

HR-RELATED SKILL DEVELOPMENT

Appraisal interviews

Performance appraisal is not a precise science but a subjective judgement. There are some guidelines that may, however, increase an employee's acceptance of the appraisal process and intention to improve performance in the future.

Appraisal Interview Short Exercise

Using the information in this guide, and the following websites which contain sample performance assessment tools and guidelines:

(www.businessballs.com/performanceappraisals.htm,

www.cipd.co.uk/subjects/perfmangmt/perfapprsl/, www.performancereview.com, www.zigonperf.com/freeresources.asp), pair up with another student and review and appraise each other's work. Identify realistic measurements and dates of completion.

Appraisal Interview Learning Activity

Objectives

This learning activity will show you how to conduct an appraisal interview more effectively and equitably.

Procedure note

This exercise will involve you pairing up with another student and appraising each other's work, using the sample Appraisal Interview Guide (Exhibit 1) provided or it may involve role-playing the characters in the case study, 'City Bank appraisal interview of customer service representative'.

For the case study, divide the class into groups.

Each group has (1) a City Bank manager (conducting the appraisal interview), (2) a City Bank customer service representative, the employee and (3) two observers of the interview.

Case Study: City Bank appraisal interview of customer service representative Manager's brief

You are Jennie Anderson, manager at City Bank, and you are planning to conduct the annual performance appraisal of one of your team members Andrew/Amy Enns. He/she has been with the bank for five years and has performed above expectations in all areas of his/her work. However, this year you have had reports of several incidents when he/she expressed minimum amounts of sensitivity towards customers. Also, a customer complained that Andrew/Amy showed little empathy

towards their investment concerns following the events of 11 September, 2001, and showed little understanding of the customer's personal needs. Of further concern was his/her lack of interest in attending a weekend professional development workshop on the use of new software for investment strategies in the 21st century, developed by the Bank's corporate HR department. Discussions with other team leaders have confirmed Andrew/Amy's behaviour over the last twelve months. Using the appraisal interview guide (Exhibit 1), prepare to interview Andrew/Amy Enns.

Employee's brief

You are Andrew/Amy Enns, and you have worked at City Bank for five years and you have always done well in your annual reviews. However, this year things haven't gone so well for you at work. Your mother has been ill and you have broken up with your girlfriend/boyfriend. You have received a phone call from your manager requesting that you meet for the annual performance appraisal. Prepare for this interview with your manager.

Analysis and feedback following appraisal interview:

- 1. Observer's give feedback using Observer's guide, Exhibit 2.
- 2. Tutor then opens feedback discussion.

After completing the appraisal interview, ask:

- 1. Is the appraisal process effective and fair?
- 2. Did the activity illustrate the problems of appraisal?
- 3. How might you suggest improving the appraisal process?

APPRAISAL INTERVIEW EXHIBIT 1: APPRAISAL INTERVIEW GUIDE

CASE STUDY: Customer Service Representative

Applicant's name:
Interviewer's name:
Interviewer's title:
Interview location:
Interviewed for:
Interview date:
Introductory Interview
Would you please start by giving me a brief summary of your work history/past background.
Tell me about your present work responsibilities/activities.
What are some of the things you have done particularly well?
What are some of the things you have found difficult to do?
How did you get your job(s)/acquire these experiences?
What were the reason(s) for leaving your job(s)/making changes?

Behaviour-focusing questions

Customer service

Service orientation behaviours

AN EFFECTIVE CUSTOMER SERVICE REPRESENTATIVE IS COMMITTED TO PROVIDING CONSISTENT SUPERIOR SERVICE AT ALL TIMES TO HIS/HER CUSTOMERS.

GIVE ME AN EXAMPLE OF WHEN YOU SPENT TIME AND EFFORT TO PROVIDE A SUPERIOR SERVICE TO A CUSTOMER/PERSON.

PROBING QUESTIONS

INTERPRETIVE GUIDE

* What was the *service* that the customer/ * Determine whether the candidate person asked for and how did you respond? responded quickly and effectively * What did you do to make the *customer*/ * Did the candidate demonstrate a person feel that you cared? genuine desire to help? * What kind of commitments did you make * What follow-up did he/she pursue to the customer/person and how did you follow to ensure customer/person through (if needed)? satisfaction? * How much effort was required to ensure * Evaluate the degree of effort that customer/person satisfaction? was put into service delivery. * How did you know that the service you * Did the example provide sufficient were providing exceeded the customer's/ evidence of superior service? person's expectations?

Sales and product proficiency

Knowledge application and sales promotion behaviours

CUSTOMER SERVICE REPRESENTATIVES ARE EXPECTED TO PROMOTE BACK PRODUCTS WHILE MAINTAINING EFFECTIVE CUSTOMER RELATIONSHIPS.

