

Course Title: Conducting The Face-to-Face Employee Performance Appraisal

Introduction

This programme adopts a creative and practical approach in communicating the definition of Performance Appraisal as well as the process by which Performance Appraisal works to reap the desired results.

How do you get your employees to give their best, to increase productivity and work more independently? After all, they are the people who give you the results.

In cases where employees are made aware the standards of performance expected and receive feedback on their actual performance, results have been encouraging. Performance appraisal should not be a case of administering the annual checklist on each one of your employees. It is an ongoing means of informal and formal communication between supervisors and subordinates directed at performance improvement, increased productivity without sacrifice to quality, eliminating weakness and developing a climate conducive to improving morale.

Learning Objective

On completing this learning, participants will prepare and **conduct the next face-to-face performance appraisal** of their subordinates to the mutual satisfaction of the appraiser and appraisee.

Course Contents

In general, Appraisers may have to evaluate the work performance of either Executive or non-Executive subordinates. But there are also instances when Appraisers need to evaluate the work performance of both categories of employees. This programme concerns the performance appraisal of both Executive and non-Executive subordinates.

- **Introduction**
 - Introduce facilitator and participants
 - Ice-breaker
 - Lead-in to topic
- **The Objective Of Performance Appraisal**
- **Setting SMART Goals with Performance Standards And Deadlines And Key Performance Indicators**

- **Align Individual Goals With Department Goals**
- **What Constitutes “Performance” And How To Appraise The Performance Of A Subordinate, Over A Period Of Time**
- **The Face-To-Face Performance Appraisal Process**
 - The Appraiser prepares the Appraisee for the face-to-face appraisal discussion
 - The Appraiser prepares for the face-to-face appraisal discussion
 - Setting the right climate
 - Opening the discussion
 - Reviewing the past performance, discussing the strengths and the areas for improvement
 - Appraisal Skills
 - * Communicating
 - * Listening
 - * Inviting participation, getting the Appraisee to speak up
 - * Getting the Appraisee to accept the appraisal
 - * Side-stepping irrelevant issues which the Appraisee may raise
 - * Handling various unexpected situations
 - different perceptions
 - conflicting expectations
 - different ratings
 - the “difficult” Appraisee
 - Mutually arriving at action plans to improve performance or attitude
 - Ending the appraisal session
- **Mutually Agreeing The Goals/Tasks/KPIs; Action Plans For Improvement; And The Work For The Next Appraisal Period**
- **Follow Up On The Areas For Improvement And Development**

For Whom

This programme is designed for Managers, Supervisors, Executives and other personnel who must conduct the annual face-to-face formal performance appraisals of their subordinates – whether executive or non-executive.

Method of Learning

Highly interactive and participative involving inputs, role-plays, case studies and group discussions.

Date and Duration

Date: Monday, December 4, 2017

Course Time: 9am to 5pm

Duration: 7 contact hours

Course Fee

Course Fee inclusive of GST (7%)

\$340/- (includes 2 Tea Breaks, Course Package Materials. Lunch is excluded)

Venue

3 Temasek Avenue, Level 21, Centennial Tower, Singapore 039190 (Next to Promenade MRT Station)

Course Facilitator

GEORGE GASPAR (PBM)

* *Certified Management Consultant (Fellow)*

* *Registered Management Consultant*

1) Qualification

George is Fellow (Institute of Management Consultants) through IMC's membership of the international Council of Management Consulting Institutes; such Certified Management Consultants have reciprocal recognition in USA, UK and other participating countries worldwide.

He holds academic and professional qualifications in Economics, Education and Management. He received his education, training and practice in Singapore, Malaysia, China, Japan, the United Kingdom and the United States of America.

Throughout, his education was made possible either by bursary awards or scholarships including a British Commonwealth Scholarship to study in UK.

2) Experience

George taught for 2 years before being sent to UK. Upon his return he was posted to the Ministry of Education as Research Officer and Lecturer at the Institute of Education. The Ministry of Education tasked him with the responsibility to bring programmed learning to Asia through UNESCO and he was sent to Japan and Thailand. He also worked with the

then Technical Education Department of the Ministry of Education to start technical education in Singapore. This Department grew to the Industrial Training Board then to the VITB and now to ITE. George was in the team, which pioneered vocational and industrial training for Singapore.

