

MentorTraining

Corporate computer and soft skills training
Serving the Bay Area since 1987

Performance Appraisal *Performance Series*

Description:

Most managers write and deliver performance appraisals, but how many feel comfortable with the objectivity of their ratings, or dread evaluating others? This half-day course gives managers the skills and confidence they'll need to objectively write comments, make rating decisions and discuss their reviews. Performance evaluations can be a useful management tool, but they require attention and expertise to be truthful, accurate, and motivating. Using your company's own forms and practices, this course prepares managers to have one of the most difficult employee conversations of the year.

Course Length: 3 to 4 hours (depending on customization), typically 9-12, or 1-4.

Course Audience: Anyone in management, or those who have supervisory responsibilities (or soon will).

Course Objectives:

1. Participants will understand how to give objective performance reviews.
2. Participants will be able to write descriptive and legally supportable performance reviews.
3. Participants will write objectives that follow "Smart Goal" format.

Course Outline:

Performance Evaluation: Why Bother?

How Managers Can Profit From Performance Evaluations
How Employees May Benefit

How to Be More Objective

Outcomes and Behaviors vs. Personality and the Past
Common Biases When Evaluating Employees
Five Mistakes to Avoid
Establishing Expectations, Standards and Measurements

Writing Clear and Legally Supportable Comments

The ABC's of Documenting Performance
Practice and Critique of Written Comments

Legal Issues in Performance Evaluation

Evaluations and Discrimination Law
Wrongful Discharge Lawsuits

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Goal Setting 101

Four Types of Goals and Objectives

SMART Goals

The Performance Review Discussion: Step by Step

Preparation

Getting the Employee Involved

Agreement vs. Understanding

Typical Performance Review Flow

Course Methodology:

Facilitators use a variety of training methods for each workshop, including large group discussions, individual work and reflection, assessments, small group discussions and exercises, case studies and simulations for role-play. Videos that are applicable will form a part of some workshops.

Customization will be based on information provided by the human resource department or the individual department prior to the workshop. These will be interactive workshops with a 40/60 split between concept/theory and practical application of skills discussed. Class size should be kept under 25, so each participant will have the opportunity to gain techniques for the types of situations they deal with or expect to deal with.

About the Instructor:

The instructor for this course has been a soft skills instructor and coach to Bay Area companies for 30 years. He is a master trainer, having delivered over 2000 training sessions and trained dozens of instructors in his career. Marty has authored a full series of managerial soft skills courses.