

**CHIEF HUMAN RESOURCES OFFICER  
Summative Appraisal Form**

Name \_\_\_\_\_

Location \_\_\_\_\_

Appraisal Period: From \_\_\_\_\_ to \_\_\_\_\_

Date of Review \_\_\_\_\_

**Directions**

The following statements describe the employee who achieves success. Based on cumulative performance information, the evaluator estimates the employee's effectiveness in meeting each criterion. Rate each criterion using the scale below that most closely describes the employee's attainment of that criterion. For each domain, a comment area is provided for general statements and/or recommendations.

**Rating Scale**

- 5 Clearly Outstanding:** Performance is consistently far superior to what is normally expected.
- 4 Exceeds Expectations:** Performance demonstrates increased proficiency and is consistently above expectations.
- 3 Meets Expectations:** Performance meets expectations and presents no significant problems.
- 2 Below Expectations:** Performance is consistently below expectations and significant problems exist.
- 1 Unsatisfactory:** Performance is consistently unacceptable.
- 0 Not Applicable**

**JOB PERFORMANCE STATEMENTS**

**Responsibilities**

- \_\_\_ 1. Oversees all Human Resources initiatives, systems and tactics.
- \_\_\_ 2. Implements human resources strategies by establishing department accountabilities, including talent acquisition, staffing, employment processing, compensation, health and welfare benefits, training and development, records management, safety and health, succession planning, employee relations and retention, compliance, and labor relations.
- \_\_\_ 3. Manages human resources operations by recruiting, selecting, orienting, training, coaching, counseling, and assistance when disciplining staff; maintaining compensation; customer-service strategies; designing systems; accumulating resources; resolving problems; implementing change.
- \_\_\_ 4. Develops human resources operations financial strategies by estimating, forecasting, and anticipating requirements, trends, and variances; aligning monetary resources; developing action plans; measuring and analyzing results; initiating corrective actions; minimizing the impact of variances.
- \_\_\_ 5. Accomplishes special project results by identifying and clarifying issues and priorities; communicating and coordinating requirements; expediting fulfillment; evaluating milestone accomplishments; evaluating optional courses of action; changing assumptions and direction.
- \_\_\_ 6. Guides management and employee actions by researching, developing, writing, and updating policies, procedures, methods, and guidelines; communicating and enforcing organization values.

- \_\_\_ 7. Complies with federal, state, and local legal requirements by studying existing and new legislation; anticipating legislation; enforcing adherence to requirements; advising management on needed actions.
- \_\_\_ 8. Enhances department and organization reputation by accepting ownership for accomplishing new and different requests; exploring opportunities to add value to job accomplishments.
- \_\_\_ 9. Updates job knowledge by participating in conferences and educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations.

**COMMENTS:** \_\_\_\_\_

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**Personnel Management**

- \_\_\_ 10. Supervises, evaluates, and provides guidance for the job performance of Employee Benefits and Support Services Coordinator, HR Assistant, HR Coordinator, Human Resources Leave of Absence Secretary, Human Resource Auxiliary/Substitute Specialist, Secretary for Chief Human Resources, and Receptionist.
- \_\_\_ 11. Establishes written processes and procedures relative to all aspects of Human Resources and Employee Benefits Support Services to ensure effective execution of staff responsibilities for the various departments under the Human Resource Officer. Defines the duties of the personnel under the Chief Human Resources Officer.
- \_\_\_ 12. Establishes systems for verification to ensure accurate execution of job duties and responsibilities related to all areas for the departments under Chief Human Resources Officer. Evaluates job performance of employees to ensure effectiveness.
- \_\_\_ 13. Establishes standards operational, organizational and procedures handbook for respective offices under the Chief Human Resource Officer. Develops training options and/or improvement plans to ensure exemplary operations.
- \_\_\_ 14. Ensures accountability in employee performance with appropriate and documented administrative action, as necessary.
- \_\_\_ 15. Recruits, trains, and supervises personnel and makes sound recommendations relative to personnel placement, assignment, retention, discipline, and dismissal.
- \_\_\_ 16. Promotes a positive work environment that fosters high staff morale and excellence in the district.
- \_\_\_ 17. Serves as liaison between the Superintendent's Office and staff.

**COMMENTS:** \_\_\_\_\_

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**Community Relations**

- \_\_\_ 18. Demonstrates awareness of district and community needs and initiates activities to meet those needs.
- \_\_\_ 19. Involvement in community organizations to network for possible employment candidates.

**COMMENTS:** \_\_\_\_\_

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**Other Related Duties**

- \_\_\_ 20. Ensures that department operations contribute to the attainment of district goals and objectives.
- \_\_\_ 21. Attends board meetings regularly and make presentations to the board.
- \_\_\_ 22. Participates in professional development activities to maintain current knowledge of human resource rules, regulations, and practices.
- \_\_\_ 23. Maintains confidentiality of information.
- \_\_\_ 24. Performs other duties assigned by Superintendent.

**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

What strengths does \_\_\_\_\_ possess?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What are some improvements \_\_\_\_\_ can make to ensure a higher degree of success?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Summative Conference Comments:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Recommendation of Evaluator:** I have read and received a copy of this evaluation. I have reviewed this instrument.

- Renewal and/or Extension of Assignment
- Non-renewal of Assignment
- Termination of Assignment
- Non-extension of Assignment

\_\_\_\_\_  
Administrator (Print Name)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Administrator's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date