



PERFORMANCE APPRAISAL

EMPLOYEE GUIDE



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INTRODUCTION

The Performance Appraisal process provides a mechanism for employees to contribute to the achievement of UMKC's vision and organizational objectives. It facilitates communication between you and your immediate supervisor by providing a structure for feedback on performance. This document has been designed to clarify the performance measures of the appraisal and provide answers to questions that you might have about the appraisal process.

We are committed to the success of the process in order to:

1. Fully develop employee potential and improve communication relating to performance.
2. Provide a method to reward employees on a merit basis (Based on overall budget considerations).
3. Improve productivity and the performance of the University.
4. Reinforce UMKC's mission, value and culture.

The success of the process depends on your understanding and use of the performance appraisal process as an opportunity to improve your productivity and develop your full potential.. Understanding expectations is an important element of the appraisal process. Defining the expectations is the joint responsibility of you and your supervisor. Using the job description as a starting point, employees and supervisors must develop a mutual understanding of the roles, responsibilities and expectations of the position. The objectives of the performance appraisal are to provide feedback on your past performance, to agree on standards for future performance, and to develop goals and objectives for your personal and professional growth. For these objectives to be achieved, both you and your manager must have a good understanding of the process and fully support it. In addition to your annual performance appraisal, supervisors should conduct reviews regularly during the year in order to discuss the employee's progress toward accomplishing desired results and to address on-going issues.

Good employee relations are built upon fair and equitable treatment. We must base our treatment of employees on definite standards, applied fairly and without discrimination. The Performance Appraisal is a tool to honestly and objectively evaluate performance.



THE PERFORMANCE APPRAISAL FORM

The Performance Appraisal Form is used to evaluate employee performance using defined factors and levels of performance applied fairly and consistently to all employees.

PERFORMANCE FACTORS

Performance Factors represent areas of individual performance that are essential to success in the position and to the success of the particular UMKC organization. Each position and functional area within UMKC has specific job expectations associated with these Performance Factors. There are seven performance factors identified for all employees and one additional optional factor. The seven performance factors are:

- Communication
- Customer Service
- Cooperation/Teamwork
- Quality
- Productivity/Core Organizational/Business Skills
- Job Knowledge/Technical Proficiency
- Professionalism

The three additional Performance Factors have been identified for employees in positions with supervisory responsibility are:


- Performance Management
- Leadership
- Unit Achievement/Fiscal Management

PERFORMANCE LEVELS

Your manager will rate each Performance Factor, on a scale of 1 to 5, as it relates to your performance. Specific, objective comments may be included to support the ratings. Managers and employees must share a common understanding of what each rating signifies, and use them consistently.

The five Performance Levels are:

- 5 – Outstanding:** Reserved for the individual whose work performance is clearly and consistently superior to the standards required for the position. This caliber of performance is easily recognized by others in related areas as well as outside of the individual's own group or function. The individual is successful in unusual and adverse situations, meets extraordinary business challenges with little or no guidance, and sets a positive example for others. Results significantly exceeded performance standards/objectives over a sustained period.



4 – Exceeds Expectations: This individual exceeds most requirements of the position, including all key areas. This rating demonstrates a level of accomplishment that goes beyond reasonable and demanding standards, particularly in key knowledge, skills and abilities. Performance is characterized by high achievement and the individual demonstrates planning and execution of all routine functions and most major functions with minimal guidance.

3 – Achieves Expectations: This individual demonstrates a level of accomplishment that clearly fulfills expectations and at times exceeds them. It reflects good, solid and consistent performance. Has demonstrated ability to execute and control routine functions and several major functions with occasional guidance.

2 – Minimally Meets Expectations: This individual demonstrates a level of accomplishment that is below the standards of performance and does not meet or marginally meets the requirements. This individual demonstrates an inconsistent level of achievement and requires more direction and guidance than normally expected for routine functions.

PERFORMANCE APPRAISAL RATING

In this section, the performance appraisal rating will be calculated. The points assigned in the Performance Factor section are totaled and then divided by the number of Performance Factors to determine the overall Performance Appraisal Rating.

APPRAISER'S OVERVIEW EVALUATION


The Appraiser's Overview Evaluation is a composite statement of the your performance. In this section your manager may write a narrative overview of your work performance during the review period.

PERFORMANCE OBJECTIVES

In this section, your manager will evaluate your goals/objectives from the previous period. Information provided here will indicate whether or not the objective was accomplished, to what degree, and whether or not it was completed within the timeframe established.

NEW PERFORMANCE OBJECTIVES

In the new Performance Objectives section specific expectations, objectives, or development plans for the next review period will be identified. Each objective/goal will pertain to a function or task specified in your job description, a strategic initiative, or operational enhancement. Objectives must be measurable and observable. Your manager will complete this section prior to the appraisal interview; however, based on discussion with you it may be revised during the appraisal interview. Performance objectives may also need revising during the review period as the position expectations change. Review your objections periodically during the review period and discuss with your manager any needed revisions.



An objective is a highly specific statement about what needs to be accomplished, and reflects a significant end result that is not part of an ongoing day-to-day job responsibility. Objectives are achieved within specific time and resource constraints. Objectives should be:

- Expressed in terms of end results rather than in the tasks that go into meeting those end results.
- Challenging yet achievable.
- Aligned with the goals of the functional group and the University.
- Take into account conditions that exist, i.e., tenure in position, controllable factors, etc.

DEVELOPMENT AND TRAINING

In this section, you and your manager will jointly assess training needs and development assignments or activities for the next review period to help you in your job and career growth.

- Your manager may ask you how you think that you will benefit from the training and apply it to your job.
- Focus on activities that will enhance your current performance or prepare you for greater challenges or career advancement.
- Specific activities will be listed with dates or a time frame for the activity to be completed.

Training and/or development can be internal or external and on or off-the-job. On-the-job resources include:

- Training with a senior member of your team, a member of management, or a person from another department.
- Company training session
- Staff meetings
- Special assignments
- Reading selected periodicals/trade publications
- Meetings with selected in-house professionals

Off-the-job resources include:

- Seminars/workshops
- Correspondence courses
- Professional/technical associations
- Personal improvement courses – public speaking, business writing
- University courses/adult education

EMPLOYEE POST REVIEW COMMENTS

This section is for you to add hand-written comments following the performance appraisal interview. Statements provided could address comments about your performance or other aspects of the performance appraisal and/or process.



SIGNATURES

The signature of your immediate supervisor on the completed form indicates that this is his/her fair and accurate appraisal of your performance and that the immediate supervisor has communicated their feedback to you. Your signature indicates neither agreement nor disagreement with the appraisal. It does indicate— that your supervisor has reviewed the information; that you have read the document; and that you and your supervisor have discussed the appraisal.



EMPLOYEE SELF APPRAISAL

Employee's thoughts about performance are an important part of the Performance Management Process. The Self Appraisal provides a tool for you to participate in the appraisal process. The purpose of the Employee Self Appraisal form is to obtain your comments regarding job strengths, developmental needs, and actions that might be taken to improve performance.

Your manager may encourage you to complete the form with specific comments. The comments should familiarize your manager with the employee's thoughts, perceptions, and expectations. Your comments should also provide an opening to discuss performance development including areas of needed improvement and resources available for improving those areas. It should also provide your manager with insight regarding things affecting your work environment, contributions you feel you have made, and your suggestions for changes and improvements.

Your manager will ask you to complete the Employee Self Appraisal prior to the appraisal interview and to bring it to the interview. It is an integral component of the appraisal interview. The Employee Self Appraisal will be attached to the completed Performance Appraisal document and submitted to Human Resources.