



MICT SETA accredited ACC/2011/07/066 Est. October 2003

College Africa Group – Conducting Effective Performance Reviews

Performance reviews are an essential component of employee development. The performance review meeting is an important aspect of career planning, and the outcomes of the meeting should be known to the employee and supervisor before the meeting actually takes place. Remember what the German philosopher Goethe said: “Treat people as if they were what they ought to be and you help them become what they are capable of being.”

Setting goals and objectives to aim for will give both supervisors and employees a focus, and is one of the key aspects to meeting overall company objectives. Supervisors must also learn how to give feedback, both positive and negative, on a regular and timely basis so that employees can grow and develop. Performance appraisals involve all these activities.

This three-day workshop will teach participants:

- To recognise the importance of having a performance review process for employees.
- How to work with employees to set performance standards and goals.
- Skills in observing, giving feedback, listening, and asking questions.
- An effective interview process and the opportunity to practice the process in a supportive atmosphere.
- How to make the performance review legally defensible.

Performance Appraisals Done Well

To start, participants will discuss what performance appraisals are and why they are important. The importance of building trust will also be covered.

Errors We Make

This session will explore the three most common errors made during performance appraisals.

Types of Performance Reviews

Next, participants will learn about the most common types of performance appraisals: formal reviews, informal reviews, probationary reviews, and 360 degree reviews.

The Performance Management Process

To begin, participants will look at the four-stage performance management process through a lecture. Then, participants will work in small groups to review some sample appraisal forms.

Goals with SPIRIT

During this session, participants will learn about the SPIRIT acronym for goals. They will also learn about setting short-term and long-term goals.

The Performance Management Cycle

This session will explore the first two stages of the performance management cycle: the basis for review and performance standards. BAR's and KRA's will also be discussed briefly.

Setting Standards

Participants will learn about the importance of standards through a short exercise.

Creating a Performance Development Plan

Another key element in the performance management cycle is a performance development plan. Participants will learn about the components of this type of plan during this session.

Feedback and Communication

This session will provide participants with some basic feedback and communication tips.

Listening Skills

Next, participants will take a closer look at listening skills.

Communication Strategies

In this session, participants will learn about asking good questions, probing techniques, and body language.

Giving Feedback

This session will cover the six characteristics of effective feedback. To reinforce these concepts, participants will apply these characteristics to three case studies.

Accepting Criticism

Next, participants will learn how to accept criticism graciously.

Planning the Interview

This session will look at some things that participants should do before delivering the performance appraisal.

The Interview

In this session, participants will learn a basic interview format and practice it through a role play.

Goal Setting Role Play

Day Three will start with a role play on the first stage of the performance appraisal process: goal setting. This role play will be followed by discussion and feedback from the trainer and other participants.

Providing Feedback

This session will ask participants to complete a role play on the second stage of the performance appraisal process: providing feedback.

Coaching

Next, participants will learn about the third stage of the performance appraisal process: coaching. Participants will also practice coaching in a role play.

Appraisal Preparation

In this session, participants will prepare for a mock appraisal.

The Interview

Next, participants will conclude the performance appraisal process with a mock interview.

Maintaining Performance

Once an employee has achieved a particular level of performance, we usually want them to maintain that level. This session will explore some ways of doing that.

Handling Performance Problems

During this session, participants will learn what to do if an employee is not achieving a particular level of performance.

The Part Where Someone Gets Fired

In this session, participants will learn what steps to take when someone needs to be let go. Participants will also have an opportunity to practice their skills in a role play.

Pre-Assignment Review

To sum up the past three days, participants will look at their pre-assignment, identify areas of improvement, and develop an action plan.

Performance Management Checklists

To conclude the workshop, participants will review some checklists that they can use during the performance management process.

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