Performance Appraisal Guidelines

Table of Contents

I. Objectives
II. Forms and Tools
III. Implementation Steps
IV. Timeline
V. Policies
VI. Appeals Process
I. Objectives

Performance reviews enable employees and supervisors to work together to achieve performance expectations in key areas, promote both the organizations and personal development, and foster commitment and mutual understanding of the mission, vision, and values of the organization. Key objectives include:

Serve as an important communication tool for expectations and providing feedback on performance between employees and supervisors. Actively involve employees in the process and establish performance reviews as an important aspect of meeting organizational goals.

Increase mutual understanding of job expectations and results. Provide information to plan for personal improvement and professional growth.

Enhance individual productivity for meeting organizational goals by integrating the essential job functions, goals and professional development plans to provide input on performance.

Provide a fair and objective basis for making personnel decisions, including salary determination, promotion, transfer and separation.

II. Forms and tools

Forms and tools used throughout the performance review process can be located on the MU Extension HR resources website including:

- Self-appraisal form
- Peer/Colleague input form
- Performance appraisal forms
- Performance management training

Performance management training may also be requested by contacting MU Extension HR.

III. Implementation steps

1. Self-appraisal – Each faculty member will be required to complete a self-appraisal describing their major accomplishments as related to the nine performance criteria. The self-appraisal is part of the performance appraisal form for academic appointments that can be found on the MU Extension HR web site. Self-appraisals must be received in the Regional Office by April 10th.

2. Position description – The position description should be reviewed by the employee and supervisor to ensure clear understanding of the essential job functions. In the event that the essential job functions have significantly changed, a revised position description should be forward to MU Extension HR.

3. Peer/Colleague input - Peer/colleague input will be welcomed at any time. No formal request for input will be made by the Regional Director.

4. Performance appraisal

   • Success factors and ratings - Performance reviews should be heavily weighted on documentation of performance that provides objective, verifiable information. Documentation may come from several sources including:
PERFORMANCE REVIEW SYSTEM

- Participation in the employee’s learning experiences.
- Observation of the employee’s performance on the criteria.
- Educational activity and program evaluations.
- Feedback from extension councils, customers and stakeholders.
- Position description, expectations, and goals.
- Peer / Colleague input.
- Employee’s self-appraisal.
- Review of other documentation such as reports, class rosters, calendars, correspondence, promotional materials, teaching plans, meeting minutes, mailing lists, news releases, instructional materials, ISE schedules, etc.

The supervisor is responsible for identifying a rating that best describes the employee’s results and behaviors on each success factor as described on the performance appraisal form.

- Strengths and areas for improvement - Comments will be documented from the supervisor to provide constructive feedback to the employee about his/her performance. The employee also has the opportunity to make his/her own comments on the performance review form.

- Performance goals and professional development plans – Performance goals, with identified target deadlines where appropriate, shall be documented in the performance. Additionally, professional development plans for continuous improvement in core competencies and subject-matter expertise shall be identified. Core competencies may be reviewed at http://extension.missouri.edu/pdo/corecompetencies.shtml.

5. Performance discussion - Performance feedback is continuous, but at least one formal session should be held each year with a mutual discussion between the employee and his/her supervisor.

6. Final Written Review - The employee should receive the final signed written performance review in a timely manner after the formal performance appraisal session. This may take place at the time of the formal session, via mail or email, or in a follow-up session. A final signed copy is provided to the employee, to the next level administrator, and to MU Extension HR for inclusion in the employee’s personnel file.

IV. Timeline

Timeline - The department/unit director is responsible for establishing a consistent 12-month period for each employee’s review. The review period should coincide as nearly as possible to the performance appraisal session. All performance appraisal sessions will be done on an individual basis and should be completed by July 1.

A standard timeline is:

April – May
- Input is compiled from peer/colleagues, program directors, customers, and other key stakeholders
- Self-appraisal is submitted to the supervisor (if faculty choose to supply this input)
- Documentation of performance results is gathered
May – June
- Initial performance review counseling session (suggested, but not required)
- Formal performance review counseling session (by June 30)
- Discussions regarding shortened or non-renewal of academic appointments

June – July
- Unit directors office sends evaluations to MU Extension HR (by July 15)
- Finalize shortened or non-renew of academic appointments
- Begin planning for merit increases

V. Policies

**HR-109** Probationary and Qualifying Periods (benefit-eligible staff positions)
All new Regular administrative, service and support staff must serve a probationary period of six (6) months. [http://www.umsystem.edu/ums/rules/hrm/hr100/hr109](http://www.umsystem.edu/ums/rules/hrm/hr100/hr109)

**HR-501** Performance Appraisals (benefit-eligible staff positions)
Performance appraisals are mandatory for regular administrative, service and support staff and highly recommended for Administrative, Service and Support Variable Hour employees. Performance appraisals must be completed on an annual basis. The employee’s manager or supervisor should complete the appraisal, discuss the appraisal with the employee and provide an opportunity for feedback. [http://www.umsystem.edu/ums/rules/hrm/hr500/hr501](http://www.umsystem.edu/ums/rules/hrm/hr500/hr501)

**310.035** Non-Tenured Track Faculty
Guidelines for Performance Evaluation - All NTT faculty should be reviewed annually by the appropriate unit supervisor. The standards for performance should be based on specific criteria outlined by the academic division in advance. The performance reviews should be a formal, documented process. Annual written evaluations should be provided to all NTT faculty members.

Reappointments - Decisions to reappoint NTT faculty should generally be made in advance of the appointment end date. NTT faculty who will not receive a reappointment should be informed in writing at least three months in advance of the appointment end date unless extenuating circumstances exist.

**MU Extension Policies** – In addition to the above policies, the following are applicable within the division of MU Extension.

All benefit-eligible faculty and staff will receive a formal review at least annually, with the exception of the following:

- Employees hired after March 1 are not required to have a formal review for that year.
- Employees who have submitted a resignation letter or retirement paperwork are not required to have a formal review.

Non-benefit eligible employees may or may not receive a formal review. Supervisors have the option of providing formal or informal feedback to non-benefit eligible employees.
VI. **Appeals Process** - An employee may request a review of his/her performance review outcome as follows:

1. The employee requests a review of the performance review decision(s) to their supervisor.

2. If the results are not acceptable to the employee, he/she may request a review by writing to the next level up in the chain of command who will review the request or convene an appropriate group to review the request and make recommendations to supervisor.

3. If the results of the review in Step 2 are not acceptable to the employee, he/she may request further review by the Vice Provost of MU Extension.

4. If the results of the review in Step 3 are not acceptable to the employee, he/she may access the provisions of the University of Missouri’s grievance process.