DESCRIBE A TIME WHEN YOU HELPED/PERSUADED A CUSTOMER/PERSON TO PURCHASE/USE A PRODUCT OR SERVICE BY EXPLAINING ITS POTENTIAL BENEFITS.

PROBING QUESTIONS

INTERPRETIVE GUIDE

- What was the product? - How did you acquire your knowledge of the - Evaluate the extent of effort that product? was applied. - How did you *determine* the customer's/person's - Discover if he/she *pro-actively* needs? identified the customer's needs. - Why did you decide to sell/persuade the - Determine whether he/she customer/person to use this product? understood needs from the customer's/person's perspective. - How did you persuade the customer/ - How effective was he/she in person to purchase/use this product? explaining the potential benefits relative to the customer's/person's needs. - How often in the past six months have - Determine the extent to which he/ you had this kind of opportunity? she is interested and is able to identify needs and sell/persuade others. - What aspects of the situations demonstrate your strengths and weaknesses in selling/ persuading others?

Thoroughness and motivation

Thoroughness and motivational behaviours

EFFECTIVE CUSTOMER SERVICE REPRESENTATIVES TAKE STEPS TO ENSURE THAT TASKS ARE DONE CORRECTLY AND COMPLETELY, ESPECIALLY DURING BUSY PERIODS.

TELL ME ABOUT ONE OF YOUR CHALLENGING ASSIGNMENTS, WHERE QUALITY WAS OF GREAT IMPORTANCE.

PROBING QUESTIONS INTERPRETIVE GUIDE - What was the *assignment* and its - Did it *require* well-developed biggest challenges? knowledge, thoroughness and accuracy? - Determine whether the candidate - What did you do to *complete* the task on *time*? sustained a high level of effort and commitment. - Did you accomplish your objectives? - Determine whether the candidate met the challenges. - What were the *results*? - What evidence was provided as to the effectiveness of the results? - How did you feel after completion - Did the candidate feel proud and have a sense of accomplishment or of the assignment? feel simply that it was a necessity?

Interpersonal relationships

Relationship-building behaviours

HAVING GOOD WORKING RELATIONSHIPS WITH EACH OTHER IS IMPORTANT FOR ALL OF US WORKING AT THE BANK.

DESCRIBE A TIME WHEN YOU MADE A SPECIAL EFFORT TO BUILD A RAPPORT WITH SOMEONE (AT WORK), WHEN THE SITUATION WAS A DIFFICULT ONE.

PROBING QUESTIONS

- How did you go about *developing* this *relationship*?
- How did you demonstrate understanding or sympathy in helping build the relationship.
- How did you *check* for *feedback* and understanding?
- What kind of *people* do you *find* easiest and most difficult to develop working relationships with?
- What are the special aspects of the situation that best demonstrate your strengths and weaknesses in building relationships?

INTERPRETIVE GUIDE

- Observe whether the candidate is *capable* of *building* a trusting and *harmonious relationship*.
- Determine whether the candidate is able to be genuinely sympathetic.
- Did the candidate *substantiate* his/ her perceptions *by feedback*?
- Identify the kinds of people he/she relates to most and least successfully.
- Determine whether the candidate develops and sustains long-term productive working relationships.

Technology and learning

Learning acquisitions and application behaviours

THE EVOLVING BANK INDUSTRY REQUIRES EMPLOYEES TO ACTIVELY PARTICIPATE IN THE PROCESS OF LEARNING THROUGHOUT THEIR CAREERS, UPGRADING THEIR SKILLS AND ADAPTING TO CHANGE.

DESCRIBE YOUR EDUCATIONAL BACKGROUND AND HOW YOU HAVE APPLIED YOUR ACADEMIC KNOWLEDGE IN THE WORK ENVIRONMENT.

INTERPRETIVE GUIDE PROBING QUESTIONS - What kind of courses or sorts of - Determine whether the candidate curriculum did you focus on during your had clear educational goals. education in high school/college/university? - What were the subjects you did best in and - Determine whether he/she earned those you did least well in? any academic honours or encountered any scholastic problems. - Determine whether he/she takes the - Have you taken *computer*-related courses? What kind? When? initiative to increase his/her skill level to deal with informal technology. - What additional courses have you taken - How strong is his/her *commitment* recently (or since graduation)? to continuing education? - How do you apply your education to - Determine whether he/she is the work environment? capable of applying successfully his/her academic knowledge to the work environment.

Organizational efficiency

Organizational behaviours

EFFECTIVE CUSTOMER REPRESENTATIVES DEVELOP AND MAINTAIN SYSTEMS TO ASSIST THEM TO ORGANIZE AND PRIORITIZE TASKS.

