Missouri University of Science and Technology

Performance Appraisal for Human Resource Specalist

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# **Strategic Plan**

## 

## *Missouri University of Science and Technology Mission*

Missouri S&T integrates education, research and application to create and convey knowledge that serves our state and helps solve the world’s great challenges.

## *Human Resource Mission*

The Missouri University of Science and Technology Human Resource Department engages and improves a diverse workforce through integrity, innovation, diversity, and accountable relationships.

## *Missouri University of Science and Technology Vision*

Missouri S&T will be the leading public technological research university for discovery, creativity and innovation.

## *Human Resource Vision*

The Missouri University of Science and Technology Human Resource Department will provide by 2022 a 30% improvement in recruitment, benefits, compensation, training, recording, staff budgeting, and payroll.

## *Missouri University of Science and Technology Values*

* Lifelong Success

We add exceptional value. The rewards of the Missouri S&T experience extend far beyond a college education, valued degree or gratifying career.

* Creativity

We are innovators. Building a better world demands a creative spark, innovative and entrepreneurial approaches, and curiosity to discover and explore new solutions to the world’s great challenges.

* Integrity

We hold ourselves accountable for our actions. We strive to uphold the highest ethical standards, to conduct ourselves with trustworthiness and respect for all of humanity, and to instill in our campus community these same principles.

* Sustainability

We live by example. As stewards of the public goodwill, the financial resources entrusted to us, and the environment, we emphasize resilient and sustainable practices in all our endeavors.

* Partnerships

We are great partners. We focus on adding value and creating mutually beneficial partnerships.

* Inclusion

We are an inclusive, welcoming community. We seek to build a creative learning environment marked by openness, understanding and valuing all people and perspectives.

## *Human Resource Goals*

* Develop and administer recruitment programs
* Coordinate the implementation of the recruitment programs
* Develop and administer compensation systems
* Coordinate the implementation of the compensation systems
* Implement the proper training, provide information, and related tools to improve performance, and make salary decisions
* Assist in clear communication with the organization
* Develop strategic partnerships

# **Job Description: Human Resource Specialist**

## Position Summary

The Human Resource (HR) Specialist oversees recruitment, benefits, compensation, training, recording, staff budgeting, and payroll. The Human Resource Specialist reports to the Human Resource Consultant Sr. of the department.

This individual is an expert in ensuring Missouri University of Science and Technology is the institution of choice for highly qualified and entrepreneurial talent.

The position collaborates and supports leaders and employees by providing rewards, talent management, and employee information services.

## Responsibilities

The job of the HR Specialist is to perform activities related to recruiting, benefits, compensation, training, records, staff, budgeting, and payroll. This includes:

* Research information, collect data, and prepare analyses/reports (e.g., salary, terminations, benefits), as directed.
* Suggest improvements to existing processes and solutions to improve the efficiency of the team.
* Explain detailed and/or complicated information within the team.
* Analyze information and standard practices to make judgments and recommendations to supervisors/managers.
* Address problems based on practice and existing precedents or procedures.
* Recommend solutions to problems in situations that may be atypical or infrequent.

## Experience and Education Required

* Bachelor’s degree
* Human Resource related experience including staffing, job analysis, recruitment, training, development, compensation, benefits, employee evaluation, labor law, global human resource management, and human resource strategies.

## Skills Required

The HR specialist requires a combination of skills, with the aspect to think of the leaders and employees of Missouri University of Science and Technology. Specific skills required include:

* Impact of the quality, timeliness, and effectiveness of the team through planning, organization, coordination, and occasional oversight.
* Understanding how the team integrates with others to accomplish team objectives.
* Understands how related teams coordinate their efforts and resources to achieve the objectives.
* Understand the impact of one’s own team and other teams whose work activities are closely related.
* Use discretion to modify work practices and processes to achieve results or improve efficiency.
* Verbal/Written Communication skills.
* Data entry skills
* Organizational skills
* Good customer service

# **Performance Management System: Human Resource Specialist**

## **Ongoing Performance Management**

Missouri University of Science and Technology Human Resource Department values a culture that extends further than a college education by also valuing strategic partnerships and collaborations, and providing rewards, total management, and employee information services. Through an ongoing basis, supervisors and/or managers are encouraged to provide ongoing positive and critical feedback to their Human Resource Specialists.

