

# Effective Performance Management for Process Plant Supervisors

## Training Outline

### Opening Session: Initial Briefing with Management

This involves a data collection exercise in the form of a brief discussion with management to gather their view of the specific point of progress of performance appraisal for this site.

### Module 1: Review of Performance Appraisal

A brief review of both requirements for effective performance appraisal and site practices for the performance appraisal process.

### Module 2: Group Norming

A facilitated group exercise to review performance ratings of plant employees and establish a common agreement on the level of performance required for each of the site's categories of performance.

### Module 3: Setting Performance Targets

This module briefly reviews the basics of setting individual goals and performance standards, then works on setting future performance targets for the workforce. This creates the basis for performance improvement over the next performance review cycle.

### Module 4: Handling Difficult Cases

This module works on specific performance review issues of the individual supervisor. Participants are encouraged to bring their appraisal forms with them for assisting in handling the most difficult cases. Each participant will have the opportunity to receive feedback regarding their appraisal skills and will also have the opportunity to ask the instructor on ways to handle difficult or unusual situations.

### Closing Session: Management Briefing

This critical but often-overlooked step of project management involves the proper review of deliverables, closing on contracts, and capturing of lessons learned on the project to ensure future success.

## Description

Effective performance appraisal skills and procedures are critical to using an appraisal system to establish and maintain standards in the workplace and to maximize employee performance. Giving difficult performance feedback does not come easily to most supervisors, whether new to the job or experienced. It is much easier for supervisors to make the critical evaluations needed if they have a clear understanding of the benefits of effective performance management and have the support of their peers in implementing increased standards of performance.

This workshop will provide supervisors and management a forum to address plant performance standards, to establish a baseline for performance evaluation and to set common targets for future performance.

## Objectives

The objective of this workshop is to establish plant norms for performance appraisal of operators and supervisors through:

- Establishing a commonly agreed upon set of standards for performance
- Applying those standards to the workforce using the PCS appraisal process
- Assisting performance reviewers in dealing with difficult cases
- Developing a plan to raise the required level of future performance and communicate it to the workforce

## Methods

Methods used to achieve objectives are:

- Instructor-led group activities, interactive lecture, and individual coaching

## Goals

With over 20 years of plant management experience, our team of expert facilitators will provide you with customized training solutions designed to meet your specific organizational needs, in an energized and supportive environment.

To ensure the time you spend with us is valuable, rather than "taking up your valuable time" with theory, we combine essential skills with real-world scenarios to help participants develop practical mastery of the critical skills needed in their specific work environment.

