



OL 211 Milestone Three Guidelines and Rubric

Overview: This milestone focuses on the topics of this week's lessons: managing and appraising employee performance.

Using the material on performance management and appraisals provided in this week's lesson and the case, in a short paper you should:

- Determine the HRM's role in the performance management process and explain how to ensure the process aligns with the organization's strategic plan.
- Differentiate between the trait, behavioral, and results-based performance appraisal systems, providing an example where each would be most applicable.
- Identify best suited appraisal for the Maersk Customer Service – CARE Business Partner.
- Identify and describe a variety of performance rating scales that can be used in organizations including graphical scales, letter scales, and numeric scales.

Guidelines for Submission: Your submission should be 2–3 pages in length and double-spaced using 12-point Times New Roman font. Be sure to list your references at the end of your paper. Submit journal assignment as a Word document.

Instructor Feedback: This activity uses an integrated rubric in Brightspace. Students can view instructor feedback in the Grade Center.

Critical Elements	Exemplary (100%)	Proficient (85%)	Needs Improvement (55%)	Not Evident (0%)	Value
Evaluation: Performance Management	Meets "Proficient" criteria and description is well supported and plausible	Determines HRM's role in the performance management process, including how the process aligns with the organization's strategic plan	Determines HRM's role in the performance management process, but does not include how the process aligns with the organization's strategic plan	Does not determine HRM's role in the performance management process	23
Evaluation: Performance Appraisal	Meets "Proficient" criteria and example is well supported and contextualized	Differentiates between the trait, behavioral, and results-based performance appraisal systems, and provides an example where each would be most applicable	Differentiates between the trait, behavioral, and results-based performance appraisal systems, but does not provide an example where each would be most applicable	Does not differentiate between the trait, behavioral, and results-based performance appraisal systems	23
Evaluation: Suited Appraisals	Meets "Proficient" criteria and uses scholarly research to substantiate claims	Determines how to identify best suited appraisals for employee job duties, and supports response with an example	Determines how to identify best suited appraisals for employee job duties, but does not support response with an example	Does not determine how to identify best suited appraisals for employee job duties	23
Evaluation: Performance Scales	Meets "Proficient" criteria and description is clear and contextualized	Identifies a variety of performance scales that can be used in organizations and describes each	Identifies a variety of performance scales that can be used in organizations, but does not describe each scale	Does not identify a variety of performance scales that can be used in organizations	23

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Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	8
Earned Total					100%