



## Effective Appraisals - A one day workshop for line managers

Many managers question the value of appraisal programmes and many line managers believe appraisals are unduly time-consuming and bureaucratic. Yet the appraisal is a vital starting point when it comes to managing performance effectively and the support of managers for the process is crucial. Handled well the benefits of appraisal interviewing are enormous. This thoroughly practical workshop has been designed to give line managers the knowledge, skills and confidence to deliver a well structured appraisal even in the most challenging circumstances. It is ideal for line managers who have had little or no formal training on the appraisal process, although it has also benefited many managers who were in need of a 'refresher' on the subject.

### Format

Participants in this highly practical one-day workshop are encouraged to take a pro-active approach, in small team discussions, case studies and practical exercises. This helps to ensure a pooling of ideas, knowledge and experience in applying the skills back at work.

The interactive nature of the course requires that the number of participants be limited to no more than 12 if maximum benefit is to be had from the day.

Your organisation's appraisal documentation will be incorporated into the workshop, to ensure that participants get maximum value from the day.

## Course Programme

### Introduction and course objectives

#### The appraisal process

- The aim of the appraisal process
- Understanding the bigger picture - the appraisal's contribution to employee development
- The benefits of effective appraisals
- Common pitfalls

#### Conducting appraisals

##### Assessment :

- Using job standards as the basis for objective assessment
- Assessment of previous objectives

**Preparation :**

Documentation required  
Data on each appraisee  
Planning the meeting

**The interview :**

The skills of appraisal interviewing  
The structure of the appraisal interview  
Dealing with poor performance and difficult situations  
Taking notes and completing documentation

**Planning ahead and objective setting :**

Identifying action to improve performance and enhance skills  
Establishing relevant training needs  
Agreeing SMART performance objectives  
Formulating a personal development plan

**Action after the interview :**

Essential paperwork  
Follow-up and action required between appraisal interviews  
Continuing informal dialogue

**Video case study****Conclusion**

Course review/discussion  
Preparation of action plans for building on the skills learnt  
Close