Performance Management – Mark Cianca

-Samples of problem issues in a matrixed environment:
  ✓ How do I know if I’m being managed or supervised?
  ✓ If I’m working on projects, who evaluates my work?
  ✓ If I’m spending more than [50%] of my time on projects, who does my performance review?

-Plan for participation in processes and manage time accordingly.
-Manage potential conflict between ↓ + → behaviors.
-Is my performance problem potential in the matrix?
  -Review
  -Roles/Classification
  -Balance
  -UCSC ↔ Division ↔ Unit ↔ Staff
-Where’s the accountability?
-Managers/Supervisors need management performance expectations set for them.
-360° review implications

What do we think the benefits of Matrix Management are for Performance Management?
-Appropriate Resource Utilization
-Full spectrum of services/ more efficient
-Can/should serve customer better
-Helps people to trust the process/organization. Trust equals engagement, use of service/process, support, relationship(s), and improved skills/mentoring/sharing.
-Builds the team.
-People are more fulfilled in their work.

30 Second Elevator Speech: Why Matrix Management?
-Responsive to the needs of the customer.
-Fixes the problems of “silos” – duplication, inconsistency.
-Takes full advantage of staff skills and institutional knowledge.
-Broader representation of stakeholders
-Internally, helps to illuminate inter-relationships and an inclusive attitude.
-Helps to develop skills and knowledge of teams delivering services.
-Greater bench strength and broader/deeper knowledge.
-There is NO spoon.

General Concerns of Respondents
-Define process for balancing operational and project commitments.
-Resource commitment and locking.
-Tie merit to performance.
-Define performance setting expectations dynamic tension.
-How do we acknowledge depth of knowledge as a contributor to performance? [See diagram]
-Providing predictable, consistent, and reliable level of service to the customer.
-What tools do we use and how are they designed?
  -Instruments
  -What training/orientation is required?
-If I set goals in summer, how do we react/support changes over time? (individual performance plans are not carved in granite)
-External oversight: How do we ID/manage/mitigate conflict or questions
-Breaking through roadblocks: How? [See diagram]
-In “line” vs. “project” duties, how do we balance inputs/weights in assessment?
-If I’m “assigned” to a percent of time, how is that monitored?
-How do we promote self-monitoring?
How does this “roll up” and “drill down”? Bidirectional expectations and accountability
-Matrix: Influencer vs. Director?
-Specialization vs. Generalization [See diagram]