



PERFORMANCE APPRAISAL WORKSHOP

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The Penn Performance Appraisal Program

What Is It?

A formal workplace review process of employee performance.

Why Do We Do It?

To enhance job understanding, promote effective job performance, and review current and future goals.

When Do We Do It?

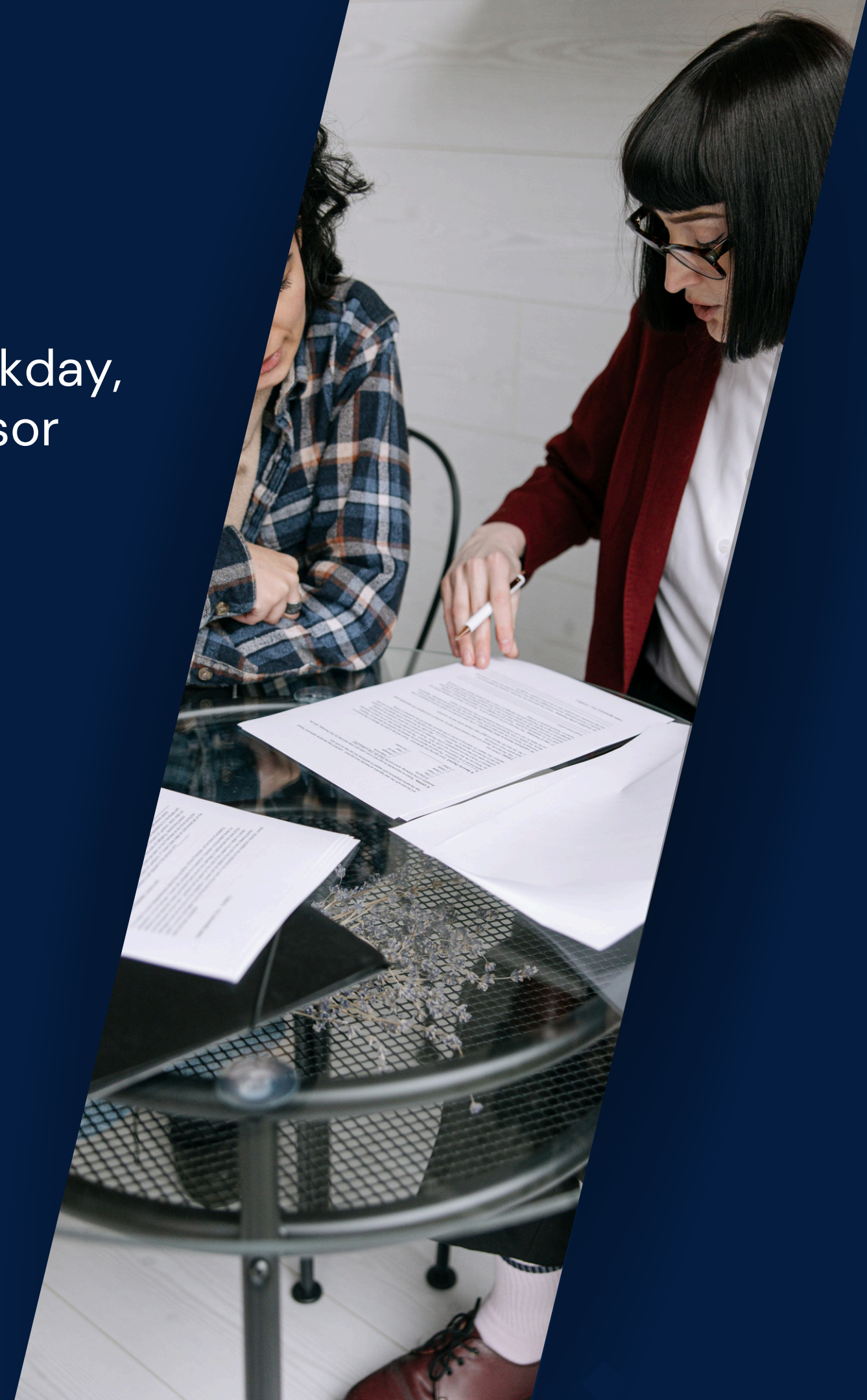
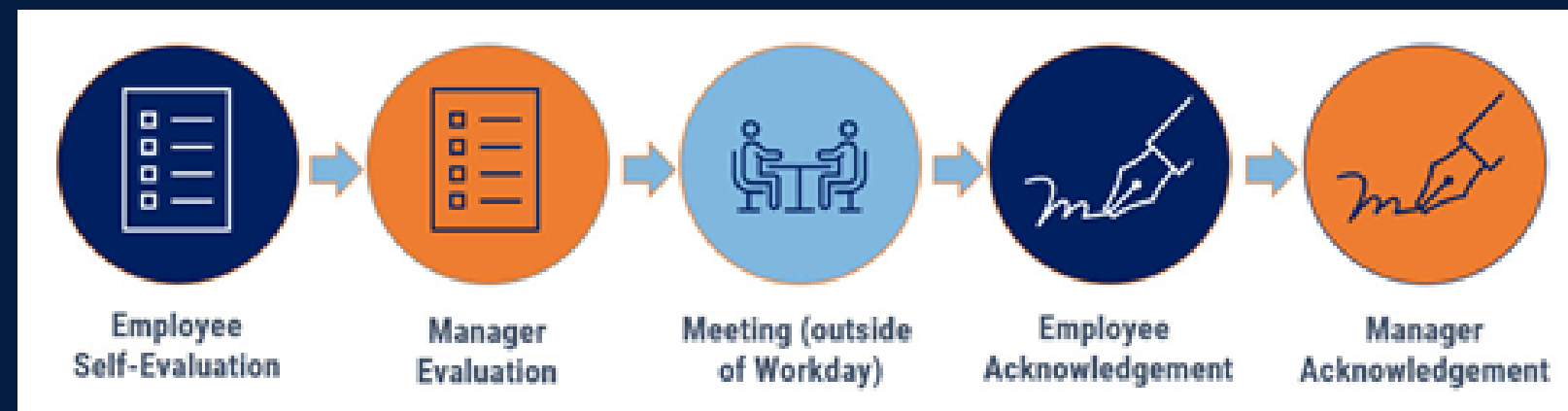
Twice a year: a Mid-Year Review in November and a Year-End Review in April.