Supervisors and/or managers will schedule annually evaluations with all Human Resource Specialist employees during the fiscal year (July 1 – June 30) to:

* Review and track current work activities and outcomes/results
* Provide timely feedback
* Answer any questions, concerns, or comments from employees
* Provide additional or follow-up evaluation, if needed.

## **Formal Performance Review Process**

### ***Step 1: Prepare for the annual performance review***

*Timing: July 1st*

To prepare for the upcoming evaluation in August for the past year, employees will complete the following:

* Review their current job description
* Review strengths
* Review areas for improvement
* Reflect on their contributions to the organization, achievements, and performance

Simultaneously, the supervisor and/or manager will complete the following:

* Review the employee’s current job description
* Identify strengths and areas for improvement
* Reflect on the employee’s contributions to the organization, achievements, and performance over the last year
* Review notes over employee’s behavior and performance over the last year

Finally, both the supervisor and/or manager and employee will separately complete evaluation forms. The supervisor and/or manager will make notes and complete the Supervisor and/or Manager Performance Evaluation Form for Human Resource Specialist Form, Appendix A, at the end of the fiscal year. The employee will make notes and complete the Employee Self-Evaluation Form for Human Resource Specialist, Appendix B, at the end of the fiscal year.

### ***Step 2: Content being evaluated***

*Timing: August 1st*

The supervisor and/or manager will evaluate and measure the employee’s performance, through the employee’s results and behaviors.

* Results include key responsibilities, specific objectives that the employee is accountable for, such as individual’s goals, and performance standards to determine what performance is acceptable and unacceptable.

Accountability: this information can be collected from the job description where information on the tasks that are performed for the position are provided. Each task for the job is a duty in which the employee is responsible for producing results. The supervisor and/or manager and employee must consider the following to determine the employee’s accountability:

* + The percentage of the employee’s time it takes for them to complete or perform each task
  + The impact on the department if the task is performed inadequately
  + The consequences related to the task being performed inadequately

Objectives: can be identified once accountability has been established. Objectives help ensure the success for accountability by identifying important results, that when achieved, impact the organization overall. Once objectives are set, the supervisor and/or manager should provide the employee with feedback regarding their progress towards achieving those objectives because the feedback can help guide the employee’s efforts. Employees who reach their objectives, should be rewarded. Objectives should be:

* + Specific and clear so that they are easy to understand, are verifiable, measurable, and directive.
  + Challenging but can be reachable.
  + Agreed upon between the supervisor and/or manager and the employee.
  + Significant to the organization and the employee to increase the employee’s feelings of value to the organization.
  + Prioritized so that objectives are completed one at a time.
  + Achievable.
  + Communicated to other employees or colleagues that are affected by the objectives so that they are aware of the objectives.
  + Flexible, as objectives can change.
  + Limited between five to ten objectives so that the objectives are not impossible to achieve.

Standards: After accountabilities and objectives have been determined, performance standards can be created to help understand level at which objectives can be achieved. Performance standards refer to objective including quality, quantity, and time, which also help understand the level at which objectives are achieved.

The quality refers to how well the objective was completed and achieved, and the quantity refers to how much has been achieved and how often tasks are completed. Lastly, time refers to designated due dates, schedules, cycles, deadlines, and how quickly tasks are completed.

