

UNIVERSITY OF PENNSYLVANIA

PERFORMANCE AND STAFF DEVELOPMENT PROGRAM

Self-Appraisal Worksheet for all Staff

The Performance and Staff Development Program is designed to:

- encourage regular, constructive discussion between you and your supervisor regarding your performance and progress at meeting goals and expectations
- improve your job understanding
- promote more effective job performance
- establish future goals and responsibilities based on the objectives of the department/unit
- enhance your professional growth and development

Your annual Performance and Staff Development Plan is scheduled to be completed soon. To make this process more productive, you should think about the goals and expectations that you achieved this appraisal cycle, the quality of your work and performance and competency areas that you would like to enhance or improve. Also give some thought to the 3 – 5 key competencies (see listing in attached form) that are vital to your success in your position and/or will enhance your professional development.

The attached Self-Appraisal Worksheet is similar to the Performance and Staff Development Plan that your supervisor may use to appraise your performance. The Worksheet will help you prepare for the meeting with your supervisor and should enhance communication between you and your supervisor regarding your performance and professional development. Before completing the appraisal, you can ask your supervisor about the competency areas that she or he will be addressing in your Performance Plan. In order to have a more productive performance appraisal meeting, you should address the same competencies in your self-appraisal.

The Self-Appraisal Worksheet will be included in your official personnel file in the Division of Human Resources/Records. If you need more space, please use additional paper and include your name, department and Penn ID Number on each page.

If you have questions about the Performance and Staff Development Program, contact your supervisor or the Division of Human Resources/Staff and Labor Relations at 898-6093.

**University of Pennsylvania
Performance and Staff Development Program
Self-Appraisal Worksheet
For All Staff**

Name: _____ **Penn ID**
Number _____
 Last **First** **Middle**
Department: _____ **School/Center:**

Summary of Performance: (Check the One Category That Best Describes Your Overall Performance)

- ___ Staff member's performance consistently exceeds established goals/expectations for the position and is clearly outstanding overall.
- ___ Staff member's performance consistently meets and frequently exceeds all established goals/expectations for the position.
- ___ Staff member's performance consistently meets established goals/expectations for the position.
- ___ Staff member's performance meets some, but not all, established goals/expectations for the position and improvement in specific areas is required.
- ___ Staff member's performance is unacceptable for the position and significant improvement is required.

Part I – Key Goals, Projects and Responsibilities for this Appraisal Cycle: Describe the key goals, projects and/or responsibilities that you had for this appraisal cycle in order of importance. Comment on the performance results obtained for each goal and provide examples to support each rating.

1. Goal/Project/Responsibility:

Describe performance results, including supporting examples

2. Goal/Project/Responsibility:

Describe performance results, including supporting examples

3. Goal/Project/Responsibility:

Describe performance results, including supporting examples

4. Goal/Project/Responsibility:

Describe performance results, including supporting examples

Part II - Future Development: What professional development activities/opportunities (e.g., training, special assignments, etc.) would you like to pursue during the next appraisal cycle that would enhance your job performance?

Part III - Competencies - The following are some competencies that may be vital to your success in your current position and/or to your professional development. Before completing this section, you should ask your supervisor which competencies she or he will discuss in your Performance and Staff Development Plan. Provide comments on the competencies identified by your supervisor and any other competencies that are vital to your success in your current position and/or will enhance your professional development. **YOU ARE NOT REQUIRED TO COMMENT ON ALL OF THE COMPETENCIES LISTED.** Discuss how you currently demonstrate the competency and what type of training, work experiences, and other opportunities you would like to pursue to further develop the competency. **Remember, you are not required to discuss all of the competencies listed.**

Accountability: takes responsibility for all work activities and personal actions; follows through on commitments; implements decisions that have been agreed upon; maintains confidentiality with sensitive information; acknowledges and learns from mistakes without blaming others; recognizes the impact of one's behavior on others.

