

Performance appraisal: A tool for results management

Learning objectives

At the end of this course the participants should be able to:

- Understand the importance of performance appraisals in integrated management process;
- Identify the advantages offered by performance appraisals for employees, management and the organization;
- Identify the specific steps in the performance appraisal process;
- Distinguish between a result and an activity;
- Identify the different categories of results;
- Formulate results to be achieved that correspond to the work to be done;
- Develop a structured methodology in their organizations so as to follow the evolution and the attainment of results;
- Distinguish between facts and personal interpretations;
- Formulate criteria that permit the verification of the level of attainment of results;
- Understand the reasons for which individual and team results are not always attained;
- Practice interview techniques that can be used in the performance appraisal process.

Content

The content of this course can vary in response to the different needs of clients. The course may include:

- The role played by performance appraisals in an integrated management approach;
- Performance appraisals as tools for mobilizing and for empowerment;
- The steps in a performance appraisal process;
- The formulation of three types of results to be attained: 1) regular ongoing activities, 2) special projects or mandates, 3) professional development;
- The characteristics of an effective follow-up process;
- The formulation of criteria that are pertinent and applicable;
- The ideal performance appraisal form;
- The factors that influence work performance;
- The performance appraisal interview;
- Other elements judged to be pertinent in the context of specific organizations.

Course participants and duration

This three day course is normally given to groups of 8 to 12 participants from the same organization. Since different clients' needs vary, we can adapt the schedule, the content and the learning activities so as to respond to specific needs.