

The Assessed Performance Review Meeting / Appraisal Interview

Bruce Thompson and Mark Burley, Middlesex University

This practice-based curriculum activity comprises an exercise which describes the activity followed by examples of two role plays and assessment criteria/ marking plan.

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This curriculum activity is within a Human Resource Management module:

Definitions

Assessor or Appraiser: the manager or supervisor who is conducting the appraisal/ performance review of a member of his/her staff.

Assessee or Appraisee: the person who is being assessed/appraised at the performance review.

Information Available

Below you will find

1. Background and objectives for the Interviews
2. Assessment Criteria
3. Who you will be appraising/being appraised by – **a separate handout**
4. The programme of Interviews – **a separate handout**
5. Your responsibilities
6. Timing and room
- 7, The four organisations in which the interviews take place

7.1 EuroOil

7.2 Hospital H

7.3 Bank B

7.4. Johnson Asset Management

8. How to role play.

8.1 The assessor

8.2 The assessee

Further orange coloured scripts for the Assessor, not to be communicated to the assessee, will be issued in advance of the interview.

Further green coloured scripts for the Assessee, not to be communicated to the assessor, will be issued in advance of the interview.

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1. Background and Objectives

Background

Bruce's old company, BP, used role playing to improve their manager's ability in conducting appraisal interviews. As a result, Bruce has arranged such interviews for you.

Objectives

To fulfil competency requirements of the CIPD professional area of reward and performance management.

To give each student the experience of being an assessor and an assessee.

To observe four different assessor/assessee situations in four different organisations.

To learn what happened in the real life situations on which the case studies are based.

2. Assessing your performance as an Assessor

Your performance as **Assessor**, judged by Bruce Thompson, makes up 40% of the total marks for this module. The assessee will **not** be marked, but can ask for feedback from the assessor and/or from Bruce. The **criteria** used by Bruce to assess you the appraiser is

Interview Atmosphere 15%

Appropriate Questioning 15%

Giving feedback 15%

Assessing Performance 15% (includes confronting poor/average performance if necessary)

Setting Objectives/goals 15%

Personal Development Plan 15%

Follow up/action plans 10%

Total marks available 100%

3. Who will you be interviewing and who will interview you?

Bruce will choose who interviews who, but probably will do it by student number. **See the separate Excel spreadsheet to find your name, your role, and organisation.**

It is important for each appraiser and each appraisee to exchange phone numbers and e mail addresses. Being late or absent for an interview will create mayhem. Hence you need to be able to communicate at short notice.

4. Programme of Interviews

Essentially the programme has 4 one hour sessions over weeks 22 and 23. Each hour has 2 couples simultaneously doing their interview, with the module Leader looking on.

We will use our normal lecture room for the interviews. You don't need to observe other interviews. The interviews during each hour are based on 4 particular organisations called respectively Euro-Oil, Hospital H, Bank B, and Johnson Asset Management.

5. Your responsibilities

Bruce will observe and assess the Appraiser for each interview. So that Bruce can look at the interview later **you must record your interview**, both visually and verbally, and give Bruce a computer stick or whatever, so that he can see your interview on his office PC.

You are responsible for conducting the interviews. Bruce will not tell you what to do. As in the real world, the Assessor for each organisation may want to take the lead e.g. starting the interview.

6. Timing and Layout

You are responsible for the layout of chairs/tables for your interviews, which take place in our normal lecture room. Do consider that you may have another couple doing an interview in the same room. I will, however, see if the room next to ours is free

Timing is up to you, but may I suggest

5 minutes Preparation.

30 minutes. Assessment Interview

5 minutes. Review and feedback between Assessor and Assessee.

If time is available Bruce will tell both couples what actually happened in the real life situations on which the case studies are based

Bruce will have to stop the first session after 50 minutes so that you can have for a 10 minute coffee break

The next interview will start on the hour with the same programme as above.

