

Welcome to our virtual waiting room!

While you wait for the session to start, please take time to:

1. Mute yourself – audio and video
 - 1 in the picture
2. Visit the chat window
 - 2 in the picture
3. Check your name- update if incorrect
 - 3 in the picture
 - We are using these names to track attendance

BlueJeans Participant Screen

1. Camera mute, Audio Mute, Share your screen and Leave meeting
2. People roster, Chat, Apps and Settings
3. People roster detail

The screenshot shows the BlueJeans interface. At the top, a toolbar contains icons for camera, microphone, screen sharing, and leaving the meeting, with a red '1' pointing to them. Below the toolbar is a video feed of four participants. A 'Who's talking' label points to a blue microphone icon above one participant. To the right is a sidebar with 'PEOPLE', 'CHAT', 'APPS', and 'SETTINGS' tabs, with a red '2' pointing to the 'PEOPLE' tab. The 'PEOPLE' tab shows a list of participants: 'Bev (me)', 'Anne', 'Board room', 'Daniel', and 'Drop from meeting'. A red '3' points to the 'Drop from meeting' option. Below the list are 'Mute All' and 'Unmute All' buttons. At the bottom of the sidebar is a meeting link: 'bluejeans.com/6786088830'. Annotations include: 'Who's talking' pointing to the blue mic icon; 'Hide menu' pointing to the 'X' icon; 'View People' pointing to the 'PEOPLE' tab; 'Click to see only who's talking (also shown by blue mic highlight)' pointing to the 'WHO'S TALKING' filter; 'Click pencil to change your name. Mute/unmute your camera or microphone. Note: only moderators (marked by a star next to the name) can also mute & unmute other participants' pointing to the pencil icon next to 'Bev (me)'; 'Click name to see call details and connection stats. Moderator has ability to drop them from meeting' pointing to 'Daniel'; 'Moderators only can Mute & Unmute All participants at once' pointing to the 'Mute All' button; and 'Copy meeting link, & share with others' pointing to the meeting link at the bottom. At the bottom of the screen, there are three buttons: 'Hide Video Thumbnails', 'Switch Video and Content Frames', and 'Your self view, with quality bar and mic status'. A 'Send Meeting link to others' button is also present.

Who's talking

Hide menu

View People

Click to see only who's talking (also shown by blue mic highlight)

Click pencil to change your name. Mute/unmute your camera or microphone.
Note: only moderators (marked by a star next to the name) can also mute & unmute other participants

Click name to see call details and connection stats. Moderator has ability to drop them from meeting

Moderators only can Mute & Unmute All participants at once

Copy meeting link, & share with others

Hide Video Thumbnails

Switch Video and Content Frames

Your self view, with quality bar and mic status

Send Meeting link to others



Penn Medicine



Leading Yourself:

Learn about the employee lifecycle and the resources to help you make the most of each stage.