How Do We Do It?

The performance appraisal process is completed online in Workday, in conjunction with an in-person meeting between the supervisor and employee.

There are 5 steps to the entire process:



Step 1: The Employee Self-Evaluation

- Workday prompts staff when the performance process has launched and it's time to complete the self-evaluation. ASC HR sends emails about due dates, changes to the system, and any other important information.
- To complete the self-appraisal, navigate to your Workday dashboard (myworkday.com/upenn/d/home), click on the Self-Evaluation task in your inbox, and click the blue **Get Started** button.
- There are 5 components to the Workday self-appraisal.



01

Goals

02

Feedback Questions

03

Competencies

04

Supporting Documents


05

Overall Ratings

#1: GOALS

- Adding and updating goals is the first step in creating your self-appraisal. In this section, you can update previously entered goals and create new ones for the coming year.
- Note that goals that were established as part of your Introductory Period Performance Plan will carry forward and pre-populate in the the self-appraisal if they were marked “In Progress” at the conclusion of the introductory period.
- When setting goals, use the S-M-A-R-T criteria, which can help set the scope of the goal, keep progress moving forward, help with accountability, and ensure that you’re on track for success!
- While some goals can be related to the execution of your normal responsibilities, think of goals that go beyond those too.





EXAMPLE OF A STRONG S-M-A-R-T GOAL

“Create an in-house training program to support ASC staff and supervisors with the university’s performance appraisal process. Compile policies, Workday instructions, helpful hints, and strategies for preparing robust appraisals and self-appraisals. Create training content, a slide presentation and training plan, schedule, and associated rollout communications. Roll out in conjunction with the fiscal year 2025 year-end appraisal process.”



ADDING & UPDATING GOALS

- Click the “Add” link in the Goals section to add new goals that are in their early stages or will be starting shortly.

Goals

Add or update goals and evaluate the progress of each goal by providing a required comment. You can also add new goals that will be part of the following review period.

If the **due date** of a previously entered goal is within the current review period of May 1 through April 30, the goal will prepopulate on the list below. An existing goal may not automatically display below if, for example, it was due before or after this 12 month review period. The goal can easily be added to this review by clicking **+Add** and then using the **Add Existing** search box.

A goal automatically displaying below may have a prepopulated comment. The comment was entered during the last completed performance review. You may choose to update or maintain the comment for this evaluation.

[+ Add](#)

A red arrow points from the left towards the '+ Add' link at the bottom of the screenshot.

- Goals that were added previously and are in progress will carry forward until the status is changed to “Completed.”
- Update each one with new comments about the current status of the goal, and update the due date and status accordingly.

