



STAFF PERFORMANCE PROGRAM FOR NON-REPRESENTED EMPLOYEES

Below is a summary of the new staff performance program for 2017 and beyond.

WHY

To improve organizational performance.

UCI is a premiere public research university and academic medical center. To maintain our position and advance even higher, we must work smarter, better, faster. We have to encourage bold, innovative thinking, allow for calculated failure and learn from our mistakes in order to continually improve our organization and meet the demands of tomorrow. To achieve this, we must become an agile, performance driven, engaged workforce, and the way we do this is through a performance management program that supports such a workforce.

1) An agile workforce.

Future needs are continually changing. An agile workforce is accepting of change, eager to streamline and simplify, open to sharing information and collaborating, and future oriented. For a workforce to be agile, frequent, honest two-way communication that looks forward rather than backward is needed between employees and their supervisors. By opening up the lines of communication, we can adjust in real time to ever-changing situations. We create an organic, living, flexible workforce that is ready to take on anything.

2) A results oriented, performance driven workforce.

Chancellor Gillman has put in place our strategic plan that sets forth an ambitious path to reach new heights of excellence and social impact. The way to drive UCI to new heights is to align employees' individual and team goals with the organization's strategic goals. When employees have a direct line of sight between their performance and the goals of the organization, they understand the value of their contributions and the important role they play in helping the organization achieve success. Discussing employees' performance goals and the progress towards achieving those goals on a regular basis drives performance.

3) An engaged workforce.

Employees who receive regular coaching, mentoring and professional development from their supervisors and have direct line-of-sight between their performance contributions and the success of the organization, feel empowered, energized, connected and committed to the organization. This increased engagement results in employee retention, innovative, efficient, cost effective solutions, and, overall improved organizational performance.



WHAT

Below are the key elements of the new performance management program. The new program was designed to support a more agile, performance driven and engaged workforce:

1) Check-in discussions.

Traditional end of year performance reviews that hold people accountable for past behavior will be replaced by frequent informal check-in discussions that focus on improving current performance and grooming talent for the future. There will no longer be a beginning or an end to the performance discussion cycle – it will be continual.

2) Check-in form.

The traditional performance evaluation form will be replaced with a shorter “check-in” form that is focused on goals and creating dialogue between the employee and manager. The form will be used to guide the check-in discussion between the employee and the manager.

3) Focus on goals and feedback questions.

Check-ins will be conducted three times per year in August (Summer Check-in), December (Fall Check-in) and April (Spring Check-in). Check-in discussions will focus on goals progress and questions that are focused on driving performance. It is not required that goals be completed within a check-in period – goals can span over multiple check-in periods if applicable.

4) Eliminate performance evaluation ratings.

Performance ratings that require considerable time to document and justify will be eliminated and replaced with value-added continual dialogue between the employee and their manager.

5) Online technology.

Paper forms will be completed via ACHIEVEonline, an online performance management system.

6) Merit.

In years when a merit fund is available, check-in documentation as well as UCI merit criteria will be used to determine merit levels and merit awards. Employees will be recognized and rewarded based on their performance contributions to the organization.

7) Coaching, mentoring and professional development.

Managers will be trained to how to mentor, coach and develop employees to further increase employee engagement and drive organizational performance.



WHEN

CHECK-IN NAME	TIMEFRAME COVERED	RELEASE DATE	EMPLOYEE/MANAGER DUE DATE	CLOSE DATE
Spring	Dec 1 - Mar 31	Feb 1	Apr 30	Apr 30
Summer	Apr 1 - Jul 31	Jun 1	Aug 31	Aug 31
Fall	Aug 1 - Nov 30	Oct 1	Dec 31	Dec 31

HOW

Check-ins will be completed using an online performance management system called ACHIEVEonline. It can be accessed at hr.uci.edu/partnership/performance.

Below are the steps you will take to complete each check-in. It's as simple as 1, 2, 3.

STEP 1:

Set Goals

- a) At any time, the employee enters performance goals in ACHIEVEonline including sub-goals, key performance indicators (KPIs), or milestones, if desired. Goals do not have to be achieved within a single check-in period. Goals can span across multiple check-in periods.
- b) The Employee saves or submits goals. Submitting sends request for approval to the manager. Goals must be approved by the manager.
- c) Once approved, the employee manages goals such as editing, canceling, entering progress and attaching documents. All goal changes will be sent to manager for approval.

STEP 2:

Complete Check-In

- a) Approximately one month before the check-in closes (or whenever the manager requests that the employee submit their check-in), the employee completes their self check-in.
- b) The check-in includes two parts: goal progress and five performance feedback questions:
 1. **Enterprise Contributor:** Provide examples of how you solicited contributions from others to improve your work, and contributed to the success of your colleagues either in your department or elsewhere at UCI. (Click on Merit Matrix above for example behaviors.)
 2. **Innovation:** Provide examples of how you improved efficiencies and work outcomes. (Click on Merit Matrix above for example behaviors.)
 3. **Job Mastery:** Provide examples of how you demonstrated knowledge, skills, and abilities that resulted in high performance and contributions. Indicate if you need additional information, knowledge, skills, resources to perform your job and accomplish your goals. (Click on Merit Matrix above for example behaviors.)



STEP 2:

Continued

4. **Engagement:** What would increase your engagement and success? What have you done to increase engagement? If you supervise others, share what you have done to support and engage your team.
 5. Is there an accomplishment, topic or follow-up item from your last check-in you'd like to address?
- c) After completing the self check-in, the employee submits and the check-in is forwarded to the manager.
- d) The manager then conducts the employee check-in by providing feedback on goals progress and responses to the five performance feedback questions listed above. The manager also answers the following additional question:

How would you summarize this employee's performance during this performance period? Is there anything you'd like the employee to address or improve upon during the next performance period? Is there an accomplishment you would like to highlight? Were there any follow up items from the last check-in?

- e) It is recommended that the manager save rather than submit at this point so any changes needed after the in-person discussion with the employee can be made before the final submit step.

STEP 3:

Meet for Check-In Discussion

- a) Approximately one week before the check-in closes, the employee and manager meet in person to discuss the check-in.
- b) The manager enters any changes discussed during the in-person discussion into ACHIEVEonline, enters the date the discussion took place, and submits.
- c) Once submitted, the employee and manager can access the check-in by going to the ACHIEVEonline Home page and clicking on the EXTRA button.

Upon submission of the check-in by both the employee and manager, the employee will receive an email from ACHIEVEonline asking them to complete the Employee Sign-Off task. The employee will indicate whether or not they had a check-in discussion with their manager and provide feedback if desired.

QUESTIONS? Check out our [FAQs](#).

More questions? Contact your department HR representative or HR Business Partner.