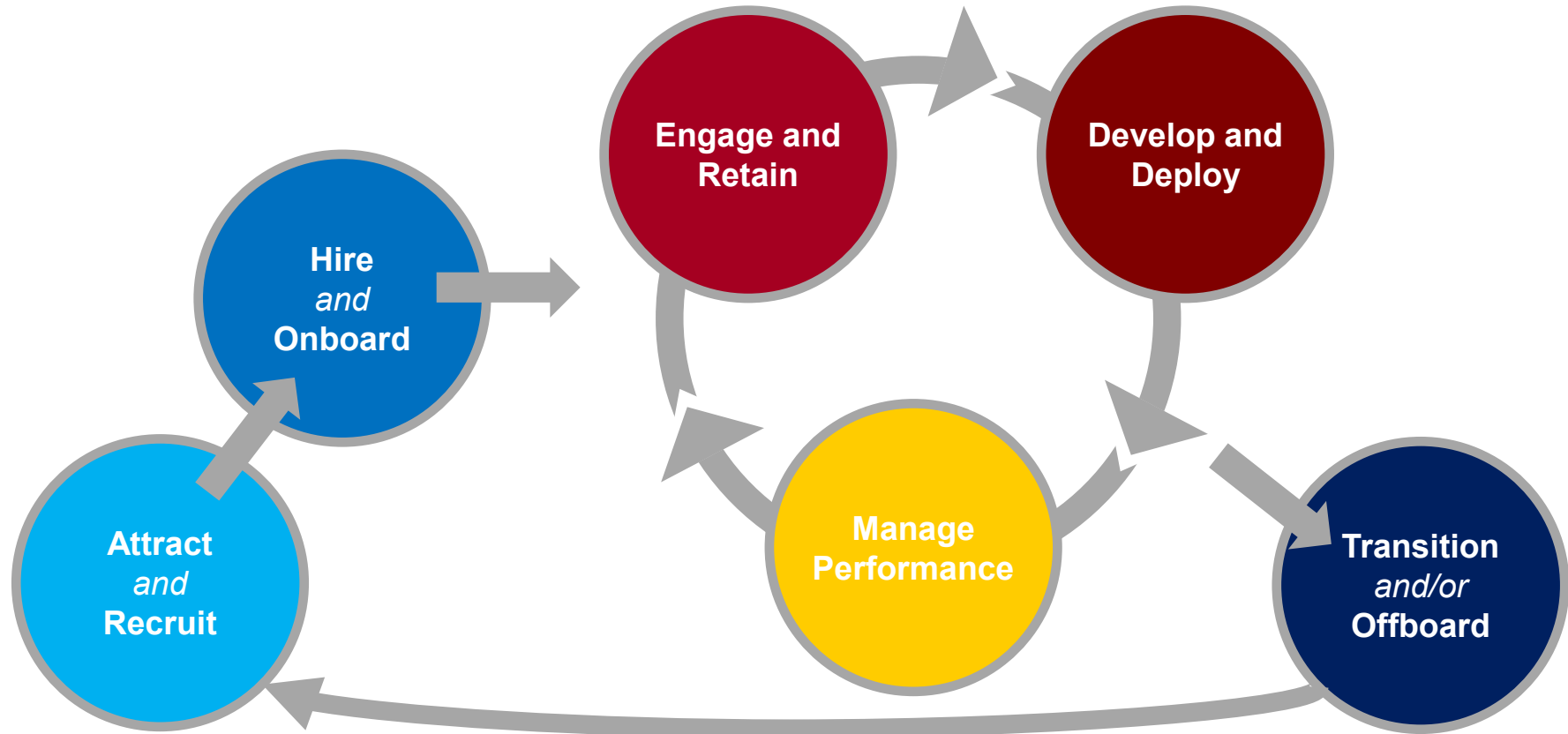
A link to the slides will be emailed at the end of the week

The Employee Lifecycle supports talent management throughout an employee's journey with Penn Medicine



The Lifecycle starts on the day a potential employee becomes aware of Penn Medicine and lasts to the day they leave.

The Employee Lifecycle is a slight misnomer...



Penn Medicine has talent management strategies for each phase of the employee lifecycle



Today we will focus on resources that employees can use to make the most of their own experience



Meet Francine

Job Details All Job Opportunities

Back to Search Results

New Patient Coordinator - OB-Gyn Oncology

Job ID: 106046
Job Category: Customer Service/Patient Access
Specialty Area: Customer Service/Patient Access
Primary Shift: Day
Work Schedule: Full Time
Penn Medicine Entity: Clinical Practices of University of Pennsylvania
Location: Philadelphia, PA
Address: 3400 Civic Center Boulevard
Education Required: Per Position Description
Experience Required: Per Position Description
Employment Type: Full-Time Regular

f

in

Send This Job to a Friend

Save

Apply Now

Penn Medicine is dedicated to our tripartite mission of providing the highest level of care to patients, conducting innovative research, and educating future leaders in the field of medicine. Working for this leading academic medical center means collaboration with top clinical, technical and business professionals across all disciplines.

Today at Penn Medicine, someone will make a breakthrough, heal a heart, deliver hopeful news, and give comfort and reassurance. Our employees shape our future every day. What's your part in the story?



Francine



Penn Medicine is committed to helping you realize your dream career

Interviewing



- Define your core values
- Establish goals and a timeline
- Have a career conversation with your manager
- Build a development plan
- Seek feedback from others
- Accept stretch assignments
- Take charge of your own professional development
- Leverage your network
- Maintain a high level of performance
- Plan for your career growth**



and my dream



grow talent from within. We appreciate varied
nize that there is no "one" career path. However,
ou navigate, it is important for you to take
your core values.

ding your dream career, follow this action

[Tips for Writing a Resume](#)

[Tips for Conducting a Successful Search](#)

[How to Prepare for a Job Interview](#)



Penn Medicine is committed to helping you realize your dream career

Interviewing

Penn Medicine Academy • Sparking Potential

TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

Tips and Strategies for Writing an Effective Resume



This tool is designed for all employees.



The following tips and techniques will help you to write an effective resume.



Use this tool as you update and/or develop a resume to seek new opportunities.

Ongoing professional development is a priority for everyone at Penn Medicine. When seeking an advancement opportunity, your resume is the first thing that recruiters and hiring managers will see. Your resume conveys a great deal about you as a candidate and is your chance to make a good first impression.