DESCRIBE A SITUATION WHEN YOU EXPERIENCED SOME DIFFICULTIES HELPING A CUSTOMER/PERSON (OR COMPLETING A TASK) BECAUSE YOU COULD NOT REMEMBER SOME IMPORTANT INFORMATION OR DID NOT HAVE THE INFORMATION HANDY.

PROBING QUESTIONS

INTERPRETIVE GUIDE

- What was the *information* that you did not have? - Determine whether the candidate - What were the reasons for not having this information? failed to remember important information and/or develop a reference system. - What difficulties did not having the - Did it *result* in the delivery of poor information cause you? and slow service and a frustrated customer/person? - Where did you *find* the missing *information* - Did he/she ask another person for and how long did it take? assistance? How quickly? - How could you have prevented this problem? - Why did he/she fail to develop a reference system? - What did you *learn* from the *experience*? - Has he/she had the same or similar Have you had an opportunity to put this problem(s)? Has the candidate built knowledge into practice? a system to assist him/her to organize and prioritize tasks?

Forward-thinking and creative problem-solving

Forward-thinking and creative problem-solving behaviours

THE CUSTOMER SERVICE REPRESENTATIVE ROLE CAN BE MADE EASIER BY FINDING NEW AND BETTER SOLUTIONS TO PROBLEMS.

DESCRIBE A TIME WHEN YOU USED GOOD JUDGEMENT AND PROBLEM-SOLVING SKILLS TO RESOLVE A CHALLENGING PROBLEM.

PROBING QUESTIONS INTERPRETIVE GUIDE - What was the problem? - How did you approach solving the problem? - Did the candidate think ahead and anticipate the impact of his/her action? - What was your solution to the problem? - Determine whether the candidate demonstrated good judgement. - How was this solution better of different? - Did the candidate use new ways of thinking for finding better solutions? - What were the results? - What evidence was there as to the effectiveness of the solutions? - How did you confirm the effectiveness of -Did he/she *confirm* the effectiveness the solution? with others?

Closing questions HOW WOULD YOU ASSESS YOUR PERFORMANCE OVER THIS PAST YEAR?				
WHAT ARE YOU LOOKING FOR IN A JOB? WHAT IS IMPORTANT TO YOU AND WHAT DO YOU WISH TO AVOID?				
WHAT TYPE OF POSITION WOULD YOU LIKE TO BE HOLDING SEVERAL YEARS FORM NOW? WHY WOULD THAT TYPE OF POSITION APPEAL TO YOU?				
IF CURRENTLY EMPLOYED, WHAT IS YOUR PRESENT SALARY? BENEFITS?				
WHAT ARE YOUR SALARY EXPECTATIONS?				
WHICH PART OF THE CITY/AREAS ARE YOU ABLE AND WILLING TO WORK IN? ARE YOU WILLING TO WORK IN MORE THAN ONE BRANCH DURING YOUR WEEKLY SCHEDULE?				
ARE THERE ANY CONDITIONS THAT COULD AFFECT YOUR ABILITY TO DO THE JOB?				
COULD YOU GIVE ME THE NAMES OF TWO PEOPLE TO CONTACT TO CONFIRM THE INFORMATION YOU HAVE PROVIDED TODAY?				
ARE YOU WILLING TO WORK IN MORE THAN ONE BRANCH DURING YOUR WEEKLY SCHEDULE? ARE THERE ANY CONDITIONS THAT COULD AFFECT YOUR ABILITY TO DO THE JOB? COULD YOU GIVE ME THE NAMES OF TWO PEOPLE TO CONTACT TO CONFIRM				

Evaluation and recommendation

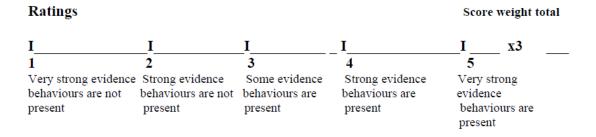
Summary of interview comments

BEHAVIOURS	COMMENTS
Service orientation behaviours	
Communication behaviours (evidence from competencies)	
Knowledge application and sales promotion behaviours	
Thoroughness and motivational behaviours	
Relationship-building behaviours	
Learning acquisition and application behaviours	
Organizational behaviours	
Forward-thinking and creative problem-	
solving behaviours	

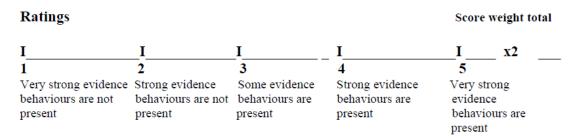
Summary of candidate's scores

BEHAVIOURS

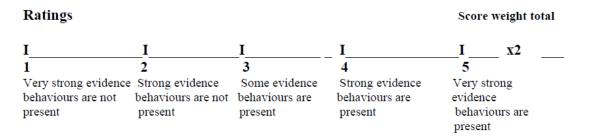
1. Service orientation behaviours



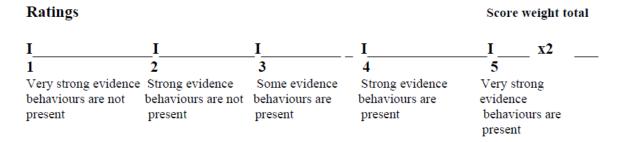
2. Communications behaviours (evidence from all competencies)