Describe how you demonstrate competency and how you would like to further develop this competency:

Adaptability: responds to changing circumstances by being innovative and altering behavior to better fit different situations; consistently exhibits optimism and energy; learns new skills, performs work in different ways; successfully works with new colleagues; professionally deals with personal discomfort in a changing environment; willing to be flexible; remains calm in stressful situations.

Describe how you demonstrate competency and how you would like to further develop this competency:

Clear Communication: expresses oneself clearly and effectively when speaking and/or writing to individuals or groups; listens attentively; ensures that information is understood by all parties; shares information in a timely manner using the most appropriate method; presents well-organized information in a group setting.

Describe how you demonstrate competency and how you would like to further develop this competency:

Initiative: takes action to improve a situation without waiting for explicit instructions; understands how one's own actions relate to the University's and department's strategic goals; recognizes and responds to opportunities in order to reach a goal; seeks new and improved techniques, solutions, and approaches to completing assignments.

Describe how you demonstrate competency and how you would like to further develop this competency:

Managing Resources: allocates time and resources efficiently and effectively; prioritizes work and delegate as appropriate; works to minimize institutional risk by acting as a responsible steward for the University.

Describe how you demonstrate competency and how you would like to further develop this competency:

Organization/Project Management: organizes large amounts of information by creating and maintaining well organized systems; follows logical approaches to completing work; brings a project from inception to successful completion; translates strategies into step-by-step plans for action; monitors work progress to completion; effectively prioritizes; pays close attention to detail.

Describe how you demonstrate competency and how you would like to further develop this competency:

Problem Solving: generates creative approaches to addressing problems and opportunities; identifies and weighs options, makes sound decisions after reviewing all relevant information; anticipates and plans for potential problems; takes calculated risks; recognizes impact of solutions.

Describe how you demonstrate competency and how you would like to further develop this competency:

Service Orientation: acts professionally and calmly at all times when interacting with others; consistently demonstrates concern and courtesy towards colleagues and customers; treats all people respectfully; takes personal responsibility for correcting problems; follows up with individuals to ensure satisfaction with the level of service they have received.

Describe how you demonstrate competency and how you would like to further develop this competency:

Technology/Specialized Knowledge: demonstrates ability to use technology effectively and productively; continually updates skills and knowledge; addresses problems as they arise or seeks help as appropriate.

Describe how you demonstrate competency and how you would like to further develop this competency:

Valuing Diversity: treats all individuals fairly and respectfully, works effectively with others, regardless of their background, position, or status; ensures that opportunities are equally available to all; respects different values and viewpoints.

Describe how you demonstrate competency and how you would like to further develop this competency:

Working Collaboratively: works collegially with others, cooperating in both interpersonal and team relationships; fosters enthusiasm and maintains mutual trust, candor and respect. If applicable, manages groups effectively and builds partnerships with others.

Describe how you demonstrate competency and how you would like to further develop this competency:

Additional Competencies for those who Supervise Others:

The competencies below are provided as a guide to help measure management effectiveness. This includes the ability to lead, manage and develop others, articulate a vision that inspires commitment from others, all in a supportive environment.

Leadership: creates a vision or goal for one's work unit and communicates it in a way that motivates others to implement it; understands and leverages the organization's structure and relationships; pursues organization support and resources; develops strategies to include divergent opinions and overcome adversity; moves plans forward toward a specific course of action.

Describe how you demonstrate competency and how you would like to further develop this competency:

Managing Conflict: ensures productive resolution of conflict; recognizes different viewpoints; brings conflict into the open, and encourages those involved to find appropriate solutions.

Describe how you demonstrate competency and how you would like to further develop this competency:

Managing Performance: sets clear goals and expectations for staff; follows progress against goals; provides regular feedback; addresses performance issues promptly; fosters learning and development; provides public recognition of staff accomplishments.

Describe how you demonstrate competency and how you would like to further develop this competency:

Staff Member's Signature: _____ **Date:** _____

Revised: 03/14/07