Resume Considerations

There are some important aspects to consider when writing your resume:

- Overall look and format
- Structure of information
- Content and key words

Customization for specific job titles/positions

According to a 2012 study by The Ladders, the average recruiter spends **six seconds** looking at a resume before deciding whether or not to consider a candidate.

Writing Your Resume

A current resume is required for all advancement level. Whether you are editing an older version or creating a new resume, follow these tips to make your resume the best it can be.

Overall Look

Most resumes aren't combed through on the first pass. As such, format with the mindset that the resume needs to pass a quick scan before anything else. A good resume template is one that displays information clearly so that the hiring manager can quickly assess your qualifications and determine if you are a match for the position. To make your resume look professional:

- Choose a 10 – 12 point font that is easy to read, not a font that you think looks fancy.
 - Common fonts for resumes include: Avenir, Calibri, Garamond
- Select a template style and format that best highlight your strengths and achievements.
- Be concise by using bullet points to summarize skills, experience and key points.

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TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

Tips for Conducting a Successful Job Search



This tool is designed for all employees.



These strategies can streamline your job search efforts and help you stand out.



Use this tool to expedite a job search when planning for your career progression.

Searching for a new position, either within Penn Medicine or externally, can be exciting and stressful simultaneously. The traditional method of applying for jobs and hoping to get called for interviews is no longer effective. Today's competitive, network-driven job market demands that job seekers utilize a variety of strategies such as: establishing a social media presence, researching targeted companies and leveraging personal networks in order to stand out from the crowd.

Utilize the following job search strategies to create a plan, expedite your search, increase your visibility, leverage your network and get your resume noticed.

Create a Plan: Whether you are seeking another position within Penn Medicine or conducting an external job search, start with a solid plan which includes a timeframe to prepare your resume and do your research.

- Determine why a new job is important to you and if your focus will be internal or external.
- Set a timeline for updating your resume and cover letter.
- Review the [Tips for Writing a Resume](#) job aid for strategies to make your resume stand out.
- Commit time to your job search.
 - Because job postings are updated frequently, brief daily research may be more effective than a longer weekly session.
- Plan to keep your job search organized.
 - Keep track of where you submitted applications and who you have been in contact with.

Internal:

- Initiate career discussion with your manager or Human Resources partner.
- Consider building a [Development Plan](#) to continue to grow your strengths throughout your search.
- Think about potential roles or areas of interest within Penn Medicine.

External:

- Research your target employers and become familiar with their:
 - Corporate history
 - Mission statement
 - Organizational structure
 - Names of key personnel in management, HR and the department you hope to join

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TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

How to Prepare for a Job Interview



This tool is designed for all employees.



These strategies can help you make a great first impression during a job interview.



Use this tool when you are preparing to be interviewed for a new position.

Job interviews have become increasingly more complex, especially for senior managerial and leadership roles. Hiring managers are no longer just asking about your job experience and accomplishments. They want to assess your ability to grow within the organization, your leadership potential and how you rate yourself on behavioral competencies. Take the time to prepare for an interview to ensure that you make a terrific first impression.

While it is impossible to predict every interview question you might be asked, here are some tips that will help you interview with confidence.

Do your Homework

- Research the job and industry thoroughly. Be prepared to talk in depth about the position for which you are applying.
- Learn everything you can about the unit/department/division or organization from a variety of sources.
 - Talk to peers and contacts
 - Read current news releases
 - Look over the company website and annual report
 - Follow them on social media

Prepare to Answer Common Interview Questions

- Have an answer to ["Tell me about yourself"](#) ready to go. Interviewers always ask it and you want to be sure to nail this first part of the interview.

Write down a few key words that highlight your current role, relevant previous experience and why you're interested in the new position.

- Prepare for a wide variety of questions by thinking about your career goals, long-term plans, past successes and work strengths.

Demonstrate your preparedness by considering your response to these common interview questions:

Where do you see yourself in five years?

Tips for Writing a Resume

Tips for Conducting a Successful Search

How to Prepare for a Job Interview



I want to find my dream career



30 Min Coach: Career Conversations



Penn Medicine

Onboarding

Setting Up New Colleagues For Success

Onboarding

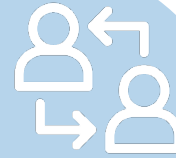


Onboarding is a **systematic approach** designed to accelerate a new employee's **transition** into his/her role at Penn Medicine.

Establish
Credibility



Build
Relationships



Understand Business & Culture



Onboarding Setting Up New Colleagues For Success

Onboarding



Onboarding Sample

Here is a sample of a completed Onboarding plan; use this as a guide.

