

UB's Performance Appraisal System



☞ **One Objective today: we all be on
the same page**

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Performance Appraisal



- ❧ The HRM activity that is used to determine the extent to which an employee is performing the job effectively and efficiently.
- ❧ Part of the employment exchange: personal accountability
- ❧ Formal vs. Informal

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Objectives of PA



- ∞ reward
- ∞ data for personal development
- ∞ training needs
- ∞ integrate human resource functions

- ∞ Motivation
- ∞ compensation
- ∞ communication

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Who Conducts PA



- ❧ Supervisors
- ❧ Coworkers
- ❧ Self Evaluation
- ❧ Subordinates
- ❧ Customers

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Issues with PA



- ∞ Individual Threat
- ∞ Threat to Supervisors
- ∞ Performance definition
- ∞ Stereotypes
- ∞ Attributions
- ∞ Recency Errors
- ∞ Leniency/Strictness Errors
- ∞ Central Tendency Errors
- ∞ Sequencing Effect

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Minimize Errors by:



- ☞ Address a single job activity
- ☞ Observe behaviour regularly
- ☞ Evaluate only a small number of people
- ☞ Use meaningful, clearly stated dimensions

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Performance Evaluation Methods



**Individual Evaluation
Methods**

**Multiple-Person
Evaluation Methods**

Performance Appraisal Methods



Graphic rating scale

- A scale that lists a number of traits and a range of performance for each that is used to identify the score that best describes an employee's level of performance for each trait.

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UNIVERSITY OF BELIZE
EMPLOYEE PERFORMANCE APPRAISAL

EMPLOYEE _____

DEPARTMENT _____

POSITION TITLE _____

FACULTY _____

INSTRUCTIONS:

Please evaluate this employee by considering the employee's overall job performance according to the stated factors and check the number that best describes this employee. Comments regarding job performance must be indicated to support all other appraisals. This evaluation must be reviewed and discussed with the employee. Review the job description with the employee at the same time.

JOB KNOWLEDGE: To what degree is the employee familiar with methods, procedures, standard practices and techniques applicable to this position?

KNOWLEDGETS CONSIDERABLY BELOW MINIMUM REQUIREMENTS OF POSITION. IMPROVEMENT MANDATORY.	KNOWLEDGETS BELOW MINIMUM REQUIREMENTS OF POSITION. IMPROVEMENT MANDATORY.	KNOWLEDGETS SUFFICIENT TO PERFORM REQUIREMENTS OF POSITION.	POSSESSES LEVEL OF KNOWLEDGE REQUIREMENTS OF POSITION.	EXCEPTIONALLY WELL INFORMED ON ALL ASPECTS OF POSITION.						
0	1	2	3	4	5	6	7	8	9	10

ACHIEVEMENTS: _____

IMPROVEMENTS: _____

QUANTITY OF WORK: Evaluate the quantity of work produced considering the working conditions.

OUTPUT IS CONSIDERABLY BELOW EXPECTATIONS. IMPROVEMENTS MANDATORY.	OUTPUT IS MARGINAL OR BELOW THAT EXPECTED.	OUTPUT MEETS EXPECTATIONS.	OUTPUT FREQUENTLY EXCEEDS EXPECTATIONS.	OUTPUT IS CONSISTENTLY ABOVE EXPECTATIONS.						
0	1	2	3	4	5	6	7	8	9	10

Management by Objectives (MBO)

- ∞ Involves setting specific measurable goals with each employee and then periodically reviewing the progress made.
 1. Set the organization's goals.
 2. Set departmental goals.
 3. Discuss departmental goals.
 4. Define expected results (set individual goals).
 5. Performance reviews.
 6. Provide feedback.