To create useful standards, the following characteristics should be determined:

* + Standards should be based on the job’s key elements and tasks.
  + Observable and verifiable to distinguish different performance levels.
  + Concrete and specific.
  + Practical to measure.
  + Meaningful to the job and the organizations mission.
  + Realistic and achievable so that employees are able to reach their performance expectations/goals within the specific timeframe given.
  + Reviewed regularly to determine if the objectives and standards have been accomplished or need to be re-assessed.
* Behaviors include competencies that are measurable such as knowledge, skills, and abilities to help achieve results. Examples of behaviors include integrity, work habits, job knowledge, initiative, innovation, working relationships, organization, and communication. Competencies can help distinguish between the high performers and the low performers. The following components should be present when describing a competency:
  + The definition of the competency.
  + A description of the behavioral indicators.
  + A description of the behaviors that could occur for the specific competency.
  + Suggestions to further develop the competency being questioned.

To measure behaviors, an absolute system will be used where a prespecified performance standard is set. The supervisor and/or manager will provide information on the employee’s strengths and areas for improvement. This allows the supervisor and/or manager to provide detailed feedback to the employee regarding their performance.

Supervisors and/or managers and employees will complete a behavioral checklist, where a list of behaviors and their behavioral statements for the different competencies can be measured. The rater will rate each competency based on how satisfied the employee exhibits that competency.

### ***Step 3: Discuss annual performance***

*Timing: June 2020*

After the supervisor and/or manager and employee have each completed the Performance Evaluation for Human Resource Specialist Form, a performance review meeting will take place in the supervisor and/or manager’s office to discuss the employee’s performance. Allow a minimum of 30 minutes for the face-to-face performance review meeting. This is to provide honest communication in which the employee’s performance and ratings from the Performance Evaluation for Human Resource Specialist Form are discussed.

During the performance review meeting, the supervisor and/or manager evaluation and the employee’s self-evaluation will be used to determine achievements, strengths, areas of improvement, and the employee’s overall performance. It’s important to provide good examples in the evaluations, such as “You’re report had many errors in it and was not completed well. However, since this is your first time, let’s continue to work and keep it from happening again. There are several different training options available to help improve your skills in this area.” After the supervisor and/or manager has gone over their evaluation and the employee’s self-evaluation, based on this discussion there will be a discussion for setting goals for the next year.

Allow time to move to Step 4, setting annual performance expectations or goals. If the employee needs more time to think and reflect on the feedback, set up a separate meeting to further discuss their concerns and questions, and explain to them the appeal process.

### ***Step 4: Set annual performance expectations***

*Timing: Within one week of annual performance review meeting*

The supervisor and/or manager will set a reasonable time to meet and discuss with the employee their expectations or goals related to their role for the next year. These goals are to be determined together after the annual announcement regarding the organization’s strategic plan.

The supervisor and/or manager and employee will set the year’s goals and establish end dates. It is important to set reasonable and achievable goals to help move the organization forward.

### ***Step 5: Review goals***

*Timing: To be completed in November, February, & May each year*

The supervisor and/or manager will set a reasonable date and time each quarter to have a face-to-face review with the employee. The supervisor and/or manager and employee will review the employees:

* Goals: to discuss the employee’s continuous progress; to provide feedback and re-assess the goals and their relevance. If goals change, it should be noted.
* Feedback from colleagues: the supervisor and/or manager may request feedback from peers/colleagues, to reflect on the employee’s performance.

This cycle will repeat annually to help facilitate achievements, milestones, and challenges for the year.

## **Additional Steps for New Employees**

### ***Step 6: Set performance expectations upon hire***

*Timing: Within one week of hire date*

The supervisor will create a summary of the performance expectations and discuss these with the new employee. Performance expectations include expectations around key activities to be learned and/or started, demonstrations of the organization’s values, mission, and vision statements, and integration with the team. The employee is also expected to gain an understanding of the various programs, procedures, and processes the organization initiates and operates.

A probationary performance review meeting will be scheduled in advance for the employee’s three-month mark to ensure it occurs within the appropriate time frame.

### ***Step 7: Review performance expectations (at 3 months)***

*Timing: Shortly before or at the 3-month mark of the new employee.*

A probationary performance review meeting will take place to discuss the employee’s performance. Allow a minimum of 30 minutes for the face-to-face performance review meeting, in which the supervisor and/or manager, and the employee discuss the employee’s achievements that were defined by the performance expectation summary and the ratings from the Performance Evaluation for Human Resource Specialist Form, Appendix A. This is to confirm that the employee will be successful at the job and a good fit with Missouri University of Science and Technology.