New Leader	
Title	Director
Entity	Hospital of the University of Pennsylvania
Date of Hire	10/1/2023
Hiring Manager	(Insert Name) Chief of Staff
Peer Mentor	Director

Onboarding Goals: The First 90 Days

There are **three key goals** for a new leader's Onboarding. Putting them into practice will facilitate a smooth integration into your role and accelerate your success.

Learn the
Business

Build
Relationships

Learn the Business

Onboarding

Key Actions

- Attend New Employee Orientation
- Meet with COO to review Onboarding plan for first 90 days
- Set up desktop, laptop, VPN access, mobile phone
- Set up Knowledge Link with Penn Key
- Complete required learning modules in Knowledge Link
- Complete e-STAR biometric enrollment
- Complete e-STAR education
 - Online training
 - Manager education
- Enroll in benefits online through HR & You site
- Attend leader Onboarding courses:
 - Focus on Financial Performance
 - Focus on People
 - Focus on Quality, Improvement, Innovation
 - Focus on Performance Management
 - Focus on Service
 - Manager Fundamentals

Onboarding Sample

Understand the strategic priorities of Penn Medicine	Within 30 days
Map out development plan for first 90 days	Within 60 days
Set expectations with my manager to align goals	Within 30 days

Meetings to Attend

Key Actions	Due Date
Check in meeting with COO	Scheduled on 10/1/2023
Departmental staff meeting	Scheduled on 10/2/2023
Directors meeting	Scheduled on 10/3/2023
One-on-one direct report meetings	Scheduled on 10/4/2023
All entity executive meetings	Scheduled on 10/5/2023
CMO/CNO meeting	Scheduled on 10/6/2023

Departmental Specific Areas of Focus

Key Actions	Due Date
Review budget and budget process	Within 30 days
Review employee engagement results from previous FY	Within 60 days
Learn the departmental business plan/imperatives	Within 30 days
Focus on staff engagement and team building	Within 60 days
Learn necessary IT systems	Within 30 days
Understand reporting metrics within department	Within 60 days

Tours of Entities / Facilities / Shadowing

Locations	Address
Proton Therapy Department Tour, PCAM	3400 Civic Center Blvd.
Radiology Department, PAH	800 Spruce St., 2 Cathcart
Penn Presbyterian Hospital	39th & Market St.
Center for Innovation and Learning	1500 Market St, 9th Floor

Build Relationships

Introductory Meetings

Leadership Team Members	
Name	Title
	Chief Executive Officer
	Chief Medical Officer
	Chief Nursing Executive
	Chief HR Officer

Direct Reports	
Name	Title

Onboarding Sample

	Practice Manager	Scheduled on XXX
	Administrative Assistant	Scheduled on XXX
	Business Administrator	Scheduled on XXX

Colleagues and Peers		
Name	Title	Date of Completion
	Director of XXX	Scheduled on XXX
	Director of XXX	Scheduled on XXX

Quick Wins

Key Initiatives for Quick Wins

Key Actions	Date of Completion
Create a shared vision for interdisciplinary team	Target Date: XXX
Eliminate unnecessary steps in billing process	Target Date: XXX
Implement department dashboards and begin to track metrics	Target Date: XXX
Reintroduce bimonthly department staff meetings	Target Date: XXX



"I have a new employee or faculty member I want to set up for success"



Onboarding guidelines for hiring managers

Checklist for onboarding a new employee at Penn Medicine

Onboarding instructions for new employees

Onboarding instructions for new leaders

Onboarding instructions for new faculty



Lead Strong: Onboarding new Penn Medicine leaders



Onboarding template for new employees

Onboarding template for new leaders

Onboarding template for new faculty

New leader onboarding: data collection and synthesis

Feedback is multi-directional and critical to your career and your team's success

Ongoing Feedback



Creating a Feedback Rich Environment



Feedback Rich Environment

- Positive feedback
- Constructive feedback

Those you manage

Peers

Superior

- Offer positive feedback to recognize and reinforce actions or behaviors you value and want to continue.
- Provide constructive feedback to identify actions or behaviors that could help your colleague be even more effective and offer suggestions for improvement.

Preparing to provide feedback:

When preparing to provide feedback, start by asking yourself these two questions:

- What useful information does my colleague need?
- What information would help my colleague be more successful in his/her role?

