

University of Belize

Performance Evaluation Policy
UB-PO-HR-004/0

1. Background and Purpose

The University of Belize emphasizes the importance of performance evaluations in building a skilled and motivated workforce and encouraging efficient and effective operations. Performance evaluations serve multiple purposes, including assessing an employee's job performance against position requirements, identifying strengths and areas for improvement, establishing expectations, aligning individual goals with the University's strategic objectives, and fostering ongoing communication to strengthen the relationship between administrators/supervisors and employees.

The purpose of this policy is to establish a fair and objective process for evaluating the performance of all full-time faculty and staff members of the University of Belize.

2. Scope/Users

This policy applies to all full-time faculty and staff members of the University of Belize.

3. Definitions/Terms

Coaching is a process in which an Administrator/Supervisor works closely with an employee to enhance their performance and achieve specific goals. It involves providing guidance, support, and feedback to help individuals identify their strengths, areas for improvement, and strategies for reaching their full potential. Coaching typically focuses on developing skills, improving performance in specific areas, and addressing any obstacles or challenges that may be hindering success.

Competency is demonstrable knowledge, skills, abilities, and behaviors required to perform a specific task, job, or role effectively. Competencies can be both technical (related to specific job-related knowledge and skills) and behavioral (related to personal attributes, such as communication, problem-solving, teamwork,

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adaptability, etc.). Competencies serve as a framework for assessing and evaluating performance.

Documentation

The process of recording and maintaining records of performance evaluations, including self-assessments, supervisor evaluations, feedback, performance ratings, and any other relevant information. Documentation ensures transparency, accountability, and reference for future evaluations or decisions.

Full-time faculty or Staff

A person employed by the University who is formally identified as having an authorized, full-time position in the employing office and is appointed to work at least thirty-five (35) hours for more than six (6) consecutive months.

Goal Setting

The process of establishing specific, measurable, achievable, relevant, and time-bound (SMART) objectives for an employee to work towards during a performance evaluation period. These goals align with the employee's job responsibilities and the overall goals of the university.

Performance Evaluation

A systematic process of assessing an individual's job performance, skills, competencies, and accomplishments against predetermined criteria and goals. It involves reviewing and analyzing an employee's performance to provide feedback, identify areas for improvement, and make decisions related to promotions, rewards, or development opportunities.

Performance Improvement Plan

A Performance Improvement Plan (PIP) is a structured and formalized plan designed to help employees improve their job performance when they are not meeting the required performance standards or expectations. It outlines specific areas of improvement, as well as actions and timelines for achieving those improvements.

Performance Review

The systematic process used to assess and evaluate an employee's job performance and contributions within a specific period.

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Probationary Evaluation	Probationary evaluation refers to the assessment process conducted during a probationary period, typically for newly hired or promoted faculty. It aims to evaluate the performance, suitability, and progress of the employee during this initial period of employment or promotion.
Rating Scale	A tool or system used to assign ratings or scores to assess an employee's performance. The scale provides a standardized framework for evaluating performance.
Temporary Employee	Refers to a person working on a short-term basis for a specific period, not exceeding twelve (12) months, primarily to fill a vacancy due to the absence of a permanent employee or other exigencies.
Self-Assessment	A process where employees evaluate their own performance and provide a self-assessment or reflection on their strengths, areas for improvement, and achievements. Self-assessments are used in conjunction with assessments conducted by Administrators/ Supervisors to gain a comprehensive view of an employee's performance.

4. Policy Statement

This policy is to ensure that all full-time faculty and staff receive fair, constructive, and timely performance evaluations to improve performance, promote professional growth, motivate faculty and staff members, address performance-related issues, and align individual goals with institutional objectives.

4.1. Principles

The University is committed to the following principles in its Performance Evaluation Policy, with the goal of establishing a fair, unbiased process that fosters employee development and supports institutional success:

- 4.1.1. **Objectivity.** Performance evaluations are based on clear, measurable criteria that are consistently applied across all employees.
- 4.1.2. **Fairness.** Performance evaluation decisions are just, unbiased, and equitable for all employees. Establishing an appeal process allows employees to challenge and address any perceived unfairness in their evaluation.
- 4.1.3. **Transparency.** The evaluation process and performance expectations are communicated to employees clearly and transparently. Employees know the

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factors that they will be assessed by, how performance will be measured, and what standards will be used to evaluate their performance.

