

Managing Performance through Appraisal

Duration: 1 Day

About the course

This one-day workshop trains Managers and Section Leaders how to prepare for and conduct a Performance Management Appraisal and how to properly complete documentation and adhere to procedures.

Course Objectives

The workshop aims to equip Managers and Senior Managers to properly performance manage staff, gain maximum benefit from the appraisal discussion and performance review by;-

- generating positive attitudes to the process from all parties concerned
- helping them to prepare effectively for the appraisal discussion
- giving them the interpersonal skills in conducting a positive, motivational interview
- giving them confidence and skills to deal with all performance issues proactively and legally
- ensuring they follow up the discussion effectively
- ensuring they properly document the discussion

Course Content

The core topics covered are:

- what is an appraisal and Performance Management? Why have them?
- understanding the aims and benefits of an effective appraisal process
- promoting staff commitment – preventing or overcoming resistance and cynicism
- designing the perfect appraisal – using the organisations systems and documentation
- planning and preparing for the appraisal - the essential research and data gathering the manager can do to maximise the success of the discussion
- helping the job holder to prepare - how to anticipate and allay the job holder's fears and overcome potential cynicism through a pre-interview briefing
- rating performance- how to approach this fairly, equitably and consistently
- Conducting the appraisal itself – including:
 - interview / meeting structure - creating an interview plan that ensures a thorough, balanced discussion
 - building rapport - how to build a constructive, positive atmosphere in the interview to ensure a good two-way exchange
 - question techniques - how to construct the right questions to maximise the job holder's involvement and to probe vague and general responses
 - giving feedback - the golden rules for ensuring that feedback is relevant, balanced and constructive. Balancing feedback to get positive action
 - handling performance and conduct problems constructively - using the right blend of questions and feedback technique to ensure problem areas are explored, debated constructively and solutions identified
 - how to deal with other difficult situations
 - identifying & Planning effective staff training & development
 - goal setting and setting business related objectives - getting the job holder's agreement to future performance expectations

- appraisal as a 'performance management' system – using the appraisal as a continuous, working process
 - measuring performance – fairly, consistently, rating etc
 - setting goals and objectives to drive effective performance - monitoring and assessing performance
 - linking performance to pay
 - linking business results to performance

- using the organisations systems and documentation - The importance of appraisal documentation and completing it properly