Accountabilities

- Act as point of contact for all new patients for department.
- Serve as specialty expert of nuances of care coordination so that patients are seen by the appropriate physician and
- Schedule new patient appointments with appropriate physician and/or group with emphasis on working with provider ensure that the right diagnosis and patient is scheduled with appropriate provider.
- Coordinate new patient appointments as needed with Patient Facilitated Services and Penn Health Referral.
- Follows new patient coordination protocols to ensure that patients are coordinated and prepared for visit in an organized, consistent and seamless manner.
- Coordinate/organize all facets of new patient appointment – scheduling, coordination of medical records, test results, pathology results – all information needed to ensure an optimal level of care coordination.
- Coordinates the scheduling of diagnostic tests, other evaluations and review of necessary information prior to new patient appointment.
- Responds to patient inquiries or problems. Answer questions regarding practice, procedures, tests, directions etc.
- Coordinate the retrieval and flow of outside medical records to ensure receipt and appropriation (review by provider, scanning, etc.) of records for visit.
- Ensures appropriate retrieval, processing and returning of patient radiology films, CDs, slides and other related items.
- Manages physician new patient IDX schedules, ensures appropriate preparation of new patient charts and information 48 hours prior to date of new patient visit or services.
- Reschedules new patient appointments appropriately.
- Ensures optimal patient experience through coordination and communication.
- Follows Health System and Department Protocols for Epic Messaging.
- Communicates issues effecting flow with managers and providers as necessary. Keeps manager aware of potential issues or problems as

Key

- W
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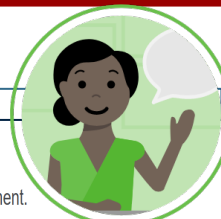
Once

Use the

move

Stop

- What would be the impact if I stop this behavior?



AT PENN MEDICINE



Use this tool prior to engaging in feedback conversations.

performance and developmental employees to their peers and everyone thrive and be successful.

employee you may receive feedback from. How we receive feedback and

tips can enhance your receptivity, sure.

ulate an immediate response;

and ensure appropriate body

order to modify or reinforce your

just additional examples to gain a

- Conversation starters include:

- "Tell me more about that?"
- "I want to fully understand; can you give me another example?"
- "So, what I hear you saying is . . ."



30 Minute Coach: Penn Medicine Behavioral Competency Model
30 Minute Coach: Managing Up
Giving Feedback with the ADAPT Model



Giving Feedback
Soliciting Feedback
Receiving Feedback



Penn Medicine

**Ongoing
Feedback**



- Peers Super

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Ongoing
Feedback



Creating a Feedback
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Feedback Rich Environment:

- Positive feedback
- Constructive feedback

Those you manage

Peers

Supervisor



[30 Minute Coach: Penn Medicine Behavioral Competency Model](#)
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[Giving Feedback](#)
[Soliciting Feedback](#)
[Receiving Feedback](#)




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Feedback is multi-directional and critical to your career and your team's success


Ongoing
Feedback




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TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE


Giving Feedback



This tool is designed for employees.



The following tips and techniques provide success factors to help you effectively provide feedback to those you work with.



Use this tool when you observe a colleague doing something you want them to keep doing or to do differently.

At Penn Medicine we strive to build a feedback rich environment, where ongoing, real time, performance and developmental feedback is provided from managers to employees and teams, as well as by employees to their peers and leaders. Feedback is an essential two-way communication tool that helps everyone to thrive and be successful.

Trust is a key element of your ability to give and receive feedback. You should provide feedback with the intent to build the relationship and help someone else be successful.

As an employee, you have a variety of opportunities to provide feedback to those you work with.

Feedback opportunities:

- Share real time feedback immediately or shortly after an observation
- Offer feedback after making multiple and consistent observations over time
- Provide feedback when you see an opportunity for continuous improvement

Having made an observation, you can use feedback to:

- Offer positive feedback to recognize and reinforce actions or behaviors you value and want to continue.
- Provide constructive feedback to identify actions or behaviors that could help your colleague be even more effective and offer suggestions for improvement.

Preparing to provide feedback:

When preparing to provide feedback, start by asking yourself these two questions:

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TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

Soliciting Feedback



This tool is designed to help gather feedback on your performance from others.



The following tips and techniques provide success factors to solicit feedback.



Use this tool to ask for feedback from those who observe your performance.

Soliciting feedback from others is an important part of building a feedback rich environment. Asking your manager, peers, key stakeholder, and direct reports - if applicable - to provide honest feedback can ensure greater self-awareness, provide insight into your blind spots and result in professional growth and development. By having your team or others respond to a few simple questions, you can obtain valuable feedback and keep track of your own progress.

How to solicit feedback:

- Consider asking for feedback from multiple sources. Select people who are in the best position to observe your performance, such as your manager, peers, key stakeholder, and direct reports, if applicable.
- Request feedback in a one-on-one setting. Confidential feedback or an informal, private discussion tend to be more accurate than public feedback. Use one-on-one meetings as a means to understand how others see you and to get the most accurate information.
- Be approachable and ensure the person providing feedback feels comfortable. Receiving feedback may be challenging. Use the **Tips for Receiving Feedback** job aid to maximize the experience.

