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International Centre For Training & Development

APPRAISAL SKILLS
For Practice Managers

Course Introduction:

Performance Management After this course you will be able to establish and manage a performance culture, determine Key Results Areas (KRAs), set objectives and Key Performance Indicators (KPIs), and establish the right competencies and behaviors for all the roles in your organization. You will design and define the right performance management system to support your organization's goals and business objectives, and encourage the development of each individual employee.

Performance Appraisal Individual performance appraisals help you manage the performance of each employee in your organization. However, unless you clearly link a performance appraisal to corporate goals and see it as part of the responsibilities of an effective manager, it can be nothing more than a tick-box paper exercise.

Course Objectives:

By the end of the program, participants will be able to:

1. Support business effectiveness by implementing a best-practice performance management system and performance appraisal process
2. Understand the three critical components of an effective performance management system – setting objectives, measuring competencies and planning development
3. Increase overall business and individual employee performance by developing clear and SMART objectives which communicate to your employees what is expected of them

Who Should Attend?

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Human Resource Personnel, administration staff responsible for Human Resources, and / or line managers involved in staff appraisals, job evaluation, or other organizational changes

Course Outline:

The Importance of Performance Appraisal

- Define performance appraisal
- The purpose of performance appraisal
- Pros, Cons and reputation of performance appraisal
- Making performance appraisal systems (legally) defensible

Performance Planning

- Define performance planning
- Manager's responsibilities in performance planning
- Employee's responsibilities in performance planning

- The performance-planning meeting
- Results versus behaviors
- Determining key job responsibilities
- Goal setting & goal statements
- SMART objectives

Performance Execution

- Define performance execution
- Manager's responsibilities in performance execution
- Employee's responsibilities in performance execution
- Keeping track of employee's performance
- Motivating for performance

Performance Assessment

- Define performance assessment
- Manager's responsibilities in performance assessment
- Employee's responsibilities in performance assessment
- Top management responsibilities in performance assessment
- Reliability and validity in performance assessment
- Self-appraisal
- 360° performance appraisal
- Internet-based performance appraisal
- Weighting of performance information
- Being objective / avoiding cultural, gender and other biases
- Rating scales and rating errors
- Extenuating circumstances
- Writing up the appraisal report

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Performance Review

- The manager's responsibilities in the performance review
- The employee's responsibilities in the performance review
- Establishing rapport & being empathic
- Conducting the review
- Interview skills
- Difficult situations (silence, disagreement, excuses)
- Establishing a successful close

The Performance Appraisal Form

- Determining core competencies

- Job analysis
- Designing the form
- Ratings
- Weightings
- Understanding a middle score (C or 3 score)

The Performance Appraisal Process

- Designing and establishing from scratch
- Stakeholder expectations
- Management training requirements for performance appraisals
- Maintaining and monitoring the appraisal system
- Inter- and Intra-rater reliability

Building Performance Excellence

- Factors influencing an individual's development
- Creating development plans that work
- Management and employee responsibilities in development
- Using the job as part of the development process
- The employee who does not change
- Identifying gaps between desired and actual performance
- Getting agreement to change
- Documenting change discussions
- Attitude and attendance problem

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Course Methodology:

A variety of methodologies will be used during the course that includes:

- (30%) Based on Case Studies
- (30%) Techniques
- (30%) Role Play
- (10%) Concepts
- Pre-test and Post-test
- Variety of Learning Methods
- Lectures
- Case Studies and Self Questionaires
- Group Work

Course Fees:

To be advice as per course location. This rate includes participant's manual, Hands-Outs, buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Course Certificate:

International Center for Training & Development (ICTD) will award an internationally recognized certificate(s) for each delegate on completion of training.

Course Timings:

Daily Course Timings:

08:00 - 08:20	Morning Coffee / Tea
08:20 - 10:00	First Session
10:00 - 10:20	Coffee / Tea / Snacks
10:20 - 12:20	Second Session
12:20 - 13:30	Lunch Break & Prayer Break
13:30 - 15:00	Last Session

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