## **Communication Plan**

The supervisor and/or manager discusses with the employee the reason for implementing a performance management system. The supervisor and/or manager implements the performance management system to promote efficient and effective achievements of the Human Resource Department mission, objectives, and strategic planning initiatives. The performance management system also aims to motivate high levels of achievement and accountability to employees by providing and receiving ongoing coaching and feedback on areas of improvement.

The performance management system fits into our strategy by creating a healthy climate through communicating the vision, values, and expectations clearly for Human Resource Specialist during the organization’s annual announcement of the strategic plan for the year. The performance management system also fits into our strategy to help improve progress and achieve results, by providing clear information and feedback to the employee on their performance and to help motivate employees in areas for improvement during the performance appraisal review meeting and the quarterly goal review meeting.

The performance management system is beneficially for employee’s by providing clear information on the effectiveness the performance management system and whether it needs to be improved. If the performance management system is in need of improvement, the supervisor and/or manager will send an email to employee’s after the annual performance review meetings, discussing the performance management system and their thoughts about improving the performance management system, Appendix C. Employee’s will have three months to provide the supervisor and/or manager with their feedback after the initial email was sent out to employees.

How the performance management system works is that the Performance Evaluation for Human Resource Specialist Form, Appendix A, will be completed by the supervisor and/or manager and the employee. Then a performance review meeting will take place in the supervisor and/or managers office for the purpose of discussing the ratings and explanations of the evaluation with the employee. Then the supervisor and/or manager will also discuss decisions about rewards, if eligible.

The performance management system will outline the responsibilities of Human Resource specialist, including the person in charge of rating their performance. The supervisor and/or manager must create a culture where they continually communicate expectations and rewards to high achieving performers. The performance management system will also outline the proper training required, promotions, and succession planning.

## **Management Appeals Process**

### ***Appeal Process: Level A***

*Timing: Six-months after the initial performance review meeting*

The Appeals Process has authority over these issues:

* The evaluation received as part of the annual performance review
* The ratings on one or more of the performance factors
* One or more of the explanations included in the performance review
* The process of the evaluation

Depending on the actions taken by the supervisor and/or manager regarding salary increases based on the performance review process, the following may also be appealed:

* Failure to receive a salary increase or bonus when eligible
* The amount of the salary increase or bonus received

An employee is limited to one appeal for any performance evaluation. The employee should specify what the employee is requesting and state his/her remedy request in the appeal form, Appendix D, should the appeal be decided in his/her favor.

By request (and with the Human Resource Director’s approval) an employee may be granted a maximum of 12 hours or one regular work day off from regular work responsibilities for processing an appeal without any loss of pay and charge to leave.

The supervisor and/or manager may be granted a maximum of 12 hours or one regular work day off from regular work responsibilities to process and the appeal without any loss of pay and charge to leave.

### ***Appeal Process: Level B***

*Timing: 15 work calendar days of receiving the Panel decision*

The Chancellor appoints the Human Resource Director of the Performance Management Review Board and other members of the Review Board. When a Level B appeal is received, the Human Resource Director selects a Panel of peers and appoints a Panel Leader. The Human Resource Director notifies the employee of the names, job title, and department of each proposed Panel member. The employee has the right to veto up to two of the proposed panel members by notifying the Human Resource Director before the date that is stated in the notification letter.

Any of the panel members may be selected as the Panel Leader, and the Panel determines what information is needed to make a decision regarding the Level B appeal. The Panel must request information needed from all parties involved in the appeal process.

The Panel Leader must notify the employee and the department supervisor and/or manager of the hearing date and location in written form, while also making the effort to make a timely hearing. The Level B hearing is confidential, so attendance to the hearing must be approved in advance by the Panel Leader. Anyone who was involved in the initial performance review is allowed to appear in person at the hearing.

