

# Assess Workplace Skills and Attitude

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### BACKGROUND



The organisation's annual performance appraisal exercise can be a dreaded period for some. We may encounter difficulties to effectively appraise a staff member's skill or attitude. This can be due to a lack of clarity for the requirements of the designated skill or attitude. We may not be clear on the performance expectations for skills such as communications, teamwork or supervision in the appraisal report. How do we appraise attitudes such as trust, safety consciousness or customer focus?

During the performance appraisal session, the different interpretations by the reporting officer and staff member for the respective skill or attitude can give rise to dissatisfaction and morale issues. The reporting officer and the staff member both need to have clarity in performance expectations to reduce ambiguity or subjectivity. A well designed performance requirement will enable the appraisal session to be a fruitful review and discussion of follow up actions for common goals.

### COURSE OVERVIEW

The workshop will cover short lectures and discussions for the following topics:

- Concept of job role or responsibility consisting of different tasks or duties.
- Analysis of a job role to identify the tasks required.
- Identification of evidence for skills and attitudes required for each identified task.
- Performance requirements for evaluating different grades of skills and attitudes.
- Seeking agreement with staff member at start of appraisal period for expectations.

### LEARNING OBJECTIVES

The aim of the workshop is to equip managers or supervisors, who are required to act as Reporting Officer for the performance appraisal, with knowledge and skills to discuss and work with staff members to develop relevant performance requirements. These performance requirements will incorporate the relevant skills and attitudes identified in the organisation's annual performance appraisal. Performance requirements which are clear and developed jointly with the staff member will result in acceptance and accountability. Regular reviews at appraisal sessions will allow both the Reporting Officer and staff member to work on follow-up actions to meet the aligned goals set for both the team and the organisation. This will enable the work team to be motivated and productive.

# **BUSINESS FUTURE**

## **C O N S U L T I N G**

At the end of the workshop, the participant is able to:

- Identify relevant skills and attitudes for appraising the staff member.
- Develop the performance requirements for evaluating different grades of skill or attitude.
- Communicate the expectations to staff member and carry out regular reviews.

### **LEARNING METHODOLOGY**

The workshop aims to equip participants with skills and knowledge which are relevant to their workplace so that there can be opportunities to apply them immediately. It will be useful for participants to bring their organisation's appraisal report form as reference. Besides the lectures and discussions, group activities will enable participants to apply knowledge gained to suit own organisational needs by identifying:

- Tasks related to a particular job role or responsibility.
- Evidence of skills and attitudes required for each identified task.
- Performance requirements for the different grades of the identified tasks.

### **TARGET AUDIENCE**

Suitable for managers and supervisors who are appointed as Reporting Officers for performance appraisals. These Reporting Officers are required to set specific targets for subordinates and carry out the performance appraisal.