

# The Performance Group

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# EDI

Supporting learning  
and performance

Welcome to the **Certificate in Techniques for Conducting Effective Appraisals – Level 3** - a practical workshop from **Human Performance** which has been written to substantially meet the knowledge and understanding requirements of the **National Occupational Standards** for managing the performance of teams and individuals. The **Certificate in Techniques for Conducting Effective Appraisals - Level 3** is an approved **EDI Endorsed Qualification** and successful completion will lead to candidates gaining the **Level 3 EDI Vocational Qualification**.

## National Occupational Standards Covered

- **MGC013 – Manage the performance of teams and individuals**
  - **MGC013.1** - Allocate work to teams and individuals
  - **MGC013.2** - Agree objectives and work plans with teams and individuals
  - **MGC013.3** - Assess the performance of teams and individuals
  - **MGC013.4** - Provide feedback to teams and individuals on their performance

## Target Audience

- The **Certificate in Techniques for Conducting Effective Appraisals – Level 3** is designed for all line managers with responsibility for conducting performance and development reviews. This workshop will also be of benefit for staff members that are being developed for line management responsibility **providing** that they can conduct an appraisal on another employee within four weeks following the workshop.
- No previous qualifications are required to gain access to this workshop although candidates will be required to produce a written assignment - reflecting upon their organisations appraisal system and at least one completed staff appraisal carried out by the candidate - following attendance on the workshop element of this programme. Therefore, the ability to conduct at least one appraisal on a junior employee, as well as good written communication skills, is essential.

## Programme Overview

- The **Certificate in Techniques for Conducting Effective Appraisals – Level 3** is a highly participative and practical workshop that will enable all candidates to develop their skills to **National Occupational Standards** in managing the performance of teams and individuals. Group activity, discussion, practical activities and observation are all used to maximise the candidate's skills and knowledge retention.
- Role plays are utilised at the end of the workshop to challenge and test the candidate's knowledge and understanding of principles covered in the programme. All candidates receive a detailed workshop manual and a back to work action plan designed to encourage use of the new knowledge to assist in developing competence.

## Programme Aims

- This **Certificate in Techniques for Conducting Effective Appraisals - Level 3** aims to increase a candidate's knowledge and understanding to confidently and professionally carry out performance and development reviews using their organisations documentation.
- The appraisal discussion is an excellent opportunity for employer and employee to discuss current performance, address any issues and focus on targets and development opportunities for the coming 12 months. Organisations that constructively utilise the appraisal interview see an increase in employee performance and achievement of business objectives.

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## Programme Objectives

- Candidates will be introduced to what is meant by appraisal and the different purposes appraisals serve to organisations. Candidates will be given a detailed overview, with hard copy examples, of what a high quality appraisal system looks like and should contain.
- Candidates will learn about the many benefits of conducting appraisals for the employee, line manager and company as well as being introduced to six different interview styles and learn when – and when not - to use them in the appraisal discussion. Candidates will also learn about the rights and responsibilities of the employee and line manager during the appraisal process.
- The workshop will cover the qualities that make for a good appraiser and the areas that have to be considered in the line manager's preparation for the interview as well as how to structure the meeting and discussion. Candidates will be made aware of the four types of bias and be given practical advice on avoiding bias to enable an objective appraisal to take place.
- Candidates will be introduced to methods for assessing and scoring performance as well as learning techniques for handling the appraisal discussion and for dealing with poor performance issues. They will be able to improve their communications skills with modules covering questioning techniques, listening skills, giving constructive feedback and setting quality objectives.
- Finally, candidates will be provided with six practical techniques to make time for appraisals, receive guidance notes to assist them in conducting appraisals when back in the work place, before participating in six practical case study exercises designed to encourage thought, discussion and use of the workshop programme content.

## Programme Structure

- The **Certificate in Techniques for Conducting Effective Appraisals - Level 3** comprises one unit entitled 'Developing Appraisal Techniques', made up of 15 guided learning hours delivered across 2 x 7.5 hour sessions. It is mandatory that candidates attend and complete all sessions, as well as pass a multiple choice question paper and complete and pass a written assignment, in order to achieve the qualification. A 'pass' is the only mark offered; the qualification is not graded. A pass will be achieved by scoring a minimum of 75% in the multiple choice paper and producing a written assignment which successfully meets all of the assessment criteria outlined in the unit specification.

## Programme Learning Outcomes

- **LO1 Understand the benefits of an effective appraisal system**
- **LO2 Discuss the challenges involved in planning for appraisals**
- **LO3 Explain the skills/techniques required to conduct a successful appraisal**
- **LO4 Apply best practice when conducting an appraisal**
- **LO5 Evaluate the effectiveness of own appraisal process**

## Certification

- All candidates that attend and complete all workshop sessions and achieve a minimum of 75% in the multiple choice paper and successfully meet the five learning outcomes will receive the **EDI Certificate in Techniques for Conducting Effective Appraisals – Level 3**.

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## **Programme Content**

- A detailed programme overview is provided at the end of this prospectus.

## **Delivery Methods**

- Tutor facilitation and input
- Group activity and discussion
- Case studies and role play
- Multiple choice test paper
- Assessed assignment

## **Workshop Timings**

- The workshop is delivered over 2 consecutive days and will commence promptly at 9:00am and will finish no later than 5.00pm. There will be a lunch break at 12.30pm and each session will last for 50 minutes followed by a 10 minute break.

