

# Performance Management & Performance Appraisals



Drive Employee Performance And Organisational Effectiveness To Meet Business Needs

## On This Course, You Will:

- 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
- 4. Use** best practice to conduct appraisals and understand the advantages and disadvantages of appraising both objectives and competencies
- 5. Implement** a pay-for-performance culture as a key component of your HR strategy by aligning your performance appraisal system and rating scale with your annual pay reviews



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info@oseasonsevents.co.za | Address: Sunninghill Office Park, 12 Peltier Drive, Gauteng

## Course Timings:

Registration will be at 08:00 on Day One. Course sessions will start promptly at 08:30 and end at 15:30. There will be two short breaks for refreshments and lunch will be served at 12:30 of each day's sessions

## Who Should Attend

This course is designed for everyone who requires an appreciation or an in-depth knowledge of managing performance and implementing a performance appraisal system underpinned by objectives and competencies as part of an overall performance management approach.

This includes HR generalists at all levels of their careers, as well as specialists who focus on performance and compensation and wish to develop their skills in performance management and appraisal. It also includes all line managers from all functions who have to manage the performance of their employees.

## Course Methodology

You will work in teams on practical case studies to gain detailed hands-on experience using the tools and techniques discussed throughout the course. You will test various ideas to establish what works for you. Update yourself with the latest trends and best practice developments.

## Course Objectives

### Performance Management

Establishing and managing a performance management culture, determining Key Results Areas (KRAs), setting objectives and Key Performance Indicators (KPIs), and establishing the right competencies and behaviours for all the roles in an organization are some of the critical cornerstones of any HR department. Designing and defining the right performance management system to support your organisation's goals and business objectives, and encourage the development of each individual employee is crucial. HR professionals know that individual performance management is an important tool for improving organisation performance. This practical course shows you how to:

1. Make your individual performance management system work successfully
2. Achieve and implement a performance management culture

### Performance Appraisals

Individual performance appraisals help you manage the performance of each employee in your organisation. 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.

Traditional appraisals have sometimes had no links to corporate performance or individual employee results. This course will provide a solid foundation on how appraisals lead to performance ratings which can be used in the specific context of pay-for-performance and the general context of HRM. You will learn how to:

1. Increase the effectiveness of employee performance appraisals
2. Critically analyse and develop your own performance management system
3. Implement the different types of performance appraisal systems currently in use globally
4. Develop an appreciation of the commonly used best practice approaches and formats for employee performance appraisals and performance rating scales

## Course Outline

### Days One And Two

### Performance Management

### Including Objectives [KRAs, KPIs] And Competencies [Behaviours]

### What Is Performance Management?

- Purpose and importance
- Typical annual performance management cycle
- Guiding principles for the performance management process
- Three critical components: objective setting, competencies, and development planning

### Creating A Performance Culture

- Integrating performance management across the entire business
- Performance management as part of a holistic HR strategy
- Embedding a performance culture
- Developing the skills of performance coaching
- Setting standards and creating a feedback culture

### Performance Based On Objectives And Goals

- The differences between duties, responsibilities and accountabilities
- What are KRAs (Key Results Areas)?
- What are KPIs (Key Performance Indicators)?
- Linking job descriptions to performance management and setting objectives
- Linking responsibilities and accountabilities to KRAs and KPIs
- Setting SMART objectives for KPIs
- Monitoring and measuring objectives and goals

## **Performance Based On Competencies And Behaviours**

- Understanding competence (and competences) and competency (and competencies)
- What is a competency and why use competencies in performance management?
- Selecting competencies at the “company” and “job” level that support business goals
- How many competencies are relevant and how to select the key competencies
- The main stages in developing a “company competencies framework”
- Monitoring and measuring competencies and behaviours

## **Performance Improvement By Development Planning**

- Using the performance management process to drive employee development
- Development options
- Typical formats for individual employee development plans
- Role of HR in supporting development planning
- Role of employee: individual responsibility and implementation

## **Days Three, Four And Five**

### **Performance Appraisals Including Appraisal Forms, Rating Systems And Pay-For-Performance Rating Scales In Performance Appraisals**

- Different types of rating scales (4 to 6 point systems)
- Wording and language used in rating scales
- Weighting of “objectives and goals” versus “competencies and behaviours”
- Forced distributions of ratings: advantages and disadvantages

## **Appraisal Forms**

- Appraisal approaches:
  - Self-appraisal
  - Direct or indirect
  - 360-degree
- Typical components of an effective appraisal form:
  - Paper based
  - Online
- Approaches for 360-degree appraisals: pros and cons

### **Practical Exercises: Completing An Appraisal Form**

## **Performance Appraisal Cycle And Planning**

- Annual performance appraisal cycle and key stages
- Implementation issues and cycle timetable
- Ensuring adequate communication and training
- Role of HR and the line manager in the annual performance cycle

## **Preparing For An Appraisal Discussion**

- Preparing for the appraisal discussion and performance review
- The role of self-assessment by the employee
- How to manage an appraisal discussion to minimise conflict and maximise motivation
- Refining your appraisal skills:
  - Questioning
  - Listening
  - Feedback
- The key steps for conducting the appraisal discussion

## **Key Skills In Performance Appraisal**

- Five key skills:
  - Questions
  - Listening
  - Silence

# Registration Form

PLEASE COMPLETE THIS FORM AND EMAIL BACK TO [INFO@OSEASONSEVENTS.CO.ZA](mailto:INFO@OSEASONSEVENTS.CO.ZA) TO SUCCESSFULLY COMPLETE YOUR BOOKING

Company Name \_\_\_\_\_ Country \_\_\_\_\_

Tel Number: \_\_\_\_\_ Fax: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

(This booking is not valid without a signature)

## DELEGATES DETAILS (PLEASE FILL IN USING BLOCK CAPITALS)

### 1st Delegate Details:

|           |                  |            |
|-----------|------------------|------------|
| Title     | Surname          | First Name |
| Job Title | Email (required) | Telephone  |

### 2nd Delegate Details:

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| Title     | Surname          | First Name |
| Job Title | Email (required) | Telephone  |

### 3rd Delegate Details:

|           |                  |            |
|-----------|------------------|------------|
| Title     | Surname          | First Name |
| Job Title | Email (required) | Telephone  |

## AUTHORIZATION

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|-----------|------------------|------------|
| Title     | Surname          | First Name |
| Job Title | Email (required) | Telephone  |

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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## Conference Fees

Please select your venue by ticking the boxes below

Please select your options by ticking the boxes below

Conference and Workshop (5 days)

\$ 2,500

Airport Transfer (both ways)

\$ 100

Accommodation Per Night

\$ 110

Optional Tour

\$ 130

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