University of Belize
Faculty Performance Evaluation: OBJECTIVES

Objectives for the year: Aug 1 '08– July 31 '09 _____

Name/Degree: Kevin Geban, M.Phil

Academic Rank/Department: Senior Lecturer/ FMSS

Record approximate percent time devoted primarily to:

Teaching activities	75	%
Service activities	20	%
Research activities	5	%
Total	100	%

I. TEACHING/LEARNING AND RELATED ACTIVITIES

Describe your plan for teaching and related activities for the current academic year. Use additional sheets as necessary. What do you expect to be your teaching activities (Address teaching goals for students as relevant to your activities)? Include clinical supervision and all formal activities with students. Planned activities as advisor/mentor as part of teaching and learning and new initiatives (Include new lectures, curriculum revisions or additions, etc.)

#	Course Title/Activity	What I want to achieve in this course/activity	How it will be measured	Who will give feedback
1	Tour211: Intro to Tourism	Use of two field experiences to demonstrate to students how hotels function	Student Reports	Students/Administrators
2	Tour412: Advance Tourism Marketing	Use of group presentation to expose students to destinations' product	Presentation feedback and student tests	Students/Administrators
3				
4				
5				

University of Belize
Faculty Performance Evaluation: OBJECTIVES

#	Organization to whom service is provided	Name of Committee/Service	Your Role	Time Frame/ Duration/ Amount of time you plan to spend on this activity/month	Output—Specifics of what you plan to produce/contribute.
1	University of Belize	Hospitality Institute Group	Lead Support	For the academic year	Develop a Plan for a UB Hospitality Institute
2	University of Belize	International Internship	Coordinator	For Semester II	Will aim to place at least 50 interns internationally
3	University of Belize	International Internship	Supervisor	For Semester II	16 students to supervise at Disney plus one student to supervise from the Caribbean
4	Belize Hotel Association	Board of Directors	Advisor	For the Academic Year	To assist the BHA in lobbying and management issues
5	Caribbean Tourism Education Alliance	Executive Board	Secretary	For the Academic Year	Engage in Board's Secretarial Duties
6	International Responsible Tourism Conference	Events Committee and Planning Committee	Leader and Member	Second Semester	A successful conference

University of Belize
Faculty Performance Evaluation: OBJECTIVES

IV. PROFESSIONAL DEVELOPMENT OBJECTIVES

Teaching and Learning Objectives	When	How	Anticipated Outcome—what new knowledge do I want to acquire?
Develop Tourism Skills	First Semester	Workshop	Certified Hospitality Trainer
Advising/Mentoring Objectives			
Research Objectives			
New course curriculum knowledge	All Year	Secondary Research	Updated curriculum
Learn SPSS	All Year	Workshop	Competent using SPSS
Other Professional/Personal Development Objectives			
Join local and international professional association	First Semester	Join	Participating in professional membership associations: Caribbean TEA/Belize Audubon Society

University of Belize Faculty Performance Evaluation: OBJECTIVES

V. DEPARTMENT CHAIR AND DEAN COMMENTS

- A. The objectives identified help the University of Belize to achieve our objectives?
 Yes No
- B. If no, I suggest the following revisions to these objectives.

Objective Identified Above	Suggested Revision	Specific Output	Time Frame

- C. Based upon the evaluation from last year, I suggest the following additions to these objectives.

Improvement needed	Identified remedies	Time frame	Method of Evaluation

Based upon the objectives listed in pages 2-5 and any additions/revisions as recommended by the Chair/Dean, we agree that this is the work plan for the Academic Year.

Department Chair

Date

Dean

Date

	audio/visual	presentations in this course.	
3/4		More than an 80% success rate was recorded. I used three tests instead of 2 and used online assignment submissions	Would like to utilize more videos to illustrate case issues

D. Courses Taught

<u>COURSE AND LEVEL</u>	<u>NUMBER OF STUDENTS</u>	<u>ESTIMATED CONTACT HOURS/WEEK</u>	<u>ESTIMATED PREP. TIME hours/week</u>	<u>STUDENT EVALUATION OF TEACHING and COURSE</u> (include mean, range; e.g. 3.7 on a 1 to 5 scale)	
Organisational Behaviour	79	9 per week	18 per week		
Introduction to Tourism	39	9 per week	18 per week		
Human Resources Management	76	9 per week	18 per week		
Advanced Tourism Marketing	15	25 per week	20 per week		

	speakers and Chetumal visit	

H. Other teaching activities

<u>TITLE OF ACTIVITY</u>	<u>COMPLETE DESCRIPTION OF ACTIVITY</u>
Tourism Programme	Develop proposal to offer tourism programme in San Pedro

II. SERVICE AND RELATED ACTIVITIES

For each applicable category, describe accomplishments for the period Aug 1—July 31. Use additional sheets of paper as needed.