Key questions to ask when soliciting feedback:

- What should I **stop** doing?
- What should I **continue** doing? What are my greatest areas of **strength**?
- What should I **start** doing? What are my greatest areas of **opportunity**?
- What are your expectations from me in the next 12 months?
- How can I best support your work in the next 12 months?

Once you solicit feedback, take time to reflect on what you heard:

Use the following questions to help you identify the behaviors that aren't working and the behaviors that will help you move in a new direction.

Stop

- What would be the impact if I stop this behavior?

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TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

Tips for Receiving Feedback



This tool is designed for employees.



The following tips and techniques provide success factors to help you effectively receive feedback from your peers and manager.



Use this tool prior to engaging in feedback conversations.

We strive to build a feedback rich environment where ongoing, real time, performance and developmental feedback is provided from managers to employees and teams but also by employees to their peers and leaders. Feedback is an essential, two-way communication tool that helps everyone thrive and be successful.

Trust is a key element of your ability to give and receive feedback. As an employee you may receive feedback from a variety of sources, including your manager, peers, and other leaders. How we receive feedback and what we do with it is up to each of us.

RECEIVING FEEDBACK TIPS:

Below are practical tips to keep in mind when receiving feedback. These tips can enhance your receptivity, ability to take action to address and encourage more feedback in the future.

Actively listen

- Focus on what is being said. Resist the urge to formulate an immediate response; receive the feedback with an open mindset.
- Demonstrate active listening; making eye contact and ensure appropriate body language.

Seek clarity

- It is important to fully understand the feedback in order to modify or reinforce your behavior.
- Don't hesitate to ask clarifying questions and request additional examples to gain a better understanding of the feedback.
- Conversation starters include:
 - "Tell me more about that?"
 - "I want to fully understand; can you give me another example?"
 - "So, what I hear you saying is . . ."



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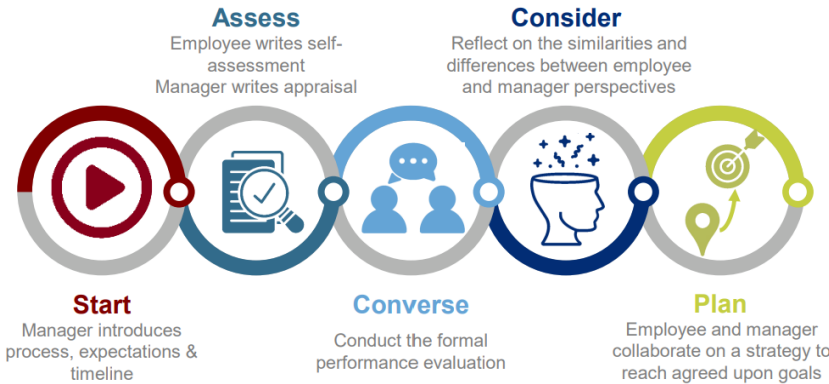
Penn Medicine

You and your manager are partners in the performance review process

Performance Appraisal Process



30 Minute Coach:
Performance Evaluations



Preparing for a Performance Feedback Discussion



Penn M



Performance
Management



Using Competencies During
Performance Reviews

To maximize the value of the competencies:

- Read the definition of each competency and associated rubric
- Differentiate scoring of the competencies
- Select 3-5 strengths and at least one area of opportunity


Level 1 Competencies	Employee Self-Evaluation					Manager Evaluation of Employee				
	Needs Development	Approaching Skilled	Skilled	Approaching Talented	Talented	Needs Development	Approaching Skilled	Skilled	Approaching Talented	Talented
Instills Trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Values Differences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patient/Customer Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Critical Thinking and Problem Solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaborates	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicates Effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensures Accountability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates Self-Awareness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Preparing for a Performance Feedback Discussion


You and your manager are partners in the performance review process




 Penn Medicine Academy • Building an Agile Culture

TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE


Preparing for a Performance Review Discussion



This tool is designed for employees.



The following worksheet will help you prepare for performance review discussions with your manager.



Use this tool prior to your performance review with your manager.

The annual performance review is an opportunity to summarize your prior year's accomplishments to plan for continued success in the year ahead and beyond. A performance review is a two-way process designed to engage and support you to function at your highest level.

Performance review discussions provide an opportunity for you to:

- Discuss a summary of your performance throughout the year and follow up on prior feedback discussions in a holistic way.
- Provide your perspective on your performance throughout the year with examples to support your assessment.
- Discuss next steps for your growth and development.

