



Pay-for-Performance

Charting the course for excellence

Conducting a Self-Appraisal

As part of the Pay-for-Performance (P4P) program, your supervisor may ask you to conduct a "self-appraisal". It's important to view the self-appraisal process not as an end in itself for the P4P process, but the beginning of a roadmap for your professional development.

The Need for a Self Appraisal

A self-appraisal is designed to help you summarize your strengths, areas in need of improvement, personal interests, and goals. It also aids you in identifying how you, as an employee, have contributed to the mission fulfillment of your unit. A self-appraisal not only provides a framework for your P4P meeting with your supervisor, it provides a roadmap for your professional and personal development. You should conduct a self-appraisal 2-4 weeks before your scheduled performance appraisal meeting.

What you should consider in your self-evaluation:

- Performance expectations for the current year
- Unit's goals and action plans
- Your personal career goals
- Current and future job challenges
- How you contributed to the unit

Although it is your supervisor's responsibility to inform you of the timeline and procedures involved in the P4P program, you must also be an active participant in the process. You should engage in a dialogue with your supervisor in establishing and reviewing your performance expectations and seek clarification when necessary. It is also your responsibility to develop your personal goals and action plans each year.

Evaluating Your Performance Expectations

The first step in the process is to review the expectations that have been communicated to you during the past P4P cycle. You will want to have the following materials to aid in this process:

- A copy of last year's P4P appraisal
- Documentation or notes when new standards were established during the year
- The unit's strategic plan (if applicable)
- Professional standards used by unit (if appropriate)

Review your P4P form, objectively assessing your performance. Think about specific situations, behaviors or actions that contributed to your ability to meet the stated expectations. Review each of your key duties, assigning an objective rating to each. It's important to keep in mind the descriptions of the ratings used for the P4P process.

Meets Standards

This rating encompasses a wide range of performance from employees satisfactorily meeting job expectations to making exceptional contributions in advancing the objectives of their departments and/or the university. Almost all A/P/S employees perform their jobs efficiently and with professionalism so it is expected that most will be rated in this category.

Does Not Meet Standards

Employees who do not satisfactorily meet job expectations and overall do not consistently perform their assigned responsibilities adequately will be given this designation. Employees rated in this category will be provided specific guidelines on how to improve performance and be re-evaluated again in six months.

Contributing to Your Unit

All employees contribute to the unit. However, sometimes contributions may go unnoticed by a supervisor or are not clearly articulated as expectations. It's important to make note of these activities and bring them to the attention to your supervisor. It may not only demonstrate that you are a team player committed to your unit, but may also show that you are willing to go above and beyond your regularly assigned duties. Focusing on contributions can also help you identify areas in which you can gain a special skill or ability or learn a new task. Again, these activities may contribute to your roadmap for your professional development.

Some examples of how you can contribute to your unit are:

- Improve a work process in your area
- Volunteer to serve on a committee
- Offer to serve as a mentor to a young professional or a new employee
- Develop strategies to improve relationships with key clients, vendors, or campus community members
- Volunteer for special projects or additional assignments
- Develop a skill that is essential for the functioning of your unit

Creating a Professional Development Plan

The last part of the P4P process is for you and your supervisor to discuss new or revised performance standards for the coming year. Your supervisor may articulate specific expectations based upon the unit's goals and plans; you also can contribute to the discussion. It is at this time that you want to share with your supervisor your plan on how you can improve your performance in the coming year as well as articulate new opportunities you wish to explore.

To create your professional development plan, you will want to follow these steps:

1. Review your own goals, strengths, and dreams. Consider how they align with the unit's goals.
2. Discuss with your supervisor the establishing of performance expectations listing required knowledge, skills, and behaviors for meeting expectations.
3. Identify professional development activities you will want to engage in that will aid you in meeting the new performance expectations.
4. Discuss with your supervisor potential resource issues including funding and time.
5. Develop a timeline for completion.

Following is a template for a plan. Additionally, the Professional Development Program offers a workshop *Improve Your Performance* that can assist you in this process. For information go to <http://uhr.rutgers.edu/profdev>.

Sample Professional Development Plan

Performance Expectation	Knowledge, Skills and Abilities Needed/Enhance	Professional Development Activities	Unit Resources Needed	Target Date of Completion
<i>Will demonstrate ability to use Excel to manage the unit's income and expenses</i>	Need to brush up on list management and use of Pivot Tables	<ul style="list-style-type: none"> ▪ Attend CAT Intermediate Excel workshop ▪ Ask Sally to assist monitor progress on-site 	Approval to attend workshop	July 2006
<i>Develop student staff handbook</i>	Need to assess student skills ; publication skills	<ul style="list-style-type: none"> ▪ Ask Mark and Leslie about suggestions on assessment ▪ Enroll in workshop on publication design 	Approval needed for workshop	Speak to Mark & Leslie by 6/15/05; attend workshop by 9/1/05

Adapted from Pennsylvania State University, Human Resources Development Center, 2000.

Professional Development Plan

Use this planning chart to identify performance expectations and developmental activities for the upcoming year.

Performance Expectation	Knowledge, Skills and Abilities Needed/Enhance	Professional Development Activities	Unit Resources Needed	Target Date of Completion