If anyone other than the employee and the department supervisor and/or manager is going to present information to the Review Board, the Human Resource Director must receive an advanced notification. The Human Resource Director must also approve witnesses in advance if witnesses are to address the Panel.

If more information is needed after the hearing, the Panel can request that information. After the Panel receives the additional information, and the information is then shared with the employee and the department supervisor and/or manager. When all the information has been presented and reviewed, the Panel then makes a decision through a majority vote. The decision is submitted by written recommendation through the Human Resource Director to the Chancellor, where the Chancellor then decides to either accept or reject the Panel’s recommendation. If the Chancellor decides to reject the Panel’s recommendation, then he/she will provide a written decision explaining the reason(s) for rejecting the recommendation. The Chancellor’s written decision is then also sent to the employee.

## **Training**

The rater training programs for the performance management process include:

* Purposes for implementing the performance management system
* Information about the appraisal form
* How to identify and rate job responsibilities
* How to minimize rater error
* How to train and coach

### ***Rater error training***

The purpose of rater error training is to make raters aware of rating errors they are likely to make and to help minimize those errors and will be implemented annually for supervisors and/or managers. Rater error training will be implemented for peers and colleagues when they are asked to perform ratings on their peers or colleagues. The goal of rater error training is to increase rating accuracy. The training includes definitions and summaries of the different types of errors and the possible causes for those errors. Supervisors and/or managers and employees require this training to help prevent rater biases by being aware of the different types of rater errors that can occur.

Examples of rater error and how to avoid making those errors is shown through videotaped vignettes designed to elicit rating errors. Trainees fill out a form regarding the video vignette based on what they observed and the errors that were made. The trainer then explains discusses with the trainees why the specific errors happened, and which specific errors were made, and explains how to prevent those errors in the future.

### ***Frame of reference training***

The purpose of frame of reference training is to improve rater accuracy by providing raters with the skills needed to provide accurate ratings of each employee. Frame of reference training will be implemented annually for supervisors and/or managers but will be implemented for employees when they needed to perform ratings for peers or colleagues. Supervisors and/or managers and employees require this training so that they can provide peers and colleagues accurate ratings on their behaviors and results and prevent rater biases.

Frame of reference training includes the job description of the employee being rated and their responsibilities involved with the employee’s work position. Raters are then acquainted with the performance rating dimensions, the definitions for each dimension, and discuss examples of the employee’s performance. Trainees are shown fictitious employee’s through either written or videotaped vignettes and complete an appraisal form to rate the fictitious employees and write a justification for their ratings. The trainer then discusses with the trainees the correct ratings on the employee vignettes and the reasons for the ratings of each dimension.

### ***Behavioral observation training***

The purpose of behavioral observation training is to help minimize unintentional rating errors. Behavioral observation training focuses on what raters observe, store, recall, and use of information when giving their performance rating. This type of training is to help improve a rater’s observation skills. Behavioral observation training is to be implemented with rater error training. Supervisors and/or managers and employees require this training so they can connect their observations to the different types of rater errors that could occur in order to minimize rater error and decrease rater biases.

Behavioral observation training uses observation aids such as notes or diaries to record a number of behaviors for each performance dimension. The use of observation aids helps record critical incidents and serves as a memory aid when completing the performance appraisal form for Human Resource Specialist.

Trainees are trained on the importance of keeping notes or diaries on their subordinates throughout the fiscal year. Criteria for each performance dimension is explained with a written description of the different levels of performance. Trainees are shown videotaped vignettes to practice note taking and how to keep a diary. Throughout the video trainees are given tips and notes on how to take notes and record behaviors.

### ***Self-leadership training***

The goal of self-leadership training is to improve a rater’s confidence in their performance rating decisions. Self-leadership training includes self-talk, mental imagery, and positive beliefs and thoughts. Self-leadership training uses internal sources of behavior to emphasize doing things for their value. Self-leadership training will be implemented annually, two months before the annual performance rating evaluations. Supervisors and/or managers require this training to make sure they are confident in their rating decisions and don’t relinquish their original rating to a better rating to please employees.

