

Staff Performance Appraisal Process Project Management Plan

Prepared by the Office of Operational Strategic Initiatives

Version 4.0

4/17/17

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STAFF PERFORMANCE APPRAISAL PROJECT PLAN

Updated: 4/17/17

PROJECT APPROACH

Utilize three teams consisting of various campus constituents (refer to the Stakeholder Register) to launch a new meaningful, simplified, and standardized performance appraisal process.

- Thought Leadership Team – approves construct, phase structure, and methodology; ensures solution aligns with project mission.
- Steering Committee - (HR Council members, ER staff, key stakeholders) – develops and recommends methodology; participate in workgroups that develop definitions and measurements; proposes tool design and functionality; ensures operational and administrative feasibility.
- Workgroups and Implementation Teams - (HR Council members, ER staff, key stakeholders, training) – consists of Steering Committee and additional staff as needed, that will choose which workgroups to work on to help with definitions and measurements; provide input into tool design and functionality; and ensure operational and administrative applicability.

SCOPE STATEMENT

The purpose of the staff performance appraisal process redesign is to simplify and standardize the process for supervisors and make performance appraisals more meaningful for staff. This project meets the campus' desire to redesign, update, and standardize the process based on the IdeaWave campaign feedback received in late 2015. Upon completion of Phase I, the new process will have examined, revised, and implemented a new performance appraisal process that is simplified, standardized and will align more appropriately with the annual merit based pay increase system. The project deliverables shall include the following:

- Standardization and adoption of revised performance standards and process for all staff covered by UC Personnel Policies for Staff Members (PPSM), to be implemented across all VC areas starting with the upcoming appraisal cycle
- More meaningful performance measurements and rating scale, to be delivered using a more conversational approach
- Standardization and adoption of the new process across all VC areas
- Training for supervisors on how to perform a conversational staff performance appraisal using the new rating scale
- VC area choice for appraisal cycle (fiscal, anniversary, or other)
- Examination and determination of electronic tool for the 17/18 appraisal cycle
- Communication campus wide about the upcoming change to the performance appraisal process and standards.

Components of this project that will not be included in Phase I and may be included in later phases include:

- Two-way feedback from employee to supervisor
- 360 Evaluations
- Represented employee performance appraisal process

RISK, ASSUMPTIONS, CONSTRAINTS

Risks include challenges with adoption of new process and/or technology from campus community that could result in an inability to get full participation. In addition, budget may be required for instituting a software solution, which could

limit the features/functionality the university would require. One technical constraint is the electronic solution may have to integrate or be able to run reports in sync with PeopleSoft E-Performance software due to UC Path initiative.

PROJECT MANAGEMENT

The Project Manager for this project is Melani Roberson. The Project Manager is responsible for developing the project plan, monitoring the schedule, cost, and scope of the project during implementation, and maintaining control over the project by measuring performance and taking corrective action.

MILESTONE SCHEDULE

1. Charter Complete	<ul style="list-style-type: none"> • Draft charter with project Sponsor • Create Steering Committee • Define project goals and objectives and secure Steering Committee approval • Create preliminary communication plan of action 	Joanne, Melani, Thought Leaders; Steering Committee	October 31, 2016
2. Decision on paper/electronic	<ul style="list-style-type: none"> • Consensus is reached on moving to electronic solution for 17/18 cycle year decision is made. 	Steering Committee and Cathy Ledford	December 23, 2016
3. Process Needs Assessment Complete	<ul style="list-style-type: none"> • Define principles • Research best practices • Evaluate the existing process to identify strengths that we don't want to lose. 	Steering Committee, Workgroups	January 31, 2017
4. Requirements Defined for Process Redesign	<ul style="list-style-type: none"> • Define and document requirements for Performance Appraisal Process redesign effort. 	Melani Roberson, Steering Committee,	March 27, 2017
5. Finalize process redesign and begin campus wide communication	<ul style="list-style-type: none"> • Change management training complete • Begin implementing change management plan • Scheduling and executing town halls 	Melani Roberson, Joanne Tolbert-Wells	May 15, 2017
6. Requirements for electronic tool to support new process	<ul style="list-style-type: none"> • Define and document requirements for electronic solution • Determine what electronic tool will support process redesign • Choose tool and outline timeline for implementation 	Melani Roberson, Joanne Tolbert-Wells, Jude Poole, Kevin Chou, Cathy Ledford, Brian Lorentz, IT	May 15, 2017
7. Test and Pilot new process and electronic solution	<ul style="list-style-type: none"> • Training for supervisors • Organize groups that would like to participate in quarterly conversation 	IT, Joanne Tolbert-Wells, Bernadette Han	August 1, 2017
8. Testing and Pilot Complete	<ul style="list-style-type: none"> • Pilot the solution and make final changes 	Pilot Depts, IT	September 1, 2017

