

UMSL

**UNIVERSITY OF
MISSOURI – ST. LOUIS**

**Manager/Supervisor Human
Resource Manual**

**PERFORMANCE
APPRAISAL MANUAL**

Table of Contents

Overview	Page 3
Step 1: Defining Goals	Page 4
Step 2: Determining the Rating	Page 5
Step 3: Equitable Distribution	Page 6
Performance Appraisal Forms	Page 6
Online Performance Appraisal	Page 7

Performance Appraisal Instructions

Supervisors may choose to use either the regular Management Performance Appraisal Form or the Staff Performance Appraisal Form, or the new simplified appraisal. (Links to each form are below.) Instructions for both forms are the same. However, in the simplified version, there are two changes:

- In the first section (Responsibilities for Staff; Goals for Managers), supervisors are not required to list specific responsibilities/goals on the form. However, supervisors should be able to discuss them with the employee and rate them on the form.
- The second page has been simplified and shortened.

Please complete a form for each employee and submit the form(s) to your department head for approval and signature. Then send the form to Human Resources.

We hope that you will encourage your employee(s) to use the Performance Self-Appraisal forms to become an active participant in the appraisal process. Although the Performance Appraisal form for the most part is self-explanatory, please follow the instructions below in submitting the form(s).

Step 1: Instructions/Defining the goals or responsibilities, your expectations, and the value of each.

- Management Positions

Management positions are evaluated on goals, i.e., results for which the individual in the position is held accountable.

- With the [regular form](#), define the goals, focusing primarily on describing the results you want the position to achieve and setting expectations designed to measure the achievement of those results.

If you use the [simplified form](#), it is not necessary to define the goals on the form. However, specific examples if you rate the employee a 3 (Exceeds Expectations) or 1 (Below Expectations).

- Ensure that the methods used for accomplishing the results are consistent with regulatory requirements and University policy and practice and do not cause potential public relations or employee relations concerns.

- Staff Positions

Staff level positions are evaluated on duties and responsibilities of the position.

- With the [regular form](#), define the responsibilities, focusing primarily on the tasks which, if performed properly, will have the greatest impact on the achievement of departmental goals.

If you use the [simplified form](#), it is not necessary to define the goals on the form. However, you will need to provide specific examples if you rate the employee a 3 (Exceeds Expectations) or 1 (Below Expectations).

- Expectations should be designed to measure how well the employee accomplishes those responsibilities.

- Goals and Responsibilities

Using the regular or the simplified form, goals or responsibilities should be weighted based on the relative importance of the goal or responsibility to the achievement of departmental goals.

- Goals or responsibilities should not be valued based on the relative amount of time required to perform or accomplish them.
- The total of all weightings, including those which have already been assigned, should equal 1.0.
- In assigning and weighting goals or responsibilities, you may want to refer to the job description and previous Performance Appraisal forms.

Step 2: Determining the Rating

Round the overall rating to one decimal point only, e.g. 2.1, 2.2, etc. This is important because the actual merit increase is based on the specific numerical rating, i.e. although two employees may be rated "Meets Expectations", the employee who is rated 2.2 should, all other factors being equal, receive a higher increase than the employee who is rated 2.1.

In determining expectations, consider beforehand the specific results to be accomplished, specific tasks your staff must perform, or the specific behaviors your staff must demonstrate in order to achieve the broader goals or responsibilities described on the form. Compare your employee's performance to those tasks and behaviors, citing specific examples whenever possible. **Do not compare one employee's performance or behavior to another employee's.**

On the simplified form, specific examples are required when rating an employee 3 (Exceeds Expectations) or 1 (Below Expectations).

