



**University
of Victoria**

**Human Resources and
Organization Development**

**Interpreting Your
Self-Assessment
Workbook**

August 06

Taking your Self-Assessment to the Next Level

Now that you have completed the competency self-assessment you will need to be selective about the areas that you invest your time and energy in developing. Focus on developing no more than 2-3 behaviours at a time.

Suggestions for competency development focus:

- 1) Have a long term perspective but focus your development plan on the next 1-3 years. What would you like to know, think, do, or have experienced in that time, that will expand your professional and personal career path?
- 2) Review your self-assessment. What areas are you naturally strong in and attracted to? Celebrate these and do not ignore them. It is much easier to develop a strength than to "fill a gap". If your strengths are in areas important to your job, continue growing them.
- 3) In your less developed competencies select behaviours that will have a significant impact on your performance. Try to connect this development to an area of strength. Seeing the benefit to your effort makes the energy and commitment required easier and more relevant. Discuss this with your supervisor.
- 4) There are eight core and eight leadership competencies for UVIC. Not all of these may be of equal importance in your role at this time. Discuss with your direct Supervisor which area would provide the greatest impact to your performance if you committed to 'growing' it?
- 5) Look for some quick wins. Are there areas that a relatively small amount of effort will produce maximum benefit?
- 6) Developing your competencies may involve reading books, On-the-job training, workshops, conferences, mentoring, job-shadowing, training, rotational assignments, peer help, movies etc. Strategies used should link your key responsibilities and goals with departmental goals and direction.

Example: *My department is undergoing a major change in our business and services. An ability to apply a Strategic Focus and skill in Managing Change is needed. My self-assessment shows that I am demonstrating strength in Strategic Focus. My assessment also shows that I am not as proficient in Managing Change. I would select one or two "Managing Change" behaviours that would have the greatest impact on my ability to achieve my strategic goals. After discussion and with the support of my supervisor, I would plan my development strategies around these two behaviours.*

Identifying Your Strengths and Areas for Development

We often tend to overlook our strengths. It is our strengths that provide us with the ability to succeed in our work roles. Your feedback results contain a clear indication of areas in which you are perceived positively by yourself and others.

Through this exercise we'd like you to:

- Take personal credit for your strengths.
- Leverage those competencies in which you have demonstrated strength.

Strengths Identified	Of these which did you identify as very important or essential to your development in the next 1 to 3 years?
<ul style="list-style-type: none"> • Builds Trust by being honest, reliable and consistent. (Leadership: Personal Insight and Impact) • Manages personal reactions in the face of changing circumstances (core: Navigating Change) 	<ul style="list-style-type: none"> • Builds Trust by being honest, reliable, and consistent. (Leadership: Personal Insight and Impact)

To improve in your manager/leader role, some competencies will require additional development. This outline helps you identify key areas for future development as a manager and leader. Through this exercise we'd like you to:

- Take ownership for those behaviours requiring improvement.
- Identify high priorities for future development.

On the following pages you will find tables to assist you in this process. Below is an example of how to complete this table:

Areas Identified for Development	Of these which did you identify as very important or essential to your development in the next 1 to 3 years?
<ul style="list-style-type: none"> • Establishes work and learning plans with staff (Leadership: Investing in our People) • Collaborates with team members to solve problems (Core: Teamwork) 	<ul style="list-style-type: none"> • Collaborates with team members to solve problems (Core: Teamwork)

Self Assessment Interpretation Guide



I. Identifying Your Top Three Development Needs

Important or Essential Development Needs	Ideas for how to develop this competency

II. Support and Challenges

This exercise helps you think through each of your development needs that may become the basis of your Learning Plan. Before deciding what action to take, it is worthwhile to analyze your current situation.

Supports – what is in place that will help me in meeting my development needs (within myself, my workplace, my community, my home).

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Restraints – what conditions might challenge me in meeting my development needs (within myself, my workplace, my community, home etc.)

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III. Analyzing Support Resources

This exercise helps identify sources of assistance that you can draw upon to meet your development needs.

Your boss. How can your boss assist you in your development needs? (e.g. support for training, assignment to committees, task forces, special assignments, projects, job rotations, etc.)

Your peers. How can your peers help you in your development needs? (e.g. mentoring, job shadowing, books, coaching, advice, morale support etc.)

Your direct reports. How might your staff help you meet your development needs? (e.g. feedback, morale support, coaching, mentoring on special topics etc.)

Human Resources and Organization Development at UVic - How can HR and OD help you in meeting your development needs? (e.g. coaching, training, advice, toolkits, mentoring, facilitation etc.)

Internal and External resources. What resources, both internal to UVic and in the larger community could help you in meeting your development needs? (e.g. volunteer opportunities, involvement with professional associations, committee work, etc.)

IV Follow Up Meetings

A Meeting with Your Boss

As follow-up to your self assessment you may want to meet with your boss to discuss the results. This outline will help you develop a plan for meeting with your boss about your Learning Plan.

Pre Meeting:

Set a meeting date and time with your boss to discuss your competency self assessment and proposed development needs. We recommend you tie this in with your Performance Plan (see the HR Website). Allow about one hour for the meeting. In advance of the meeting, be sure to review your results, noting specific items that you want to discuss with your boss.

Meeting:

1. Thank your boss for taking time to meet with you. Outline the objectives of the meeting:
 - ✓ To share the results of your self assessment
 - ✓ To invite your bosses perspective on your development needs
 - ✓ To come to agreement on a draft Learning Plan.
2. Summarize your self-assessment results highlighting your key strengths and areas for development.
3. Come to agreement on the top three development needs for your Learning Plan. These can be incorporated into your Performance Plan.
4. Discuss options and strategies for how to develop. Seek your bosses support and ideas.
5. Set a date and time for reviewing your completed Learning Plan.

Self Assessment Interpretation Guide

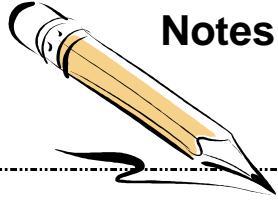


Monitoring Progress

To realize your development goals, it is important to stay focused and on track. To do this, you might want to:

- 1) Choose a trusted colleague to assist in your learning plans.
- 2) Contract with your boss to give you ongoing support in your development efforts and provide regular feedback on your progress.
- 3) Offer your direct reports opportunities to provide feedback on your progress.
- 4) Keep your Learning Plan handy and refer to it regularly.
- 5) Update your plan as needed to reflect changed or expanded job responsibilities and priorities.
- 6) Celebrate the completion of specific milestones in your learning plan.
- 7) Complete another self assessment 12 - 18 months after your first to determine your progress.

Self Assessment Interpretation Guide



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