# **Appendix A**

Department of Human Resources

Supervisor and/or Manager Performance Evaluation Form – Human Resource Specialist

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Performance Evaluation  Date Completed\_\_\_\_\_\_\_\_\_  Review Feedback Period \_\_\_\_\_\_\_\_\_ | | | | | |
| **Employee Name:** | | | **Job Title:** | | |
| **Reviewer’s Name:** | | | **Reviewer’s Title:** | | |
|  | | | | | |
| **Performance Rating for Job Responsibilities:** | | | | | |
| **Exceeds Expectations Level 4** | **Achieves Expectations Level 3** | | **Needs Improvement Level 2** | | **Unacceptable**  **Level 1** |
| Significantly exceeds performance expectations and position requirements. | Achieved all performance and requirement expectations. | | Achieved most expectations and performance and results met some but not all requirements.  The employee must work on improving his/her performance. | | Performance and results are not acceptable and did not meet expectations. Performance must improve to an acceptable level otherwise corrective actions will be taken, up to an including possible discharge. |
|  | | | | | |
| **Key Job Responsibilities**: Briefly describe the major responsibilities of the employee’s position. | | | | | |
| **Responsibility** | | **Rating** | | **Comments** | |
| Research information, collect data, and prepare analyses/reports (e.g., salary, terminations, benefits), as directed. | |  | |  | |
| Suggest improvements to existing processes and solutions to improve the efficiency of the team. | |  | |  | |
| Explain detailed and/or complicated information within the team. | |  | |  | |
| Analyze information and standard practices to make judgments and recommendations to supervisors/managers. | |  | |  | |
| Address problems based on practice and existing precedents or procedures. | |  | |  | |
| Recommend solutions to problems in situations that may be atypical or infrequent. | |  | |  | |
|  | | | | | |
| **Performance Rating for Objectives and Competency Rating:** | | | | | |
| **Exceeds Expectations Level 4** | **Achieves Expectations Level 3** | | **Needs Improvement Level 2** | | **Unacceptable**  **Level 1** |
| Significantly exceeds performance expectations and position requirements. | Achieved all performance and requirement expectations. | | Achieved most expectations and performance and results met some but not all requirements.  The employee must work on improving his/her performance. | | Performance and results are not acceptable and did not meet expectations. Performance must improve to an acceptable level otherwise corrective actions will be taken, up to an including possible discharge. |
|  | | | | | |
| **Performance Objectives:** List the objectives that were established for the fiscal year and describe the results achieved. | | | | | |
| **Objectives** | | **Rating** | | **Describe Results** | |
|  | |  | |  | |
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|  | | | | | |
| **Core Competencies:** Competencies that are important for the employee to use in accomplishing their responsibilities and objectives. | | | | | |
| **Competencies & Descriptions** | | **Rating** | | **Comments** | |
| **Integrity**  The team member is positive, honest, committed to organizational values, treats all customers and colleagues with respect. | |  | |  | |
| **Work Habits**  Always at work, rarely absent or tardy. Plans vacation in advance and absences if possible. | |  | |  | |
| **Accountability**  Responds quickly to supervisor/manager requests and needs. Has a sense of responsibility for their decisions. | |  | |  | |
| **Quality**  Team member’s work is thorough, accurate, and complete their assignments. Make good, smart decisions. | |  | |  | |
| **Quantity**  The team member establishes standards and are able to complete objectives under pressure. The team member is able to compete tasks often. | |  | |  | |
| **Job Knowledge**  Understand job as it related to the Human Resource Department. Comprehends and retains detailed procedures and processes. | |  | |  | |
| **Initiative**  Team member foresees problems and quickly identifies solutions. The team member is resourceful and creative as it’s appropriate to the job and task. | |  | |  | |
| **Innovation**  The team member brings forward new ideas and is willing to develop their skills and abilities. | |  | |  | |
| **Working Relationships**  The team member is able to maintain effective working relationships with people. Offers help to co-workers when appropriate. The team member engages in good communication skills. The team member has a professional demeanor. Encourages and participates in teamwork problem-solving decisions and process improvement. | |  | |  | |
| **Organization**  Team member expresses good time management. Projects are well organized. Team member coordinates with co-works and meets deadlines. | |  | |  | |
| **Communication**  The employee is able to receive information and understand information. The employee is able to convey information efficiently and clearly. | |  | |  | |
| **Overall Performance Evaluation Score**  The employee is evaluated based on the completion of objectives, demonstrates the use of their skills, and their overall job performance. | |  | |  | |
|  | | | | | |
| **Strengths** | | | **Opportunities for Improvement** | | |
|  | | |  | | |
|  | | |  | | |
|  | | |  | | |
|  | | | | | |
| **Additional Comments:** | | | | | |
|  | | | | | |
| **Employee Comments:** | | | | | |
|  | | | | | |
| Missouri University of Science and Technology Human Resource Department expects all employees to perform their position responsibilities in a safe and ethical manner, while maintaining federal and state regulations according to the University’s Code of Conduct | | | | | |
| **Reviewed by:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **Title:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **Date:** \_\_\_\_\_\_\_\_\_ | | | | | |
| **Employee Signature:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **Title:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **Date:** \_\_\_\_\_\_\_\_\_ | | | | | |
| **(Signatures indicate that this performance evaluation was discussed and reviewed with the employee. It does not indicate the employee’s agreement.)** | | | | | |

