

To: All Staff – Controller’s Office

“Our staff are a key component in maintaining Berkeley's academic pre-eminence. Their dedication and hard work contribute to the University's mission and enable our campus to function effectively. We must ensure that we are doing our utmost to nurture and develop an exemplary staff through effective performance management.”

Chancellor Birgeneau, 2/6/06

The vision for performance management at UC Berkeley is an annual cycle of three major phases:

1. Planning
2. Regular Check-in
3. Assessment

In the past, performance management has focused more on assessment. While assessment is one of the phases all three phases are important. Performance management is a cycle that continues throughout the whole year and can be thought of as a continuous conversation between employees and supervisors on how to align efforts with department and campus objectives.

Last year in response to feedback from supervisors and employees, the Chancellor requested that the Office of Human Resources develop tools and training resources to help support consistency in performance management across campus. These tools are now available (see the Chancellor’s 8/20/07 message available from Cal Messages) and are ready for implementation throughout the Controller’s Office.

What are the tools?

Performance Evaluation and Planning (PEP) Form:

The Performance Evaluation and Planning (PEP) form is the primary form to be completed by supervisors and is based on core competencies including problem solving, decision making, and teamwork. These success factors are common in most jobs across campus, but may be defined slightly differently depending on an employee’s role. The annual PEP form is divided into 4 parts:

- Part I – Job Success Factors / Competencies
- Part II – Goals from last year or last evaluation period
- Part III – Goals for the coming year or evaluation period
- Part IV – Professional Development Plan

The PEP form is designed to support the entire performance management cycle. We are currently focusing on Parts III (Next Period’s Goals) and IV (Professional Development Plan) as we implement the planning phase of the performance management cycle.

Employee Self Assessment Form:

Employees will use this form for self-assessment of their current period goals and to describe goals proposed for the next evaluation period. The form also serves as a means

for employees to provide input regarding their professional development plans. This form helps guide discussions that occur in the planning and assessment phases of the performance management process.

360° Feedback

The 360° feedback form is used to provide employees with feedback from colleagues and client groups regarding their job performance and effectiveness. The Controller's Office Management Team views the information gathered from the 360° feedback process primarily as a coaching tool. Although the 360° information may be considered as part of an employee's assessment, the focus of the process is to provide all Controller's Office staff with additional information to guide their job performance and professional development. Therefore, the 360° Feedback process will be conducted independently from the assessment phase.

The forms are available online <http://controller.berkeley.edu/CIO/Resources.htm>.

Next Steps

As we transition to this new performance management process, the Controller's Office will establish a uniform cycle of performance management from July 1st through June 30th. We will start now to plan for the next evaluation period by working on Part III (Next Period's Goals) and Part IV (Professional Development Plans) of the Performance Evaluation and Planning form. Over the next few weeks, your unit Director will review the new appraisal forms with you and your supervisor will work with you to outline goals and a professional development plan for the 2007-2008 performance management period.

Use of the Performance Evaluation and Planning form for bargaining unit employees is pending union response. However, all employees should be working on documenting performance goals at this time.

Our performance evaluation and planning process will continue with regular check-in and feedback sessions with your supervisor throughout the year. During the first quarter of 2008, your supervisor will meet with you to discuss the 360° feedback process and to obtain information from you regarding feedback sources. By May 30, 2008, your supervisor will request self-assessment information from you as we approach the timeline for finalizing our 2007-08 performance management cycle. Your supervisor will continue communications with you throughout the year to provide feedback regarding your job performance and to foster performance improvement and career growth.

I support the adoption of these new forms as a first step towards implementing the full performance management cycle. For us to be truly successful as an organization, we must continue the dialogue between supervisors and employees to ensure that individual performance expectations are being met, the necessary job skills are being developed, and the opportunities for career growth are being identified. It is my expectation that we will use these tools constructively to engage and encourage our employees to perform to their fullest potential.

Sincerely,

John Ellis
Associate Vice Chancellor, Finance
and Controller