It's helpful to include dates with each comment, for example:

***“YEAR-END APPRAISAL UPDATE:** since the mid-year appraisal, beta testing has been completed and adjustments have been made to the application based on stakeholder feedback. Rollout communications will be drafted and submitted for approval in May. The project is still on target for a June rollout.”*

#2: FEEDBACK QUESTIONS

This section includes a series of questions about the specifics of your performance during the review period and is intended to foster a dialogue between you and your supervisor.

For the best results, take your time and be thorough and honest in your answers.

#1: Strengths?



Think of your successes – what skills or professional attributes led to them? Provide examples of how you demonstrated these strengths.

#2: Challenges?



Was there something that could have gone better this year? What was missing, or what could have been added to resolve this challenge?

#3: Growth?



Did you gain a new skill, complete a new degree or certification, or complete any trainings that you applied to your position?

#4: Support?



Be honest and forthcoming here – is there anything your manager can do to support you? (Don't assume they know!)

#5: Comments?



This is an opportunity to share more, or simply mention your appreciation for the current work dynamic.

#3: COMPETENCIES

Competencies are observable and measurable skills and behaviors that contribute to workplace effectiveness and career success.

There are five university-wide competencies assigned to every staff member, regardless of job profile:



Accountability

Takes responsibility for all work activities and personal actions.

Acknowledges and learns from mistakes without blaming others.

Recognizes the impact of one's behavior on others.



Collaboration

Works collegially, cooperating in both interpersonal and team relationships.

Fosters enthusiasm and maintains mutual trust and respect.

Manages groups effectively and builds partnerships with others.



Effective Communication

Expresses oneself clearly and effectively when speaking and writing.

Listens attentively and ensures understanding.

Shares information in a timely and well-organized manner.

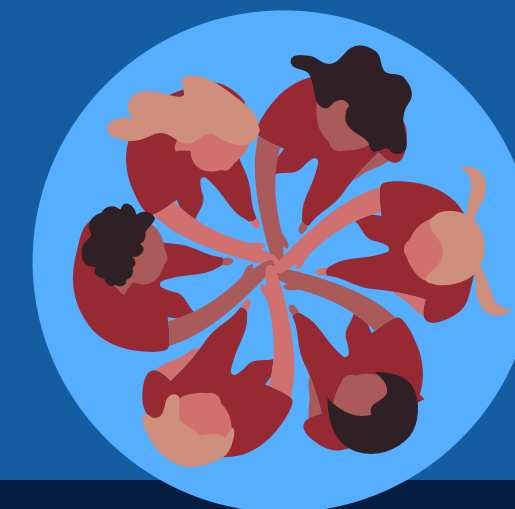


Customer Focus

Acts professionally and calmly when interacting with others.

Consistently demonstrates concern and courtesy.

Takes personal responsibility for correcting problems.



Values Differences

Treats all individuals fairly and respectfully.

Works effectively with all others.

Listens and respects different values and viewpoints.

#3: COMPETENCIES, CON'TD

In addition to the five university-wide competencies, five additional competencies are assigned based on the job family of the position. Therefore, a total of 10 competencies will appear in the appraisal.

Staff and their managers are required to provide a proficiency rating for each of the 10 competencies.

The choices are:

- Needs Improvement
- Meets Expectations
- Exceeds Expectations

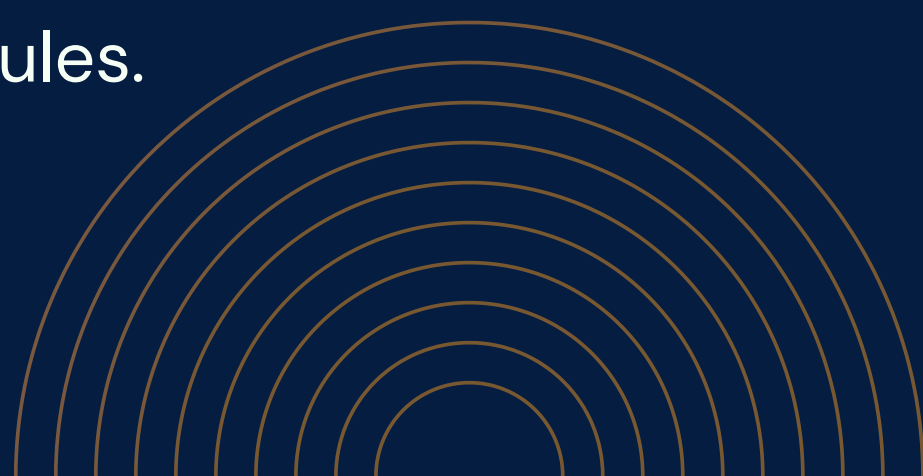
While Workday does not require that comments be added for each competency, the school's best practice is that staff and managers briefly comment on at least five competencies of their choosing. Comments should include information that supports the rating assigned.





