

Appraisal Skills

One Day Course

Who will benefit

This course is designed for people who conduct formal performance appraisal reviews with staff. Participants will learn how to get the best from their people by providing constructive feedback and setting realistic and achievable targets.

Objectives

Course objectives are to understand the aims of appraisal and performance management; identify the relationship between appraisal, performance, development and organisational effectiveness; prepare and conduct effective appraisals and set SMART objectives.

The Purpose and Benefits of Appraisal

- Using appraisal as a management tool
- Defining objectives and strategies
- The view of an appraisee & continuous appraisal

Reviewing the Job

- The key result areas
- Job holder's perception of their role
- Clarifying standards
- Encouraging the job holder to prepare

The Appraisal Interview

- The structure and flow of interview
- Reviewing performance making praise genuine and criticism constructive
- Helping job holders appraise themselves
- Getting the job holder's commitment to improve as well as participate
- Investigate questioning styles
- Checklist of questions
- Practice active listening skills

Setting Targets

- Agreeing meaningful targets and objectives with established deadlines and standards
- Sticking to targets and regular reviews
- Establishing training and development needs

Completing the Paperwork

- The importance and relevance of the appraisal documentation

Common Problems

- Apathetic staff who won't 'join in'
- Defensive staff who won't accept criticism
- Handling disciplinary issues assertively
- Coaching people with problems

Skills Practice

- Attendees complete practical exercises to check and emphasise what has been learned

Action Plan

- Participants plan and discuss what they will do on return to work