George worked at Esso for slightly over 3 years. He was Esso's HRD Advisor for Singapore and Malaysia from 1971 to 1973. He set up the Esso Regional Training Centre and the training management system for Singapore and Malaysia covering non-executive and executive employees in technical, administrative, managerial and professional training and development. He introduced career planning and succession planning.

From 1974 to 1976, when George was in Hewlett Packard (HP) as Personnel Manager and then Regional Personnel Manager for Singapore and Malaysia, he institutionalized HR in HP and introduced career planning and the succession planning to be equally successful.

In both companies, his structured HRM efforts resulted in human resource management being better organized to bring stability and growth to the companies. The human resource management departments developed the HR strategies, processes and procedures for the line managers to implement. For example, employee relations were between line managers and the staff or workers. This saw in Esso and HP the conversion from union – management antagonism to sound labour-management relations resulting in productivity growth, greater employee morale and motivation and teamness; and, performance planning, management and evaluation was installed as the system of management.

He joined POD in 1977 tasked with being Adviser, Consultant, Mentor and Coach to countless Chief Executives and Senior Managers and Entrepreneurs of local and international companies in the area of Human Resource Management.

Currently, George heads the HR Consulting Division of PrimeStaff Management Services Pte. Ltd.

Consultancy and training work took him all over the world. So he brings to his consulting, seminars and training invaluable local and international experience contemporary with the times. With George's extensive experience in Employee-Employer Relations, he helped clients resolve employee relations cases in Company, Ministry of Manpower (MOM) and Industrial Arbitration Court levels involving the Unions of the National Trades Union Congress (NTUC). His experience in employee relations covers not only training but also consulting and conciliation and arbitration.

In consultancy work, George got involved, several times over, in the following projects.

- Compensation and Benefits, Survey and Development of structure – for local and expatriate staff
- Climate Surveys / Organizational Health Surveys

- Organization Development / Change Management
- Development of Corporate Mission, Corporate Vision, Corporate Objectives and Core Values
- Company reorganization and re-engineering
- Job Competency Framework
- Industrial Relations including CA negotiations, Conciliation and Arbitration
- Performance Management including installing the Performance System
- Development and use of Psychometric Tests
- Restructuring of local enterprises
- Business Excellence Niche Standard (People)
- Total Employee-Management System
- Talent Management

In employee learning and development, he continues to do the following for clients in the private and public sectors and Statutory Boards.

- Training all levels of employees from Workers to CEO
- Train and certify trainers for companies and organizations
- Develop training materials and training programmes
- Develop training management system
- Develop total training plan
- Conduct research work in Human Resource Management

3) Professional Positions:

George holds membership in the American Management Association; British Institute of Management; American Society for Training and Development; Institute of Training and Development (UK); Society for Human Resource Management (USA); HRM Consultants Forum (USA), Singapore Human Resource Institute. He held office in the Association of Small and Medium Enterprises – 3 years as Hon. Secretary and the last year as President.

He is Lead Assessor of the Institute of Management Consultants (Singapore) to qualify Management Consultants for the “Registered Management Consultant” (RMC).

4) National Honours:

In 1982, George was awarded the PBM – Public Service Medal for community service, by the President of Singapore. He also held positions in Government feedback groups and social and community groups.

5) Clients

Among his long list of Clients are:

- Automobile Association of Singapore
- C-Leanship

- Changi International Airport Services
- Cogent Singapore
- Ebel Industries
- En Frozen
- EZ-Link
- Fortune Travel
- Inland Revenue Authority of Singapore
- Kemsas Far East
- Laticrete
- Leader Energy
- Mazda Singapore
- Menicon Singapore
- Ministry of Education
- Ministry of Finance
- Ministry of Manpower
- Ministry of Trade & Industry
- Ministry of Transport
- Mitsubishi Corporation
- Mount Alvernia Hospital
- Nihon Superior (Singapore)
- Norton Rose Fulbright
- Pratt & Whitney Canada (SEA)
- Singapore Land Authority
- Singapore Turf Club
- SMSDome
- SystemTechnic Engineering

Contact

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