9. Campus Wide Implementation	<ul style="list-style-type: none"> Rollout and support new process and tool 	Steering Committee, IT	December 31, 2017 – May 1, 2018
10. Post-Go Live Stabilization Complete	<ul style="list-style-type: none"> Final refinements and support 	Joanne Tolbert-Wells, IT, Training	June 30, 2018

PROJECT BUDGET

The budget for the Staff Performance Appraisal Project project is \$0.

If a technology solution is defined, a budget will be proposed to project sponsor.

PROJECT BACKGROUND

Why is UCSD considering changing the performance appraisal process? What was the impetus? The meaningfulness of staff performance appraisals was called into question and resulted in the need to consider an Idea Campaign using the IdeaWave crowdsourcing platform to generate ideas on how to improve the staff performance appraisal process.

Idea Campaign

This project was an initiative led by Human Resources that resulted from the December 2015 IdeaWave Campaign, “Staff Performance Appraisal Process.” The campus was asked to collaboratively identify solutions to the following:

QUESTION: How can we simplify and standardize the staff performance appraisal process?

Human Resources is looking at ways to enhance the performance management process. As every UCSD employee should receive an annual performance evaluation it is important to identify ways to make the process more significant and easier to administer for everyone involved. The ultimate goal is to reduce administrative burden while creating a more efficient process that will provide good communication between the employee and supervisor. Improving the appraisal process will allow for a more efficient and consistent experience that will help everyone be more successful in their jobs, increase motivation, and improve morale. Your ideas are needed to help make the evaluation process effective and meaningful. Ideas that can improve the quality and simplify the evaluation process will be considered first. Please work to enhance the existing ideas that have been submitted along with providing new ideas. Please help us by answering the following questions:

- 1) Who do you think should be involved in the staff performance appraisal process?
- 2) What would make the staff performance appraisal more meaningful to you?
- 3) What steps could UC San Diego take to streamline and simplify the process?
- 4) What 'best practices' do you think might improve the staff performance appraisal process?

After three weeks of collecting your collaborative contributions from all departments across UC San Diego, the evaluation team will take all the Hot! Ideas and comments into account before making recommendations on next steps. An idea is promoted to Hot! when it has a minimum of 5 comments and 40 votes. We plan to select solutions from this collaborative process and begin implementing in 2016.

Evaluation

303 members (faculty and staff) of our campus community participated in the campaign and provided 79 ideas. 13 of the ideas progressed to the Evaluation Team for review and prioritization and 8 of the ideas were progressed to Concept. One idea was categorized as “Just Do It” because the idea is already implemented. Another idea was implemented UC-wide in April.

To view the ideas in more detail, please log into <http://ideawave.ucsd.edu> *before* clicking on the URLs in the table below.

The evaluation team provided the following prioritization:

Results	Evaluation Item	Feasibility	Meeting Comments
Concept	Electronic Process	83%	Possible quick win
Just Do It!	Link Appraisals to Individual Development Plans	81%	
Concept	Consistent Standards	78%	
Concept	Make score advancement clear, and possible!	71%	Supervisor training issue & create a new form
Concept	A dynamic system that can be used throughout the year	70%	Will not address 360 recommendation. Focus on availability of a dynamic system.
Concept	Change from Alfa to Numeric	65%	Nuanced ratings for a merit-based system; requires further exploration.
Concept	Coaching Sessions-Pre-Evaluations	63%	Policy issue, needs reinforcement & exploration. Best practices for supervisors & dedicated trainers.
Implemented	Merit Based Performance Appraisal System	61%	Will be implemented in Pay for Performance. Limited to non-union staff.
Concept	Upward Appraisal of Supervisors	56%	Multiple potential concepts: upward feedback, new manager training, supervisory eval criteria

STAKEHOLDER REGISTER

Thought Leadership Team:

- **Cathy Ledford**, Assistant Vice Chancellor of HR; Project Sponsor
- **Joanne Tolbert-Wells**, Director of Employee Relations, HR; Project Champion
- **Melani Roberson**, Sr. Admin Analyst – Office of Strategic Initiatives; Project Manager
- **Kathy Hay**, Director/Org Development - Vice Chancellor-Academic Affairs
- **Russell King**, Associate Director/Strategic Initiatives – Housing, Dining & Hospitality
- **Garry MacPherson**, Associate Vice Chancellor - Environment Health & Safety
- **Steven Gallagher**, Associate Vice Chancellor - SIO/DO
- **Caprece Speaks-Toler**, Director of Compensation / Interim Director of Benefits - Human Resources
- **Ashley Gambhir**, Director of Operations & Innovation – Office of Strategic Initiatives
- **Pearl Trinidad-Charfauros**, Executive Director PMBI
- **Brian Lorentz**, Director HR-IT - ITS- Business Tech Services
- **Jude Poole**, Director IT, Division of Biological Sciences

Steering Committee:

- **Stacey McDermaid**, HR Manager - Vice Chancellor Research
- **Linda Thai Schlossmann**, PR HR Analyst/HR Contact - Vice Chancellor Academic Affairs
- **Stephanie Wong**, PR Admin Analyst - Vice Chancellor: Academic Affairs
- **Amber Fehling**, Sr. Admin Analyst – VC Marine Sciences
- **Missie Jacobs**, HR - Advancement
- **Mira Dover**, RMP-HR Officer - Resource Management & Planning Human Resources
- **Patricia Arnett**, PR Admin Analyst - Chancellor's Office
- **Patty Camacho**, Business Officer - Division of Biological Sciences
- **Danielle Schulte**, Employee Relations Specialist - Human Resources
- **Pedro Scotto**, Assistant Dean - Provost – Eleanor Roosevelt College
- **Ji Song**, Fiscal/HR Manage - Nanoengineering
- **Mercedes Munoz**, Executive Director/Financial Management - Chancellor's Office
- **Danrussell Angeles**, Senior Talent/Organization Development Consultant - Health Sciences Human Resources
- **Margaret Nagase**, Associate Director/HR – Housing, Dining & Hospitality
- **Davyda Johnson**, HR Manager - BFS-Controller/Admin
- **Tammy Blevins**, Associate Director/Annual Giving and Pipeline Development; Treasurer, Black Staff Association
- **Luis Legaspi**, Student Affairs Officer - Student Affairs / International Education; Chair for the LGBT Staff and Faculty Association
- **Ebonee Williams**, Executive Director/Gordon Center - Jacobs School of Engineering; Chair-Elect, Staff Association
- **Melanie Doyle**, Staff HR and Payroll Manager, Division of Biological Sciences
- **Linda Veliz**, Principal Personal Analyst, Human Resources
- **Bernadette Han**, Principal Consultant, Human Resources
- **Kate Wilhelm**, Director of Talent/Org Dev - Health Sciences Human Resources
- **Glynda Davis**, Senior Diversity Officer, Vice Chancellor EDI

Informed only:

- **Marianne Generales**, Assistant Vice Chancellor, Research Affairs
- **Ahren Crickard**, ATS Project Portfolio Manager, VC Academic Affairs

Workgroups and Implementation Teams:

Based on Steering Committee members' interests they may choose which workgroups to be a part of during the working sessions.

COMMUNICATIONS PLAN

- Updated as of 4/14/17

DATE	TIME	VC AREA / DEPARTMENT / NAME OF LIAISON	LOCATION	Notes	Town Hall or Meeting
MARCH 20	3 – 4 PM	VC CFO OFFICE – PIERRE OUILLETTE	CHANCELLORS COMPLEX - VC CFO OFFICE		
MARCH 23	10 AM	CAMPUS HR DIRECTORS (BIWEEKLY DIRS MTG)	HR CONFERENCE ROOM		
MARCH 27	12:30 - 2PM	THOUGHT LEADERSHIP TEAM & STEERING COMMITTEE – INCLUDES HR COUNCIL	PC WEST – ELEANOR ROOSEVELT ROOM		
APRIL 3	12 – 2 PM	CHANCELLORS COUNCIL (CATHY LEDFORD)	CHANCELLORS COMPLEX - CHANCELLORS OFFICE		
APRIL 4	9-10 AM	ABA GROUP (LEN LAFEBRE)	CHANCELLORS COMPLEX RM 111A		
APRIL 5	8:30 – 9:30 AM	HR CONTACTS (RMP, ADVANCEMENT, ETC)	TPCS ROOM 430A	Confirmed and on the calendar, invitation sent	
April 10	1pm – 3pm	Housing and Dining Town Hall Margaret Nagasse	15 th Floor at the Village of Torrey Pines	Confirmed and on the calendar, invitation sent	Town Hall
April 11	9:00am – 10:30am	Equity Diversion and Inclusion Joshua Cole	Cross Cultural Center ArtSpace	Confirmed and on the calendar, invitation sent	Town Hall