7. The four organisations and context

7.1 Euro-oil

A large company, part of a multinational oil company that refines and sells oil products (gasoline, diesel fuel, lubricant) in Belgium and Holland

It has a high reputation for quality, but its market share is being eroded by new competitors with more automated processes

The context is their Marketing Services Department, with a new Marketing Services Manager, who is you the Assessor.

He manages all the marketing services activities, which include a small IT unit that provides IT services for Marketing.

This IT unit has a Unit Head, who is the Appraisee, who supervises an inexperienced, newly qualified IT graduate.

There is also a central head quarters IT department reporting to a Services Director.

There is a policy of internal recruitment, and staff can be recruited from other Euro-Oil subsidiaries across Europe

There has recently been a job evaluation exercise in the company and some staff have been downgraded and their salaries frozen

7.2 Hospital H

An NHS Acute Hospital is in West London.

The context is a one of a general ward for men, where patients arrive directly from surgery. If there is a local emergency, numbers of patients can increase significantly, thus creating ward management problems

Nurses work shifts covering 24 hours, but fewer nurses are on duty during the night

Although a Senior Staff Nurse is in charge of the ward, a Nurse Manager, you the Appraiser, is responsible for appraisals of nurses in that ward. One of those nurses is the Appraisee

Appraisals are part of a NHS wide personal appraisal & development review, which is linked to key skills requirements for each job.

Nurses range from very experienced staff nurses to newly qualified nurses

The hospital is under financial pressure. There is no money for extra staff and efficiencies must be made

The catchment area for the hospital includes both poor and middle income families

7.3 Bank B

Bank B is one of the 4 largest UK Retail Banks

General Managers, based in Head Office, feel that too many of their Branch managers, of which you the Appraiser are one, are bureaucrats rather than businessmen. They want to recruit and promote entrepreneurs.

Bank B is under government pressure to lend more to small and middle sized businesses

Strategic business direction is decided in the company Head Office marketing and planning functions

The Hendon branch of Bank B, employing 80 staff, has Retail and Business banking, and it is in the Hendon branch where the appraisal takes place.

Experienced graduates, one whom is the appraisee, sell loans to local businessmen. This can be very profitable.

There is enormous pressure from Head Office not to give loans to anyone who might default. As a result, risk/audit staff constantly monitor branch business deals.

7.4 Johnson Asset Management

John Asset Management (JAM) is a successful independent asset management company with a good reputation for advising clients with liquid funds of £2m - £10m.

JAM employs about 50 people and has been run under the owner James Johnson who was always the visionary and very much a "people person" .

2 years ago, James sold a majority shareholding of the business to a Swiss Bank. As a result of this, a new Chief Executive, Bob Angel, came into the business.

Bob is keen that the company moves from being a "small-time player" to a professional and industry leading adviser.

This means that the staff will have to raise their game and previously acceptable ways of working (such as casual dress) are no longer acceptable in the new professional company.

Appraisals have become less of a "chat over a glass of wine" and have become more formal and regulated as part of the individual's CPD programme.

You, the manager of the front office (this is the team that look after and interact with clients, will be appraising a member of your office staff.

8. Role Playing

8.1 Role playing as the Assessor

At least one week before their interview, Assessors will be given special Assessor scripts reflecting how they perceive the situation regarding the person they are to appraise. Assessor scripts are coloured orange. **Do not show these scripts to your assessee**

Apart from pleasantries, do not talk to the Assessee prior to the interview

Try to think yourself into the role and make it as real as possible. Without you playing your part, neither you nor your assessee, will learn from the experience

Think in advance of what you want to achieve from the meeting. **Do give Bruce, at the start, a copy of what your objectives for the interview are** (up to 5 bullet points will do).

Recall the approach of the assessors in the Appraisal DVD you saw.

Don't try to destroy your assessee, but make certain you achieve at least some of your objectives..

After the interview, spend 5 minutes informally talking to the appraise, to review what went well and what could have been improved.

