



Performance Appraisal Options and Practices in Academic Institutions

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March 2022



Outlines



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Definitions

Definitions of Performance appraisal(PA) by authors

- PA is a formal, structured system of measuring and evaluating an employees job, related behavior and outcomes to discover how the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee, organization, and society all benefit." **Randall S. Schuler**
- Performance appraisal is the process of evaluating the performance of the employees in terms of the requirements of the job for purposes of administration including **placement, selection for promotions, providing financial rewards.**" **Carl Heyel,**



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Objective of Performance Appraisal

- To provide feedback
- To facilitate promotion decisions
- To motivate superior performance
- To facilitate rightsizing or downsizing decisions
- To determine training and development needs
- To provide legal defensibility for personnel decisions



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Process of Performance Appraisal



- Identify specific performance appraisal goals
- Establish performance standards.
- Measure the performance/the work done
- Compare performance with standard
- Discuss result of appraisal with employee.
- Take corrective action when necessary.



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Performance criteria/standards



The most common performance criteria are

- Traits/Personalities: attitude, adaptability, appearance...
- Behaviors: task related behaviour such as – team work, cooperation (for individuals working in team)
- Competencies: Knowledge, skill which are technical in nature
- Goal achievement: outcomes
- Improvement potential:



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Performance Appraisal Methods



- There are number of Performance appraisal methods used.
- Organization may choose from among a number of appraisal methods.
- The type of performance appraisal methods used depends on the type and size of organization.
- Few of Performance appraisal methods will be highlighted as follows:



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Performance Appraisal Methods cont'd



Checklist Method

- A set of objectives or descriptive statements about the employee and his/her behavior are provided (A Yes or No checklist).

The pro- the simplicity of the format and its focus on actual work-related tasks and behaviors.

The con - there is no detailed analysis or detail on how the employee is actually doing, nor does it discuss goals.



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Performance Appraisal Methods cont'd



Ratings scale Method

- Rates employees according to defined factors.
- The scale includes several categories, normally 5–10 in number, defined by adjectives such as outstanding, meets expectations, or needs improvement

The pro : Easy to understand and use; economical to design and administer.

The con: It is assumed that each trait is equally important for all job



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Performance Appraisal Methods cont'd



Management by objectives (MBO)/ result based system

- It involves the employee and supervisor agreeing to a set of attainable performance goals that the employee will attempt to achieve over a given period of time.
- At the next review period, the goals and how they have been met are reviewed, whilst new goals are created.

The pro - Employee motivated as he/she is aware of expected roles and accountability.

The con - it is time consuming.



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Performance Appraisal Methods cont'd



360-degree feedback method

- The review relies on the input of employee's supervisor, colleagues, subordinates, sometimes customers and suppliers

The pro- it provides a bigger picture of an employee's performance.

The con - it runs the risk of taking in broad generalizations from outside sources who many not know how to provide constructive feedback.



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Performance Appraisal Biases/Errors



- Managers/evaluators make errors while evaluating employees and their performance
- Biases and judgment errors of various kinds may indulge the performance appraisal process.
- The following sections highlights some of the common problem areas/biases/errors.



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Performance Appraisal Biases/Errors



Halo /Horn error

- Evaluation error that occurs when a manager generalizes one positive performance feature or incident to all aspects of employee performance, resulting in a higher/lower rating.

Leniency/Strictness

- Giving an undeserved high performance appraisal rating to an employee or being excessively critical of an employee's work performance.



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Performance Appraisal Biases/Errors



Central tendency error

- This appraisal error occurs when appraisers rate all employees as average performers regardless of the difference in individuals performance.

Recency Effect

- Rating is influenced by the most recent behavior ignoring the commonly demonstrated behaviors during the entire appraisal period.



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Performance Appraisal Biases/Errors



Spillover Effect

- The present performance is evaluated much on the basis of past performance. “The person who was a good performer in distant past is assured to be okay at present also.

Contrast Error

- Comparison is made to other people, not standards

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Conclusion



- An academic institution needs to adopt an appropriate performance appraisal system and procedure to effectively manage its human resources and ensure quality of its teaching and research activities.
- Performance appraisal efforts need to minimize biases and be conducted regularly.

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Thank you