Performance review discussions include:

- Review of **what** work was done, including key accomplishments and performance results.
- Discussion of **how** the work was done, including behavioral competencies.
- Discussion of potential development goals for the upcoming year that focus on both what and how work is to be completed.
- Review of development opportunities and career management.
- Two-way communication.

When done well, there should be no surprises in the performance review discussion; it is a summary of ongoing conversation and feedback between you and your manager over the prior year.



Collaborate with your manager on goals and methods for professional and career growth



How do I Leverage my SWOT to Plan for Growth?



Tools for Managers ▾ Tools for Individual Contributors Penn Medicine Competency Model Team PMA Site

Hello, Debra L Rosenbaum

When presented with an area of opportunity, it is important to remember that competencies can be deliberately developed over time. Being intentional about your plan to build competencies become even stronger in your role and prepare you for what lies ahead.

[Get Started](#) [My Plans](#) [My Team's Plans](#)

Helpful Guide

This tool has been built to guide you through your developmental journey, suggesting learning opportunities and resource that will help you develop the competencies to be even more successful.

[Watch *Creating a Development Plan* to learn how get started.](#)

Steps for Building a Development Plan

1. Complete the [Behavioral Competency self-assessment](#) to understand your areas of strengths and opportunities for growth.
2. Work with your manager to identify a competency you would like to develop. Focus on one competency at a time but you may develop multiple development plans.
3. Use the interactive development planning tool to set your SMART (Specific, Measurable, Achievable, Realistic and Time-bound) developmental goals and track your progress.
4. Select development opportunities that include a combination of:
 - **On-the-job development:** Experiential learning/special assignments and projects
 - **Feedback from others:** Input from managers, peers and others you work with. Discuss with your manager to identify feedback source.
 - **Formal training:** Online LinkedIn learning courses and classroom-based training programs
 - **Useful PMA tools:** Tools and resources on the PMA website organized by competency

Additional Resources

Explore tools and resources available to help with your development planning.
[PMA Talent Development Website](#)

Browse tools for individuals.
[Talent Development Tools for Individuals Developing the Competencies \(pdf\)](#)

Access Knowledge Link to view a comprehensive development program for each competency.
[Knowledge Link Catalog](#)



Identify a Mentor for Career Growth and Development
 Undergraduate and Graduate Programs - Selecting the Best Fit



Development Planning



Penn Medicine

Collaborate with your manager on goals and methods for professional and career growth



My Development Plan

Step 1: Enter your manager's full name.

Step 2: Select a competency you would like to develop. You can pick one competency per plan. [View Competency Model](#)

Reminder: Validate selections with your manager. **Note:** Hovering over a competency will show definition.

Level 1

- | | | |
|---|---|---|
| <input type="radio"/> Ensures Accountability | <input checked="" type="radio"/> Patient/Customer Focus | <input type="radio"/> Demonstrates Self-Awareness |
| <input type="radio"/> Communicates Effectively | <input type="radio"/> Collaborates | <input type="radio"/> Instills Trust |
| <input type="radio"/> Critical Thinking and Problem Solving | | |

Building strong patient/customer relationships and delivering customer/patient centric solutions.

Level 2

- | | | |
|---|---------------------------------------|--|
| <input type="radio"/> Manages Conflict | <input type="radio"/> Tech Savvy | <input type="radio"/> Self-Development |
| <input type="radio"/> Manages Ambiguity | <input type="radio"/> Being Resilient | <input type="radio"/> Nimble Learning |
| <input type="radio"/> Interpersonal Savvy | | |

Level 3

- | | | |
|---------------------------------|--|---|
| <input type="radio"/> Persuades | <input type="radio"/> Builds Network | <input type="radio"/> Balances Stakeholders |
| <input type="radio"/> Courage | <input type="radio"/> Decision Quality | |

Level 4

- | | | |
|--|---|---|
| <input type="radio"/> Drives Engagement | <input type="radio"/> Optimizes Work Processes | <input type="radio"/> Develops Talent |
| <input type="radio"/> Plans and Aligns | <input type="radio"/> Directs Work | <input type="radio"/> Attracts Top Talent |
| <input type="radio"/> Builds Effective Teams | <input type="radio"/> Business and Financial Acumen | <input type="radio"/> Manages Innovation and Change |

Level 5

- | | | |
|--|---|---|
| <input type="radio"/> Organizational Savvy | <input type="radio"/> Drives Vision and Purpose | <input type="radio"/> Strategic Mindset |
|--|---|---|

Previous

Continue to Step 3

Step 3: Tell us about your development goals.

My Development Plan

Competency Chosen: Patient/Customer Focus

Step 1: Enter your manager's full name.