8.2 Role playing as the Assessee

At least one week before their interview, Assesseees will be given special Assessee scripts reflecting how they perceive their situation in their particular organisation. Assessee scripts are coloured green. **Do not show this script to your assessor**

Apart from pleasantries do not talk to your Assessor prior to the interview

Try to think yourself into the role and make it as real as possible. Without you playing your part, neither you or your assessor, will learn from the experience.

Think in advance of what you want to achieve from the meeting. **At the start, please give Bruce a copy of your objectives** (up to 5 bullet points will do)

Be natural in your reactions e.g. if the assessor is aggressive, you be aggressive, if the assessor is friendly and supportive, you do likewise.

Don't try to destroy your assessor, but on the other hand don't be a wimp. Make certain you achieve at least some of your objectives.

Recall the assessee's performance in the Appraisal DVD you saw

After the interview, informally talk to the Assessor to review what went well and what could have been improved.

Example 1: EURO-OIL: APPRAISEE ROLE PLAY

PIERRE

You, Pierre, are Unit Head of the IT section within Marketing Services, EuroOil's Belgium and Holland subsidiary, based in Brussels.

You report to Martin who has recently been appointed Marketing Services Manager

You have been in the job for 3 years, having previously been in EuroOil's French subsidiary IT department, which you joined after graduation

You supervise a new IT graduate.

You are moderately happy in your job. Your previous manager left you alone and you are an expert in your field.

You deal with the Marketing Managers who are pleasant enough, but don't know much about IT.

They want you to do the routine IT for them, whereas you feel they should do it themselves. Your job is to develop computer applications, not do routine work.

Your previous manager told you that you were doing a good job and last year you had a good appraisal rating.

Career wise you would like to do more technical computing. However opportunities in the Headquarters IT are few, especially at your job grade.

You are annoyed that you have been downgraded, You feel it reflects how IT is regarded in the company. You want to get back to your old higher grade.

You and your wife like working in Brussels where you live in a French speaking area.

Example 2: EURO-OIL: APPRAISER ROLE PLAY

You, Martin, were appointed Marketing Services Manager, two months ago

Your background is entirely sales and marketing across several countries. You are not very knowledgeable about IT

One area you want to concentrate on is staff management, and you are about to conduct appraisals for your unit heads, including that of Pierre who is in unit head of IT.

Morale in the department is poor due to a recent job evaluation exercise where some staff, including the IT unit head, were down graded

Pierre, a French national aged 30, graduated in IT and has been in IT throughout his career

He has attended training courses in management, interpersonal skills, marketing appreciation and technical computing topics.

You find Pierre a pleasant person who agrees with everything you say. Whether he really agrees you do not know

Much of his work involves dealing with the marketing managers. They acknowledge his technical ability but feel he doesn't understand marketing.

Pierre expects them to do more computing work, whereas they want him to do the computing work for them

Previous appraisals have said that Pierre has done a reasonable job. He always obtained above average appraisal ratings

Pierre relates well with other French staff but is less friendly to other nationalities.

Regarding his downgrading, you could recommend him for a recently advertised HR job, at his old pre- evaluation grade.

You do not have a successor to Pierre if he leaves, as the young graduate has only recently been appointed.

Example 3: ASSESSED APPRAISER INTERVIEW

K..... P..... MARK SHEET

Criteria	Mark
Interview Atmosphere max 15 marks	10
Appropriate Questioning max 15 marks	10
Giving Feedback max 15 marks	9
Assessing performance (includes confronting average/poor performance) max 15 marks	9
Setting Objectives/goals max 15 marks	9

Personal Development Plan max 15 marks	10
Follow up/action plans max 10 marks	6
Total Marks out of 100	63 %

This was a very good interview. You had planned very well with solutions to all the issues. The interview was friendly and constructive and you kept control of the agenda throughout. You raised all the performance matters, but maybe you could have probed further before offering solutions. You had a very good action plan with suitable timings. Not sure if the HR job is the job for him, but you did argue persuasively that HR needed IT improvement, and that the new graduate must be trained up first. Good training proposals, although you yourself might have coached him in marketing. Overall well done.