For committee service, indicate your role (member, vice chair, chair), participation in special projects, etc.

- A. Did you accomplish the service related objectives you established in your Objectives? ___ Yes
___ No X Some
- B. Where no, indicate below the objectives you failed to achieve, why and your plan to re-approach this objective.

#	Objective	Why it was not achieved	Lessons learned. What you plan to do differently to be successful?
1	Hospitality Institute	Did concept paper but held off because another group doing it	

- C. Where yes, indicate what you achieved and how.

#	Objective	How it was achieved	Any revisions needed?/Lessons learned
2	Tourism Programme Review	By spending time doing it and participating in the SSC committee	Final report submitted
3	International Internship Coordinator	I continued coordinating this function and was successful in attaching some 18 students to Walt Disney World	We need to now allow our Caribbean partners to send interns to Belize. As well, as we do with Disney interns, we need to visit Caribbean interns
3	Internship Supervisor	I continued supervising international interns and reviewing reports and assigning grades	The internship programme is pretty much a solid programme
4	BHA	Assisted the Administration	

IV. PROFESSIONAL DEVELOPMENT OBJECTIVES

How well did you achieve your professional development objectives?

Teaching and Learning Objectives	Outcome—what new knowledge did you acquire and how have you applied it?
Develop Hospitality Skills	Certified Hospitality Trainer from American Hotel and Lodging Association
Develop SPSS Skills	Sat in on Dr. Castillo's SPSS seminar
Train the Trainer Workshop	BTIA Micro and Small Business Management Workshop
Advising/Mentoring Objectives	
Research Objectives	
Other Professional/Personal Development Objectives	
Memberships	Joined Belize Audubon Society, International Ecotourism Association

IV. EVALUATOR'S SUMMARY AND COMMENTS (Department Chair and Dean)*

I	TEACHING AND RELATED ACTIVITIES	O	C	S	M	U	N/A
II	ADVISING AND STUDENT MENTORING	O	C	S	M	U	N/A
III	SERVICE AND RELATED ACTIVITIES	O	C	S	M	U	N/A
IV	RESEARCH AND RELATED ACTIVITIES	O	C	S	M	U	N/A
V	APPLICATION OF PROF. DEV. OBJECTIVES	O	C	S	M	U	N/A

A. Summary and comments

Comments are the result of a full review of objectives, student evaluations, classroom observations and any other information about performance. Written comments for all categories are encouraged. Written comments are **REQUIRED** for category ratings of M (Marginal) and U (Unsatisfactory).

Teaching and Learning Objectives	Summary and Comments of accomplishment of these objectives
Advising/Mentoring Objectives	Summary and Comments of accomplishment of these objectives

C. Please describe the plan to address areas for improvement.

Improvement needed	Identified remedies	Time frame	Method of Evaluation

Department Chair

Date

Dean

Date

FACULTY ACKNOWLEDGEMENT – Please initial applicable option:

_____ I agree with this evaluation.

_____ I disagree with this evaluation.

Faculty Signature

Date

The Appraisal Interview (cont'd)

- ❧ How to ensure the interview leads to improved performance
 - ❧ Don't make the subordinate feel threatened during the interview.
 - ❧ Give the subordinate the opportunity to present his or her ideas and feelings and to influence the course of the interview.
 - ❧ Have a helpful and constructive supervisor conduct the interview.
 - ❧ Offer the subordinate the necessary support for development and change.



Gracias a Todos!