The following definitions may help you decide how to rate your employee:

(5) Outstanding

- Role Model
- Customer Centered
- Models University Values
- Knowledgeable Resource
- Mentor, Guide and Teacher
- Identifies Breakthrough Concepts
- In Sync with the Strategic Direction of the University
- Openly Shares Information and Resources
- Actively Promotes Cooperation, Understanding and Teambuilding

(4) Exceeds Expectations

- Performance Consistently Exceeds Expectations in the Key Responsibility or Success Factor
- Meets Challenging Professional Goals
- Assumes extra responsibilities
- Proactive Problem Solver
- Exceptional Contributor

(3) Successful

- Performance Consistently Meets Expectations in Key Responsibility or Success Factor
- Requires Minimal Supervision
- Complies with Rules
- Accurate and On Time
- Assumes Additional Responsibilities
- Meets the University's High Performance Standards
- Contributes Positively to the Success of the University

(2) Improvement Expected

- Performance Meets Some But Not All Expectations in Key Responsibility or Success Factor
- Requires Occasional Supervisory Intervention
- Does Not Consistently Complete Job Assignments Accurately and On Time
- Performance Occasionally Causes Problems

(1) Unacceptable

- Performance Does not meet Key Responsibility or Success Factor
- Often requires supervision
- Does not consistently complete job assignments accurately or on time

Step 3: Ensuring Equitable Distribution of Your Departmental Merit Increases

When all other factors are equal, i.e., all employees are above the minimums of their ranges and there are no Equal Pay or internal equity concerns, the following procedure will ensure equitable distribution of your department's merit increases.

1. Add up the overall ratings of all of your employees and divide by the number of employees in your department to obtain an average rating.
2. Divide the average rating (from #1) into the designated salary pool increase percent.
3. Multiply the quotient obtained in #2 by each employee's overall rating to determine the percentage increase for that employee.

Example:

- You have five (5) employees with overall ratings of 1.2, 2.2, 2.8, 2.0, and 2.5.
- The sum of the overall ratings is 10.7 and the average is 2.14.
- If we assume a merit increase pool of 3%, dividing 2.14 into 3 (the merit pool) results in a quotient of 1.4.
- Multiplying each overall rating (in line #1 of this example) by 1.4 results in merit increases for each of the employees of 1.68%, 3.08%, 3.92%, 2.87%, and 3.5%.
The average increase for your department is 3%.

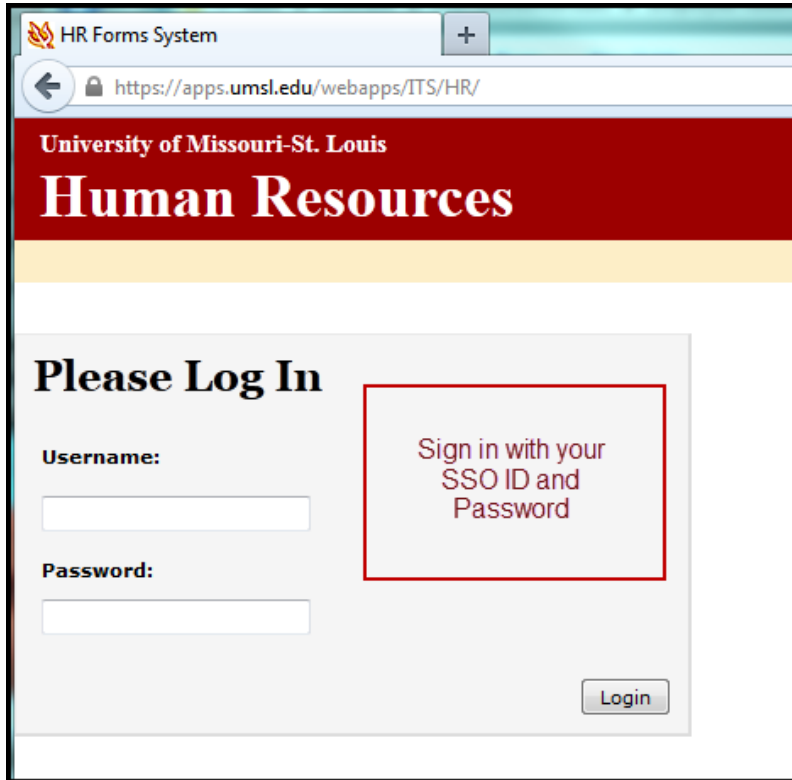
Performance Appraisal Forms

- [Management Self-Appraisal Form](#)
- [Management Performance Appraisal Form](#)
- [Management Simplified Performance Appraisal Form](#)
- [Staff Self-Appraisal Form](#)
- [Staff Performance Appraisal Form](#)
- [Staff Simplified Performance Appraisal Form](#)
- [Online Performance Appraisal](#)