- 4.1.4. **Constructive Feedback.** The evaluation provides all employees with meaningful, actionable feedback to support their professional growth and improvement.
- 4.1.5. **Mutual Respect and Trust.** Performance discussions are to be conducted with courtesy, respect, and an understanding of each other's roles and responsibilities.
- 4.1.6. **Accountability.** The performance evaluation process holds employees accountable for their individual contributions and outcomes.

4.2. Objectives

The key ingredients for a successful evaluation include identifying performance expectations, consistently measuring and communicating performance, and providing opportunities for feedback and clarification. Performance evaluations serve a number of purposes, namely to:

- 4.2.1. Measure the extent to which the employee's performance meets their job requirements.
- 4.2.2. Provide a structured instrument(s) for discussing performance issues on a regular basis.
- 4.2.3. Appraise performance by identifying areas of strength, acknowledging good job performance, and determining areas that require improvement.
- 4.2.4. Motivate employees to perform at their best by setting clear performance expectations and holding them accountable for their work.
- 4.2.4. Enhance the relationship between immediate Administrators/Supervisors, Deans and Chairs, and faculty and staff members by promoting open channels of communication, dialogue, and feedback.
- 4.2.5. Provide opportunities for career goals to be set. By discussing performance and identifying areas for growth, immediate Administrators/Supervisors, Deans, and Chairs can better understand the employee's career goals and establish clear strategies designed to maximize career potential.
- 4.2.6. Serve as an aid to immediate Administrators/Supervisors, Deans, and Chairs to provide continuous coaching, training, and professional development opportunities to enhance skills or develop new skills.
- 4.2.7. Aid the University's Leadership in decision-making, including but not limited to tenure reviews, promotion reviews, grants, and awards.

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4.3. Philosophy Statement

- 4.3.1. The performance evaluation process is an ongoing responsibility shared between employees and their immediate Administrators/Supervisors, Deans, and Chairs, throughout their employment.
- 4.3.2. Employees are given the opportunity to conduct a self-reflection through the submission of a self-appraisal.
- 4.3.3. Each employee has an opportunity to provide input in the review of the performance evaluation documentation.
- 4.3.4. Each immediate Administrator/Supervisor, Dean, and Chair is responsible for ensuring that their employees receive feedback on their work performance in a timely and consistent manner throughout the academic year.
- 4.3.5. Each immediate Administrator/Supervisor, Dean, and Chair is responsible for being consistent in the performance review practices with all employees they supervise.
- 4.3.6. Each administrative unit within the University utilizes a Performance Evaluation Instrument and documentation that provides support in the review of employees' performance in accordance with the Performance Evaluation Guidelines.
- 4.3.7. Each University employee is aware of the expectations of their position as well as how their performance will be evaluated.
- 4.3.8. Performance evaluations inform recommendations for salary increases or adjustments. While a satisfactory evaluation is a prerequisite for salary consideration, it does not automatically guarantee an increase. Salary adjustments are subject to:
 - Budget availability
 - University of Belize Compensation Guidelines
 - Contract type (temporary vs. permanent)
 - Additional performance criteria as established by the University
- 4.3.9. If an employee's job performance is not satisfactory, the respective immediate Administrator/Supervisor, Dean, and Chair administer performance improvement measures to enhance performance through coaching and training.
- 4.3.10. The Office of Human Resources is the policy owner and is responsible for overseeing the implementation, administration, and interpretation of this policy.

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- 4.3.11. Performance evaluations are kept in the personnel files of all employees after completion of the performance evaluation review.
- 4.3.12. Performance evaluations are mandatory for all full-time faculty and staff members. The immediate Administrators/Supervisors, Deans, and Chairs are required to complete evaluations for their direct reports within the specified timeframe. Failure to participate in or complete required evaluations may result in disciplinary action as per University guidelines.

5. Relevant Legislation

There is no relevant legislation in this policy.

6. Key Related Documents

Change of Goals and Objectives Form

Faculty Performance Evaluation Guidelines

Faculty Performance Evaluation Instrument

Faculty Performance Objectives

Goal Setting and Review Form

Performance Improvement Form

Staff Performance Evaluation Guidelines

Staff Performance Evaluation Instrument

University of Belize's Faculty and Staff Handbook (2000)

University of Belize Compensation Guidelines

7. Policy Approval and Review

This policy will be approved by the Board of Trustees and will generally be subjected to a five-year review. The Office of Human Resources may, from time to time, recommend policy amendments to the Board of Trustees via the Office of the President.

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8. Amendment History

Revision #	Description of changes	Reason(s) for the change	Date of revisions
0	Initial Release	Not applicable	Same as Initial Release