Step 2: Select a competency you would like to develop. You can pick one competency per plan. [View Competency Model](#)

Step 3: Tell us about your development goals.

Step 4: How would you assess yourself?

Step 5: Choose development activities and action steps.

Reminder: Select at least two on-the-job development activities and one formal training with feedback from others.

Activity Type

- ☒ On-the-Job Development ☐ Formal Training ☐ PMA Tools ☐ Create My Own Activity

On-the-Job Development Ideas

Spend time with your clients or patients. Identify areas where a simple change ...

Spend time with your clients or patients. Identify areas where a simple change might improve their overall experience. Document your observations, suggestions and present them to your manager.

Feedback Source

My Manager

Timeframe for Completion

90 days

*Please enter a specific date if possible

Describe your action steps

1. I will be intentional when spending time with my patients.
2. I will look for areas we could improve the patient experience.
3. Once I identify an area that could be improved, I will build a plan with suggestions for improvements
4. I will present my plan to my manager and ask for feedback

Previous

Add a New Activity

Submit My Plan



Collaborate with your manager on goals and methods for professional and career growth



Recommended LinkedIn Learning

- [How to Network When You Don't Like Networking](#)
- [Leading and Managing the Whole Self](#)
- [Turning Weaknesses Into Strengths](#)
- [Managing Self-Doubt to Tackle Bigger Challenges](#)
- [The Power of Motivation with Daniel Pink](#)
- [Career Advice from Some of the Biggest Names in Business](#)
- [Building a Diverse Professional Network](#)
- [A Beginner's Guide for Finding Your Calling](#)
- [Leading Yourself](#)
- [Being an Effective Team Member](#)
- [Developing Self Awareness](#)
- [Developing Critical Thinking Skills for Better Judgement and Decision Making](#)
- [Interpersonal Communication Skills](#)
- [Managing Up](#)
- [Managing Up Virtually as an Employee](#)
- [Succeeding in a New Role by Managing Up](#)
- [Setting Team and Employee Goals Using SMART Methodology](#)
- [How to Organize Your Time and Your Life](#)
- [Psychological Safety: Clear Road Blocks to Innovation and Collaboration](#)
- [Self-awareness, Authenticity and Leadership](#)
- [Becoming an Impactful and Influential Leader \(podcast\)](#)
- [Lessons in Enlightened Leadership](#)
- [Be intentional about your energy](#)
- [The Power of Changing Your Perspective](#)
- [Why you should ask for feedback](#)
- [How to Develop Friendships and Connect Meaningfully with Work Colleagues](#)
- [Balancing Work and Life as a Work-from-Home Parent](#)
- [Building Resilience](#)
- [Productivity: Prioritizing at Work](#)



What if...

- ▶ My manager says they would like me to stay in my role indefinitely?
- ▶ I don't know if I should give feedback to a colleague about something?
- ▶ I don't know how I should give feedback to a colleague?
- ▶ What if I don't know what I should do next?



Questions? Comments?

Penn Medicine Resources

- ▶ [PennCOBALT](#) a tool for the Penn Community that uses targeted assessments to direct you to the right level of coping support.
 - ▶ [Lead Strong](#) Live discussions and curated resources for Penn Medicine employees around leading yourself and your team during adversity.
 - ▶ [WELLfocused](#) a program dedicated to making living a healthy lifestyle easier, by providing tools, resources, educational campaigns and health-related challenges to help improve overall well-being
- Penn Medicine Academy:**
- Microlearnings:*
- [Creating a Feedback Rich Environment](#)
 - [Building a Development Plan](#)
 - [Using Competencies During Performance Reviews](#)
- Pathways:*
- [I want to find my dream career](#)
 - [I want to build an even better working relationship with my manager](#)
- Job Aids:*
- [Tips for Writing a Resume](#)
 - [Tips for Conducting a Successful Search](#)
 - [How to Prepare for a Job Interview](#)
 - [Giving Feedback](#)
 - [Soliciting Feedback](#)
 - [Receiving Feedback](#)
 - [Preparing for a Performance Feedback Discussion](#)
 - [Identify a Mentor for Career Growth and Development](#)
 - [Undergraduate and Graduate Programs - Selecting the Best Fit](#)

Articles

- ▶ [Rediscover Joy at Work](#)
- ▶ [The Employee Life Cycle Is About An Experience](#)
- ▶ [Employees Are Responsible for Their Engagement Too](#)
- ▶ [Why Talent Management Is an Important Business Strategy](#)

LinkedIn Learning

- ▶ [Mindful Working - 11 Ways to Improve How You Work](#)
- ▶ [Aligning your Values with Work Life and Everything in Between](#)
- ▶ [How to Create a Career You Love](#)