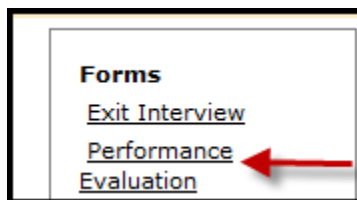
Online Performance Appraisal

Starting a Self-Appraisal

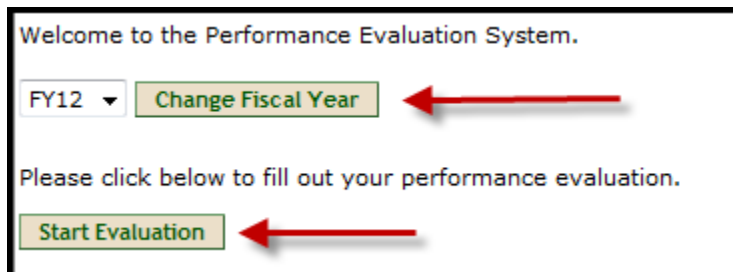
- Link: <https://apps.umsi.edu/webapps/ITS/HR/>



- Click on Performance Evaluation



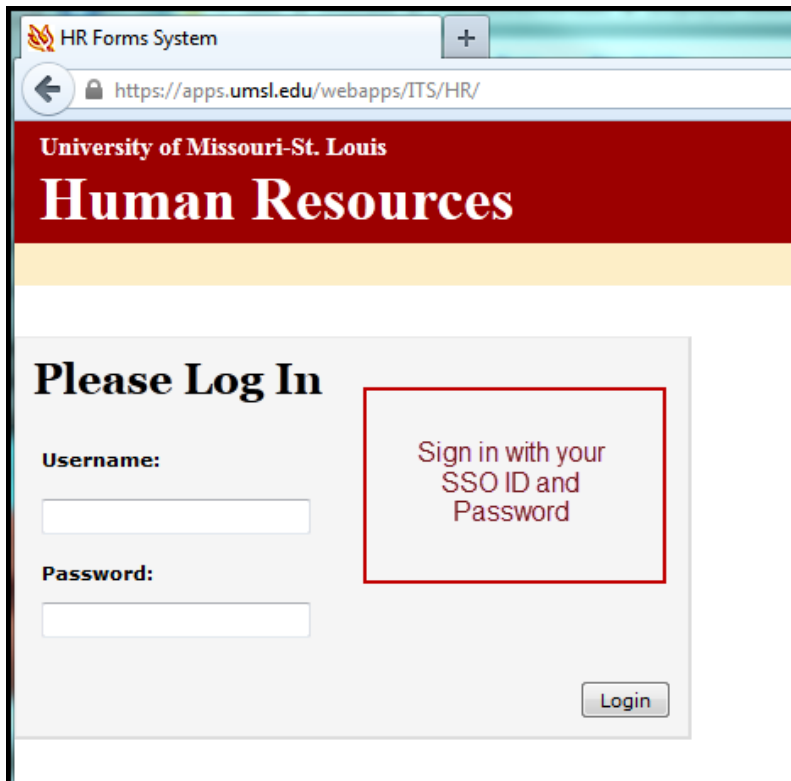
- Select the appropriate Fiscal Year and then click Start Evaluation



- Complete the evaluation and click Submit.

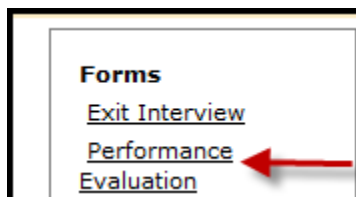
Viewing Employee Self Appraisals & Evaluating Staff

- Link: <https://apps.umsl.edu/webapps/ITS/HR/>



The screenshot shows a web browser window titled "HR Forms System" with the URL "https://apps.umsl.edu/webapps/ITS/HR/". The page features a red header with the text "University of Missouri-St. Louis" and "Human Resources". Below the header is a white box with the heading "Please Log In". Inside this box, there are two input fields: "Username:" and "Password:". To the right of these fields is a red-bordered box containing the text "Sign in with your SSO ID and Password". A "Login" button is located at the bottom right of the white box.

- Click on Performance Evaluation



- A list of employees will appear as well as any self appraisals.
- Complete the evaluation by clicking on Start Evaluation.