# **Appendix B**

Department of Human Resources

Employee Self-Evaluation – Human Resource Specialist

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Performance Evaluation  Date Completed\_\_\_\_\_\_\_\_\_ | | | | | |
| **Employee Name:** | | | **Job Title:** | | |
|  | | | | | |
| **Performance Rating for Job Responsibilities:** | | | | | |
| **Exceeds Expectations Level 4** | **Achieves Expectations Level 3** | | **Needs Improvement Level 2** | | **Unacceptable**  **Level 1** |
| Significantly exceeds performance expectations and position requirements. | Achieved all performance and requirement expectations. | | Achieved most expectations and performance and results met some but not all requirements.  The employee must work on improving his/her performance. | | Performance and results are not acceptable and did not meet expectations. Performance must improve to an acceptable level otherwise corrective actions will be taken, up to an including possible discharge. |
|  | | | | | |
| **Key Job Responsibilities**: Briefly describe the major responsibilities of the employee’s position. | | | | | |
| **Responsibility** | | **Rating** | | **Comments** | |
| Research information, collect data, and prepare analyses/reports (e.g., salary, terminations, benefits), as directed. | |  | |  | |
| Suggest improvements to existing processes and solutions to improve the efficiency of the team. | |  | |  | |
| Explain detailed and/or complicated information within the team. | |  | |  | |
| Analyze information and standard practices to make judgments and recommendations to supervisors/managers. | |  | |  | |
| Address problems based on practice and existing precedents or procedures. | |  | |  | |
| Recommend solutions to problems in situations that may be atypical or infrequent. | |  | |  | |
|  | | | | | |
| **Performance Rating for Objectives and Competency Rating:** | | | | | |
| **Exceeds Expectations Level 4** | **Achieves Expectations Level 3** | | **Needs Improvement Level 2** | | **Unacceptable**  **Level 1** |
| Significantly exceeds performance expectations and position requirements. | Achieved all performance and requirement expectations. | | Achieved most expectations and performance and results met some but not all requirements.  The employee must work on improving his/her performance. | | Performance and results are not acceptable and did not meet expectations. Performance must improve to an acceptable level otherwise corrective actions will be taken, up to an including possible discharge. |
|  | | | | | |
| **Performance Objectives:** List the objectives that were established for the fiscal year and describe the results achieved. | | | | | |
| **Objectives** | | **Rating** | | **Describe Results** | |
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| **Core Competencies:** Competencies that are important for the employee to use in accomplishing their responsibilities and objectives. | | | | | |
| **Competencies & Descriptions** | | **Rating** | | **Comments** | |
| **Integrity**  The team member is positive, honest, committed to organizational values, treats all customers and colleagues with respect. | |  | |  | |
| **Work Habits**  Always at work, rarely absent or tardy. Plans vacation in advance and absences if possible. | |  | |  | |
| **Accountability**  Responds quickly to supervisor/manager requests and needs. Has a sense of responsibility for their decisions. | |  | |  | |
| **Quality**  Team member’s work is thorough, accurate, and complete their assignments. Make good, smart decisions. | |  | |  | |
| **Quantity**  The team member establishes standards and are able to complete objectives under pressure. The team member is able to compete tasks often. | |  | |  | |
| **Job Knowledge**  Understand job as it related to the Human Resource Department. Comprehends and retains detailed procedures and processes. | |  | |  | |
| **Initiative**  Team member foresees problems and quickly identifies solutions. The team member is resourceful and creative as it’s appropriate to the job and task. | |  | |  | |
| **Innovation**  The team member brings forward new ideas and is willing to develop their skills and abilities. | |  | |  | |
| **Working Relationships**  The team member is able to maintain effective working relationships with people. Offers help to co-workers when appropriate. The team member engages in good communication skills. The team member has a professional demeanor. Encourages and participates in teamwork problem-solving decisions and process improvement. | |  | |  | |
| **Organization**  Team member expresses good time management. Projects are well organized. Team member coordinates with co-works and meets deadlines. | |  | |  | |
| **Communication**  The employee is able to receive information and understand information. The employee is able to convey information efficiently and clearly. | |  | |  | |
| **Overall Performance Evaluation Score**  The employee is evaluated based on the completion of objectives, demonstrates the use of their skills, and their overall job performance. | |  | |  | |
|  | | | | | |
| **Strengths** | | | **Opportunities for Improvement** | | |
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| **Additional Comments:** | | | | | |
|  | | | | | |
| Missouri University of Science and Technology Human Resource Department expects all employees to perform their position responsibilities in a safe and ethical manner, while maintaining federal and state regulations according to the University’s Code of Conduct | | | | | |

