Completing the Performance and Staff Development Plan
Quick Tips for Supervisors and Managers

1. **Inform your staff of the performance appraisal period** and let them know that they will be receiving their performance appraisals soon.

2. **Encourage or require staff to complete Self-Appraisal Worksheets and submit them to you before you complete their appraisals.** Inform staff that they can complete Self-Appraisals using the Online Performance Appraisal System. The Online Performance Appraisal System can be accessed at [https://portal.hr.upenn.edu/](https://portal.hr.upenn.edu/)

3. **Remind each respective staff member which key 1 to 5 competency areas you will address for the current appraisal cycle in his/her Performance Appraisal.** Ask each staff member to address the identified competencies in his/her Self-Appraisal Worksheet.

4. **Collect all performance documentation for the staff member for the current appraisal cycle.** This may include notes to the file about the staff member’s performance, commendations and other compliments received, written summaries of discussions with staff member about performance, and progressive disciplinary letters, if applicable.

5. **Review last year’s Performance Appraisal in the Online Performance Appraisal System.** Review the goals, responsibilities and projects assigned to the staff member for the current cycle. Also, review any changes made to the initial goals, responsibilities and/or projects assigned. Review the staff member’s most recent Self-Appraisal Worksheet.

6. **Complete the Performance Appraisal using the Online Performance Appraisal System.** The Online Performance Appraisal System can be accessed at [https://portal.hr.upenn.edu/](https://portal.hr.upenn.edu/)

7. **Describe the staff member’s progress on achieving the key goals, projects and/or responsibilities assigned for this appraisal cycle.** Via the online system, comment on the performance results obtained for each goal and provide examples of results achieved.

8. **If applicable, give the staff member feedback on the 1 to 5 key competency areas that you asked him/her to enhance or develop during this appraisal cycle.** Be sure to give feedback on the competencies you told the staff member you would address in the Performance Appraisal. Discuss in detail how the staff member demonstrates the competency using supporting examples. Also, provide feedback on how the staff member can further develop each competency and methods that can be used to enhance the competency, e.g., training, work assignments, project team participation.

9. **Set goals, projects and/or responsibilities for the next appraisal cycle.** Remember to describe in detail the expected results and time frames using the SMARTS criteria. Effective goals should be Specific, Measurable, Achievable, Results Focused, Time Bound, and a Stretch. (See the Guidelines Booklet or the Tips for Writing Effective Performance Appraisals document for more details on the SMARTS criteria.) Both documents can be found at [https://www.hr.upenn.edu/myhr/payandperform/appraisal/performance-management-programs](https://www.hr.upenn.edu/myhr/payandperform/appraisal/performance-management-programs).

10. **If applicable, list 1 to 5 key competencies the staff member should further develop during the next appraisal cycle.** The competencies identified should be vital to his/her success in the current position and/or will enhance his/her professional development. Give suggestions on methods to enhance each competency identified, such as formal or on-the-job training or work assignments. Full definitions of the competencies used in the program can be found on the Human Resources website.
11. If applicable, describe any other professional development/learning goals for the staff member for the next appraisal cycle. Discuss any other training, developmental work assignments, or other professional development activities you recommend the staff member complete to enhance his/her professional development. (This section is optional.)

12. Select an overall rating. Review the definitions in the Summary of Performance Section of the Online Performance Appraisal System. Based on the performance results achieved, select one definition that best describes the staff member’s overall performance.

13. Review the appraisal with your supervisor or manager, if necessary. You can forward a draft appraisal to your next level supervisor via the online system. The draft appraisal will be returned to you via the system once the next level supervisor reviews and amends, as needed, the document.

14. Hold performance appraisal meeting with the staff member and then finalize the appraisal. Finalize the appraisal in the Online Performance Appraisal System by marking it complete. If you are using the Online Performance Appraisal System, documents will be signed, shared and stored via the online system. There is no need to keep hard copies of appraisals if you are using the Online Performance Appraisal System.

For more information about the Performance and Staff Development Program, consult Performance and Staff Development Program Guidelines or call Staff and Labor Relations at 898-6093.

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