DATE	TIME	VC AREA / DEPARTMENT / NAME OF LIAISON	LOCATION	Notes	Town Hall or Meeting
			(2 nd Floor of the Price Center East)		
APRIL 11	1 – 3 PM	BFS (DAVYDA JOHNSON)	SANFORD AUDITORIUM	Confirmed and on the calendar, invitation sent	Town Hall
APRIL 12	2 – 3 PM	AVC'S & ASST DEANS (STEVE ROSS, LUCY LAGUNA)	CHANCELLOR'S COMPLEX RM 111A	Confirmed and on the calendar	Town Hall
APRIL 13	10:15 - 11:15 AM	HR MARINE SCIENCES (AMBER FEHLING)	RM 114 NEW SCRIPPS ADMIN	Confirmed and on the calendar, Melanie will not be present	Town Hall
APRIL 19	9:30 -11 AM	VC CFO COMBINED AREAS – OSI, REAL ESTATE, ADMIN, CBO (BARBARA DANNER)	Eleanor Roosevelt College Room, Price Center West	Confirmed and on the calendar, invitation sent, Melanie will be unavailable	
April 19	2:30pm – 3:30pm	Housing and Dining Town Hall Margaret Nagasse	15 th Floor at the Village of Torrey Pines	Confirmed and on the calendar, invitation sent	Town Hall
April 20	1pm – 2pm	Housing and Dining Town Hall Margaret Nagasse	15 th Floor at the Village of Torrey Pines	Confirmed and on the calendar, invitation sent	Town Hall
April 21	9:30am – 10:30am	Academic Affairs and Research Affairs Lucy Laguna	PC West Ballroom A	Confirmed and on the calendar, invitation sent	Town Hall
April 21	After 1:00pm	ITS	PENDING	On the calendar as "Pending" LaTonya will follow up with Rashmi for location	

DATE	TIME	VC AREA / DEPARTMENT / NAME OF LIAISON	LOCATION	Notes	Town Hall or Meeting
APRIL 26	8:30am – 10:00am	EVC HR CONTACTS (LINDA THAI SCHLOSSMAN)	111A Conference Room Chancellors Compex	Confirmed and on the calendar	Town Hall
April 26	10:30am – 12:30pm	Academic Affairs and Research Affairs Lucy Laguna	SDSC	Confirmed and on the calendar, invitation sent	Town Hall
April 26	1:00pm – 3pm	BFS Management Team Mtg – Performance Appraisal Processes Davyda Johnson	Suite 300A/TPCS, Conference Room	Confirmed and on the calendar, invitation sent	
April 28	9:00am – 11:00am	Housing and Dining Town Hall Margaret Nagasse	15 th Floor at the Village of Torrey Pines	Confirmed and on the calendar, invitation sent	Town Hall
May 2	1:00PM – 2:30PM	CHANCELLORS OFFICE (PATTY ARNETT)	Cross Cultural Center, Comunidad Room, Price Center East	Confirmed and on the calendar, invitation sent	
May 4	1:00pm – 2:30pm	Academic Affairs and Research Affairs Lucy Laguna	PC West Ballroom A	Confirmed and on the calendar, invitation sent	Town Hall
May 5	2:00pm – 4:00pm (start time 2:30pm)	Advancement Mary Smith	Rady (Mary to confirm location within Rady)	Confirmed, on the calendar, (invitation will develop once location is confirmed)	
May 8	8:00am – 10:30am (start time 8:30am)	Advancement Mary Smith	Rady (Mary to confirm location within Rady)	Confirmed, on the calendar, (invitation will develop once location is confirmed)	
MAY 9	2-3:30 PM	MARINE SCIENCES (AMBER FEHLING)	Sumner Hall	Confirmed and on the calendar, invitation sent	

DATE	TIME	VC AREA / DEPARTMENT / NAME OF LIAISON	LOCATION	Notes	Town Hall or Meeting
May 10	9:00am – 10:30am	RMP (Mira Dover)	Rady School Management - RSM Classroom 1N108	Confirmed and on the calendar, invitation sent	
		All staff who did not attend, plus ITS and Advancement Town hall	Loft unavailable for the type of event	LaTonya to continue to search for venue	