# **Appendix C**

Communication Example Letter

Supervisor and/or manager’s Name:

Title:

Department:

Date:

Performance Appraisal Forms are in need of improvement. The goal of the performance management system is to provide ratings on performance and help set expectations based on the organization’s annual strategic plan for the year. The performance management system is to help improve progress and help achieve results, by providing clear information and feedback to the employee on their performance. Lastly, the performance management system should help motivate employees in areas for improvements.

Target date for improvement:

Expected results:

Dates to review progress by the supervisor and/or manage and employee:

Progress:

Employee Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Supervisor and/or Manage Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# **Appendix D**

Appeal Form

Employee’s Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Employee’s ID: \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Employee’s Job Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Telephone #: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Mailing Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Email: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Clearly explain what faculty decision you are appealing, what you are asking Missouri University of Science and Technology to do for you, and what the grounds are for your appeal.

If you cannot provide evidence, explain why you are unable to provide it, otherwise provide evidence regarding which procedure was not followed correctly or that you disagree with.

Please state whether you will be attending the hearing if leave of the appeal is granted.

Examples:

* I am appealing the evaluation I received that was part of the annual performance review for (bias ratings/inaccurate ratings of my performance).
* I am appealing ratings on \_\_\_\_\_\_\_\_ (and \_\_\_\_\_\_\_\_\_) from the performance ratings for (job responsibilities/performance objectives/core competencies).
* I am appealing the explanation provided for \_\_\_\_\_\_\_\_ in the performance review for (job responsibilities/performance objectives/core competencies).
* I am appealing the process of the evaluation for (bias review/incorrectly performing the performance review process)
* If leave to appeal is granted (I will not be able to attend the hearing/I will be able to attend the hearing).

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_