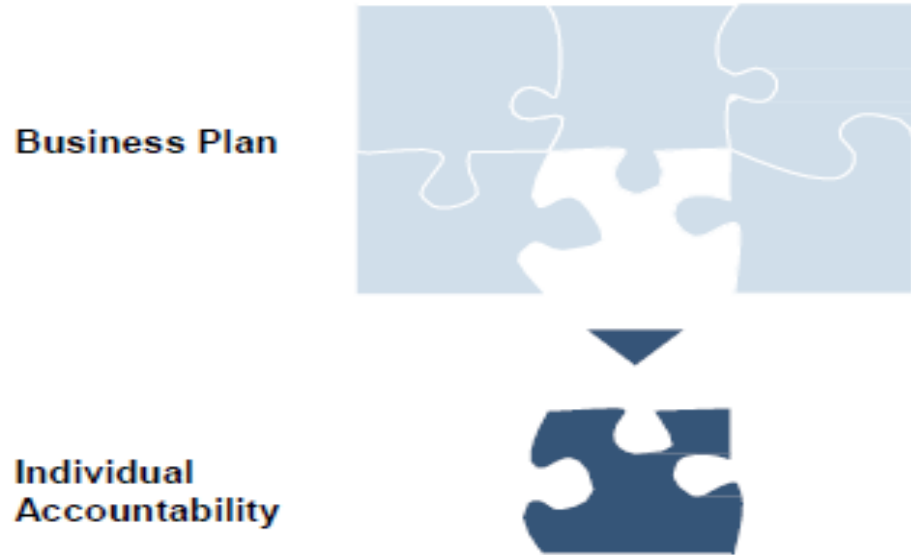
6

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



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

Source: Adapted From GFG Alliance



**Result**  
Supports more effective collaboration that can drive performance.

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?

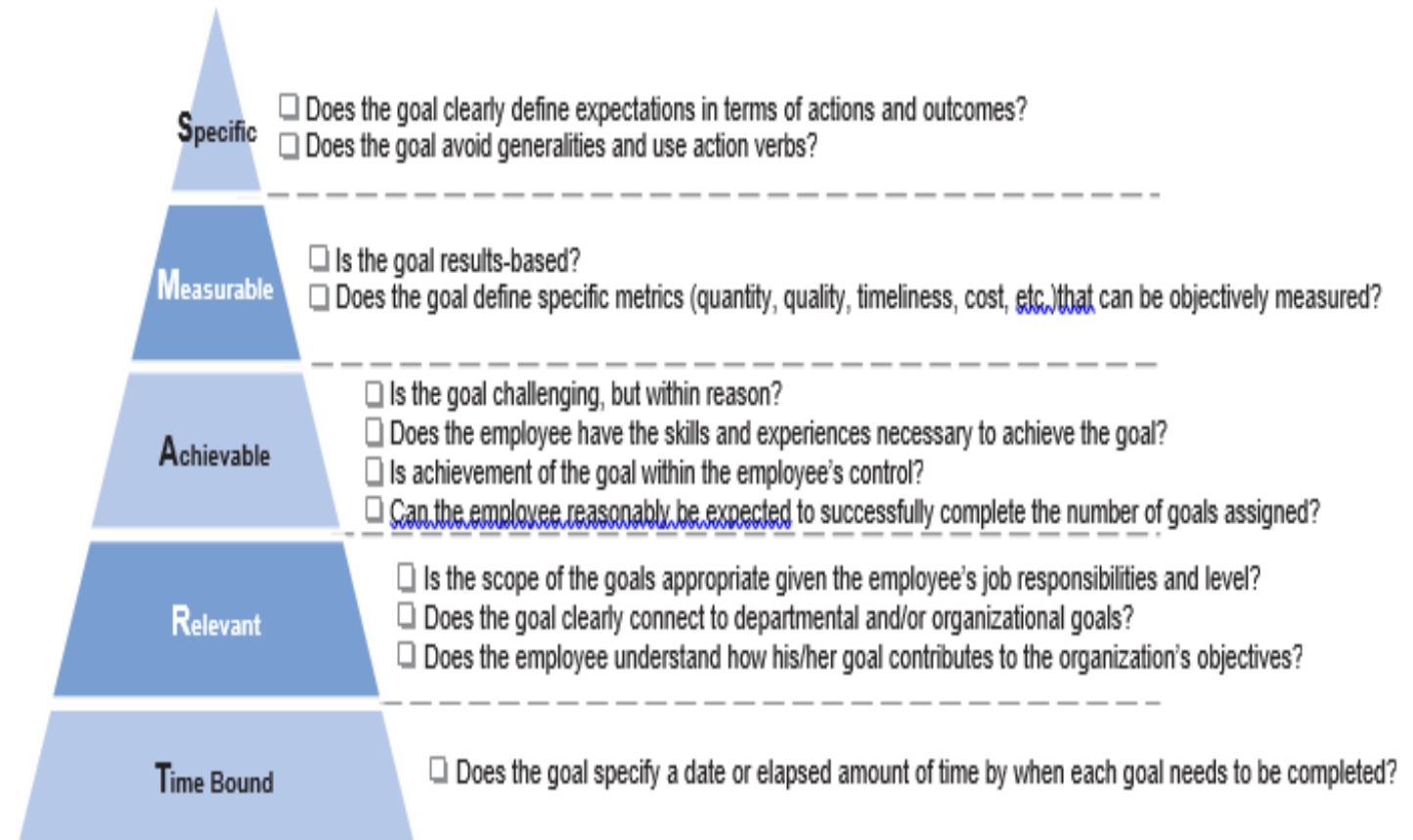




# Goals – SMART Goals

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.



Source: Latham, Gary P., and Edwin A. Locke, "Enhancing the Benefits and Overcoming the Pitfalls of Goal Setting," *Organizational Dynamics* (2006); CEB analysis.

# 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 ePerformance 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.

ALSO AVAILABLE:

## Performance Notes

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




 **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   Amber Jes  
Notes From   Through  

There are no existing notes for the specified selection criteria.

# Performance Notes

 Performance Notes - Add/Update Notes

**Instructions**


**Add Performance Note**

**Applications**

Employee ID	Amber Jes	Created	10/03/2018 5:31PM
		Creator	Shi Bow
		Last Update	
		Updated By	

**Subject**

**Note Text**



[Return to Performance Note Selection](#)

# OCP TIMELINE

Date	Action	Owner
3/8/2021	ePerformance Documents created	HR Workforce Strategies
3/31/2021	Review Docs owned. Transfer if needed.	OCP Managers & Supervisors
4/9/2021	Self Evaluation due (may be adjusted based on dept need)	All OCP Staff
5/7/2021	Preliminary Ratings due	OCP MAG & OCP HR
5/13/2021	OCP Unit Head Calibration Meeting	OCP Unit Head & OCP HR
6/11/2021	ePerformance Docs due to HR	OCP Managers & Supervisors



# Resources

- ▶ [UC Davis HR Annual Employee Performance Appraisals](#)
- ▶ [OCP HR Performance Management](#)

Questions?