#4: SUPPORTING DOCUMENTS

In this section, you can upload any documentation you'd like to that supports the successes you've identified in your self-appraisal. For example: notes about projects, emails complimenting your performance or contributions, presentations, certificates earned, confirmation of training attendance, or snips of work you've done -- whatever you think will be helpful to your supervisor. However, please note that uploading documents is not a requirement, and it is not a replacement for completing each of the required appraisal modules.



#5: OVERALL RATING

While a rating is not required for the mid-year appraisal process, the year-end appraisal requires an overall performance rating in both the self-appraisal and the supervisor appraisal.

There are 4 options:

Exceeds Expectations: successfully met all goals and regularly surpassed standards for timeliness, quality, and/or resource utilization.

Fulfills Expectations: successfully met all goals, consistently meeting standards for timeliness, quality, and/or resource utilization.

Meets some, but not all, expectations: acceptable performance overall, though did not meet some goals or sometimes fell short of standards for timeliness, quality, and/or resource utilization.

Does not meet expectations: did not meet most goals and/or often fell short of standards for timeliness quality, and/or resource utilization.

TIP: Evaluate yourself honestly, and remember that no one is expected to exceed expectations year after year!



Now, Review & Submit!

- Now that you've entered all of the information in the different modules, review everything to be sure it's comprehensive and complete.
- If you want to make any changes or add additional information, simply click on the section you want to edit from the left-hand toolbar.
- If you want to save your work and return to it later, click the **Save for Later** button at the bottom. The self-appraisal will remain in your Workday inbox and you can edit it at any time.
- When you are sure you're done, click the blue **Submit** button to route your self-appraisal to your supervisor.



DONE!

6 TIPS FOR WRITING A GREAT SELF-APPRAISAL!



- 1** Remember to talk about the successful execution of your everyday responsibilities and how they contribute to the overall success of the school and the university.
- 2** Look back at your calendar and meeting agendas for reminders of things you worked on. Start keeping a performance journal or email folder to put messages and other documentation in to remind you of your successes throughout the year.
- 3** Accountability is a good thing! Things never go perfectly all year long, so be candid about any challenges you faced or mistakes you made. Talk about what you learned from the experience and how you've applied those lessons.
- 4** Honesty is a good thing too! Don't over-embellish your accomplishments or minimize your challenges. No one is perfect!
- 5** A rushed self-appraisal looks like a rushed self-appraisal. Block time on your calendar so you can write, reflect, and review. Take the time to do it well!
- 6** Remember that your self-evaluation can be valuable later down the road, too, when you want to request a position review, update your resume, or prepare for an interview. Think of it as an investment!

The Performance Review Meeting: Tips for Success!

BEFORE

- If possible, schedule the review on a day when you're not overbooked.
- If possible, meet with your manager in person instead of virtually. If you must meet virtually, make sure you're in a private space with no distractions.
- Review your self-appraisal and your manager's appraisal ahead of time and have notes handy and questions prepared.

DURING

- Be confident and professional. Go in with an open perspective and prepared to hear both good and critical feedback.
- Provide status updates on current goals and ask questions to clarify the feedback and priorities of your manager. Ask for help if you need it.
- Share your career aspirations and professional development goals.

AFTER

- Apply the feedback you received, ask for check-ins to monitor your progress, and keep the dialogue open.
- Set SMART goals early on and keep notes about how you demonstrate the competencies throughout the year.
- Reach out to ASC-HR to talk about any concerns.

What Happens Next?

- ✓ After you've submitted your self-appraisal to your supervisor, they will review it and complete their appraisal of your performance, adding feedback to what you've shared, suggesting new goals, etc.
- ✓ They will submit their appraisal and you will be notified by Workday that it's ready for your review. You will review the appraisal prior to your in-person meeting.
- ✓ You will be prompted to acknowledge your appraisal in Workday. This can be done before or after the in-person meeting. You also have an opportunity to add any comments to your appraisal when acknowledging it.
- ✓ Your supervisor will be prompted to do the final acknowledgement of your appraisal in Workday.
- ✓ You can access completed self-appraisals and appraisals any time via your Workday dashboard under the "Performance" app.





Thanks for participating!

Connect with me.



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