## **Workshop Numbers**

- Maximum of 12 candidates

## **Support Material**

- All delegates will receive a comprehensive workshop manual with quality session summary sheets covering each element of the **Certificate in Techniques for Conducting Effective Appraisals - Level 3** workshop to enable full utilisation of the workshop learning's back in the workplace.
- As for all **Human Performance** workshops all candidates will be provided with **free** telephone support for as long as required following the workshop to assist them with support and advice as they complete their assessed assignment and conduct and manage the appraisal process and put the knowledge into practice to develop competence.

## **Programme Facilitator**

- The **Certificate in Techniques for Conducting Effective Appraisals - Level 3** is facilitated by **James Turner**. James is an exciting, creative and innovative facilitator of experiential learning with over 20 years experience of successful senior management responsibility. James has numerous teaching and training qualifications and is a qualified advanced facilitator of experiential learning.

## **Candidates with Special Learning Needs**

- Prospective candidates with special learning needs (or clients with employees with special learning needs) are encouraged to contact **Human Performance** prior to enrolment on this programme to discuss any additional help they may need to complete this programme. **Human Performance** will endeavour to assist any candidate where it is practicable to do so.

## **Equal Opportunities & Valuing Diversity**

- **Human Performance** recognises and values the diversity of all candidates (and potential candidates) and will actively promote the richness that this diversity engenders.

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## *Equal Opportunities & Valuing Diversity continued...*

- **Human Performance** takes the commitment to equality of opportunity seriously and bases its relationships with clients and candidates on mutual trust, respect and the appreciation of individual differences. This means that discrimination or harassment, whether directly or indirectly, on the grounds of age, gender, marital or civil partnership status, gender reassignment status, race, colour, nationality, ethnic origin, nationality, national origin, disability, sexual orientation, religion or belief will be opposed.
- For avoidance of doubt, no candidate, (or prospective candidate), will be prevented from accessing a **Human Performance** facilitated learning programme - whether access to the programme is administered by a client or by **Human Performance** through its open courses - on the grounds of age, gender, marital or civil partnership status, gender reassignment status, race, colour, nationality, ethnic origin, nationality, national origin, disability, sexual orientation, religion or belief.
- By commissioning or attending a **Human Performance** workshop, clients and/or delegates agree to abide by our **Equal Opportunities & Valuing Diversity Policy** which is available in full from our website: <http://www.humanperformance.co.uk> (Click on "**EDI Approved Centre**" and then click on "**Policies & Procedures**").

## *Next Steps to Skills Development*

All **Human Performance** workshops are designed to be stand alone skills development opportunities dealing with specific subject areas covered by **National Occupational Standards**. However, our workshops are also used by our clients to offer structured internal management development programmes, both to develop the current job skills of staff as well as develop key people for the organisations succession planning. The following workshops are natural progressions to the **Certificate in Techniques for Conducting Effective Appraisals - Level 3** workshop:

- **EDI Certificate in Successful Project Management – Level 3**
- **EDI Certificate in Managing Human Performance – Level 3**
- **EDI Certificate in Effective Time Management – Level 3**
- **EDI Certificate in Supervisory Management & Leadership Techniques – Level 3**
- **Practical Employment Law for Line Managers**
- **Becoming More Assertive – A Strategy for Improvement**
- **Negotiation Skills – Influencing and Persuading Others**
- **Techniques for Effective Problem Solving**
- **Delivering Quality Service – A Model for Continuous Improvement**
- **Coaching Techniques – Passing on Practical Skills**
- **Recruitment & Selection Skills – Making the Right Choice**

For details about the above **Human Performance** workshops and any other developing skills workshops please visit our website at <http://www.humanperformance.co.uk> or alternatively please do not hesitate to contact us on **0845 880 2255**.

**A detailed programme overview is provided on the next page...**

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## **Detailed Programme Overview for the Certificate in Techniques for Conducting Effective Appraisals**

### **Module 1 – Introduction**

- **Introduction to appraisals**
- **The structure of performance and development reviews**
- **Benefits of performance and development reviews**
  - **Benefits to the employee**
  - **Benefits to the line manager**
  - **Benefits to the organisation**
- **Styles of performance and development reviews**
- **Discussions or interviews?**

### **Module 2 – Preparation for the Appraiser**

- **The qualities of an appraiser**
- **Preparing for the performance and development review**
- **The main types of bias and how to avoid them**
- **Techniques for assessing performance**
- **Considerations for the performance and development review**
- **Preparation checklist for performance and development review**
- **Characteristics of effective performance and development reviews**

### **Module 3 – Communication Skills for Effective Appraisals**

- **Questioning techniques to assist performance discussions**
- **Identifying the causes of poor performance**
- **Techniques for discussing poor performance**
- **Techniques for giving feedback**
- **Listening skills**
- **How to improve your listening skills**
- **Setting SMART objectives**

### **Module 4 – Practical Techniques and Case Studies**

- **How to make time for performance reviews**
- **Guidance notes for conducting performance reviews**
- **Case Studies 1 to 6**

### **Module 5 – Assessment & Assignment for EDI Qualification**

- **Structured workshop review with facilitator**
- **Candidate personal revision time**
- **Multiple choice paper assessment**
- **Full briefing for assessed assignment**

**Please note:** We are constantly evaluating and reviewing all our programmes to ensure that Human Performance continue to offer the very best learning opportunities for clients and candidates. As a result of these reviews we may amend programme content to better assist candidates to achieve the programme objectives and learning outcomes.

All workshop prospectuses will be updated periodically to reflect any changes to our modules and session plans but Human Performance reserves the right to substitute any modules and sessions detailed above which it believes will improve upon the objectives of the workshop whilst ensuring that workshops stay closely mapped to the relevant National Occupational Standards.