



Effective Performance Review Training

Description

Introduction

A properly designed and effective performance appraisal process will require a range of techniques including agreeing objectives, reviewing and monitoring performance, giving feedback, coaching, training and development and of course, the appraisal itself. This cutting-edge course will demonstrate how these techniques link taking into account best practice in appraisal systems and the multi-cultural environment.

This course is focused on both the theoretical and the practical. The course also focuses on effective performance and feedback – integrating this with current Talent Management principles. There will be a practical skills workshop conducted each day where what has been learned will be put into practice:

This course will feature:

- How to design and introduce an effective performance appraisal scheme
- Develop a checklist for preparing and implementing a formal appraisal scheme
- The skills that managers, supervisors and team leaders need to be effective in performance appraisal
- Making performance appraisal work in a multi-cultural environment
- Evaluation and review of the system

Objectives

- Define several types of performance appraisal systems
- Describe the purposes of performance appraisal from an individual's and organisation's point-of-view
- Develop a plan for the effective implementation of an appraisal system
- Question the role of performance appraisal in a multi-cultural environment
- Assess the advantages and disadvantages of various appraisal methods

Content Day One

The Role of Assessment & Appraisal

- Why have an assessment & appraisal?
- The purposes of performance appraisal
- What is appraised?
- Trends in assessment & appraisal
- The problems of conflicting objectives
- The ethics of appraising people

Day Two

Implementing a Successful Appraisal Scheme

- Formal Vs Informal systems
- Who does the appraisal&who should be appraised?
- Obtaining top management support
- Preparing a policy statement
- Instructions to appraisers
- Checklist – preparing and implementing a formal appraisal scheme

Day Three

Types of Appraisal

- Ranking, Critical incident, Forced choice&Narrative methods
- Management by Objectives (MBO)
- Behaviourally Anchored Rating Scales (BARS)
- Behavioural Observation Scales (BOS)
- Deciding which type to use
- Overcoming problems in ratings

Day Four

The Appraisal Interview

- Common reasons for failure and mistakes made
- Communication skills for appraisal (Questioning and Listening)
- Hints on interviewing
- Planning & Preparing for an Appraisal interview
- Emotional Intelligence & Feedback
- Practice appraisal interviews – role plays

Day Five

Key Issues in Performance Appraisal & Assessment

- Assessment Centres and Appraisal

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- Performance Appraisal in a Multi-Cultural Setting
 - Best practice in assisting with employee personal problems (EAP)
 - Talent Management & Succession Planning links
 - Evaluation and review of the system
 - Personal Action Planning

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