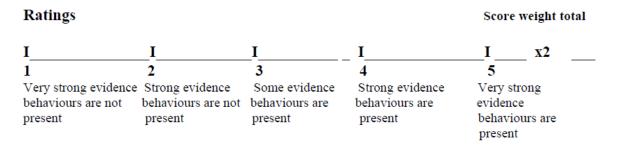
3. Knowledge application and sales promotion behaviours



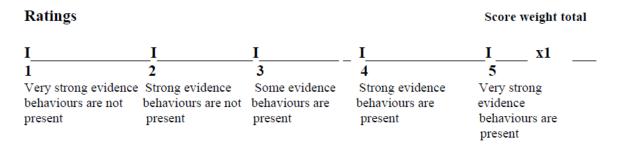
4. Thoroughness and motivational behaviours



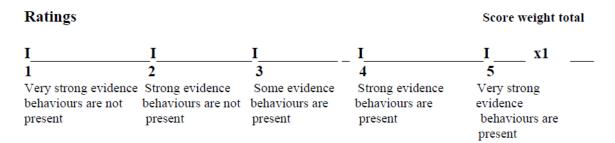
5. Relationship-building behaviours



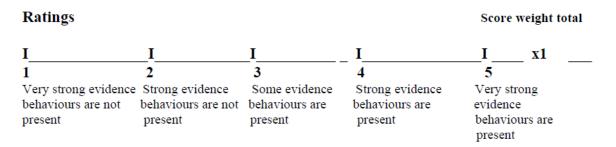
6. Learning acquisition and application behaviours



7. Organizational behaviours



8. Forward-thinking and creative problem-solving behaviours



Employment Recommendation

NOT RECOMMENDED FOR FURTHER CONSIDERATION BY CITY BANK FOR THE REASON(S) INDICATED BELOW: Evidence of effective customer service-related behaviours (first four competencies) is low Overall evidence of effective competency profile-related behaviours is low Career goals and expectations cannot be satisfied Salary expectations cannot be satisfied ___ Other (please describe) NOT RECOMMENDED FOR FURTHER CONSIDERATION FOR MY DIVISION/COMMUNITY. HOWEVER, CANDIDATE SHOULD BE REFERRED TO THE FOLLOWING AREAS: RECOMMENDED FOR SECOND INTERVIEW

RECOMMENDED FOR HIRE; OFFER FOR THE POSITION REFERRED TO BELOW:				
TITLE/GRADE:				
SALARY/ COMPA RATIO:				
COMMUNITY NAME:				
BRANCH TRANSIT/NAME:				
Date:/ Date:/				

APPRAISAL INTERVIEW

Case Study: City Bank appraisal interview of customer service representative

EXHIBIT 2: OBSERVER'S GUIDE

Using the following guide, evaluate the interview skills of the *appraiser*. Note: Excellence is (1) and (5) needs significant improvement.

		1	_	_	4	-
		1	2	3	4	5
1.	Did the appraiser <i>open</i> the interview					
	satisfactory by greeting the employee and					
	explaining the purpose and structure of the					
	appraisal interview?					
	appraisar marrier.					
2	Did the appraiser create a relaxed and					
2.						
	positive atmosphere?					
3.	Did the appraiser probe with: what, who,					
	how, why and ask for examples? Listen					
	carefully during the employee's self-appraisal?					
4	Did the appraiser sum up the employee's					
	overall assessment accurately?					
	0,4242 400000000000000000000000000000000					
5	When presenting areas of agreement, did the					
3	appraiser explain how judgements were made?					
	appraiser explain now judgements were made?					
	777 C 7 C 7 C 1' 1 d					
6	When presenting areas of disagreement, did the					
	appraiser give specific examples for clarity and					
	to support judgement?					
7	Did the appraiser respond to arguments and					
	explain why she/he disagreed?					
8	Did the appraiser involve the employee in					
	generating final performance objectives?					
	generating final performance objectives?					
0	Did the appraisan applais substitute 1. //					
9	Did the appraiser explain what she/he could do					
	to help the employee develop and meet					
	objectives?					
10	Did the appraiser <i>close</i> the interview					
	satisfactorily by summarizing the action plan,					
	and thank the employee for her/his cooperation?					
	1 7					
		1	1	1	1	ı