

Appraisal Training – 2 days



Course Objectives

To ensure that delegates are aware of the aims of appraisal and performance management. This will enable the delegates to prepare and conduct effective appraisals. The course will be on the skills involved in the entire appraisal process, including objective and target setting, performance review, outcomes, interviewing and motivation.

Who will benefit?

Those who are involved in the appraisal of subordinates.

Exercises

This course is instructor led, involving the utilisation of examples and exercises in a workshop environment.

Course Content

The purpose and benefits of appraisal

- Appraisal as an effective management tool; why appraisal sometimes does not work; the subordinate's view; continuous appraisal.

Reviewing the job

- The key result areas; the job holder's perception of their role; clarifying standards.

Preparing to appraise

- Using job descriptions as yardsticks to assess performance; establishing ideal aims versus acceptable standards of performance; assessing the job holder's performance; preparing the job holder.

The appraisal interview

- Structuring the interview; reviewing performance – making praise genuine and useful; making criticism constructive; helping job holders use the "self appraisal" technique; handling disciplinary issues assertively; getting the job holder's commitment to improve; getting the job holder to participate; using questions; listening skills; managing "difficult" appraisees.

Setting targets

- Agreeing meaningful targets and objectives with established deadlines and standards to be reached; sticking to targets – reviews, follow-ups, moving goalposts, establishing training and development needs.

Completing the paperwork

- The importance and relevance of the appraisal form; the advantages of alternative formats; useful contributions and avoiding the "school Report".

Common pitfalls in appraisals

- Apathetic appraisees who won't "join in"; defensive appraisees who won't accept criticism; "How is appraisal related to my pay?" common disciplinary situations in appraisal; the high flyer to whom we have little to offer; plus other "thorny" problems and how to handle them!