



Монгол Улс: Институцийн өөрчлөлт
хийх замаар эрдэс баялгийн
менежментийг сайжруулах нь

HOW TO CONDUCT A PERFORMANCE APPRAISAL INTERVIEW -PARTNERSHIP APPROACH

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MERIT project

“МОНГОЛУЛС: ИНСТИТУЦИЙН ӨӨРЧЛӨЛТ ХИЙХ ЗАМААР ЭРДЭС БАЯЛГИЙН МЕНЕЖМЕНТИЙГ САЙЖРУУЛАХ НЬ”
(MERIT)

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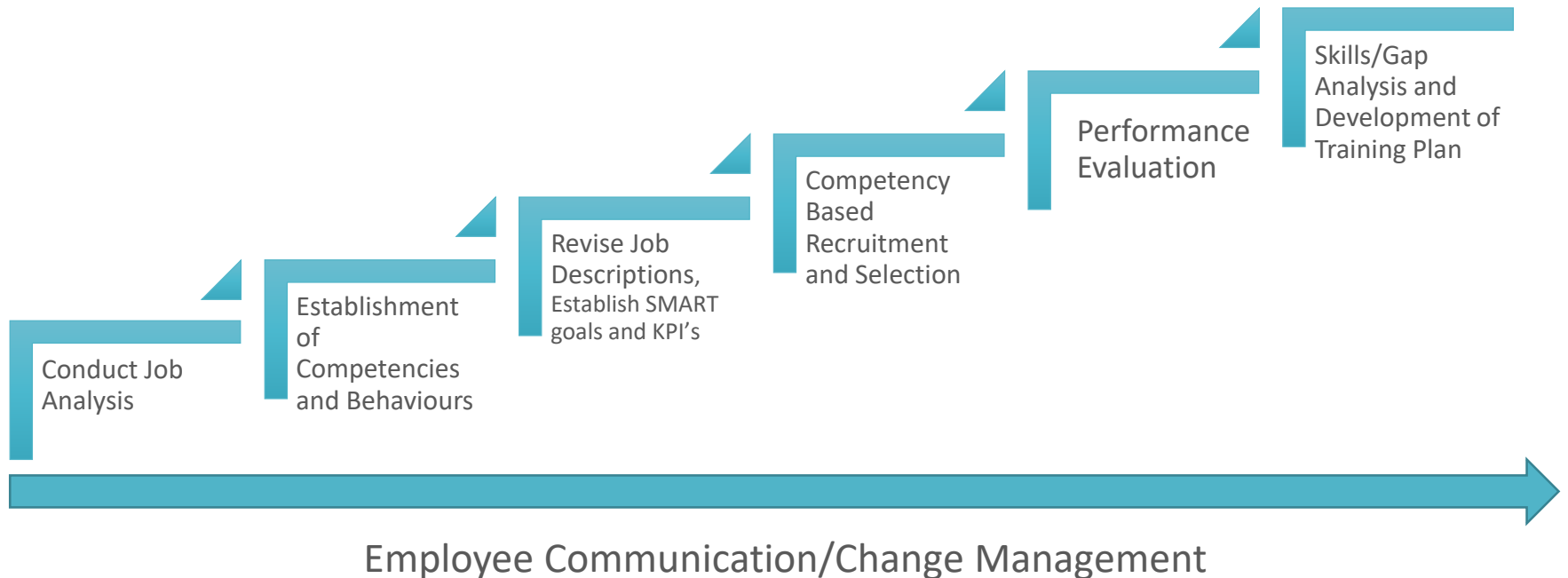
Өгөгдөл хайх

Жишээ нь, хүрээлэн буй орчин

Түгээмэл тэмдэглэгээ **жендэр** **gender** **mining**

Steps in Implementing Competency Based HR

Where are we now in process?



Participant's expectation

Learning objectives

Partnership approach to performance interviews

How to reduce the four types of bias

How to reduce conflict

How to set the stage for a successful interview

Insight into the impact of these process on future selection, performance, training and the work culture

Current state of performance appraisals

What are your current practices for completing a performance appraisal interview?

What is an Performance Appraisal

Essential to the job function continuity

Relating how the job connects to organizational.

Measuring of job performance

Identifying and removing barriers to performance

Essential to the organizational development and training

Developing you and your employee in leadership

What a Performance Appraisal is NOT

Not a task a Manager has to do

Not a “hammer” to force people to work harder

Not about just completing paper work

Not only for poor performance or behaviour

Best Practises in performance appraisal interview

Core element

- Reflect on past performance
- Goals and strategies for future

Evidence-based

Base interview on accurate data

Goal of offering support and development

Supervisor must have direct knowledge of work performance of employee

Interview should and must seen to be

Fair and balanced

Will's tip

You don't have to spend money

To recognize effort and contribution

Provide opportunity to work on special projects

Provide to attend special presentations

Provide coaching and mentor

What makes an employee dread the interview?

Not knowing how they are doing

Not having previous positive interviews

Not having or limited learning and development

Not knowing how they are to be assessed

Not clear about their job duties

How you (manager) dread the interviewed?

Not feeling confident to judge performance

Not having full data on the employee

Not knowing the new process of performance appraisals

Not knowing solutions to better job performance

Not having adequate resources to direct employee for help

Will's Tip 2

Maintain different sources of information on the employee

Allow self appraisal of employee

360 feedback's process can be established

Obtain subordinate or co-worker feedback

Obtain client or public feedback

Keep a regular diary on employees

Especially note on the positive actions

Balancing your role

Judge assessing the performance

Coach provide feedback and support

Invest in the relationship by viewing as a partnership

Exchange of views

Focus on accomplishments and success

Setting the stage for constructive feedback

Start by asking the employee to share what they are doing in their job

Begin with some positive feedback or observation

Review goals and set new goals

Keep accurate notes

Prior to interview have the employee do a self assessment

Reducing Bias in the interview

We will examine the types of bias

Contrast bias

Halo bias

Horn bias

Recent bias

Central tethering/ ranking

Wills Tip 3

Feedback shared in the interview

Should never come as a total surprise

If you do then you risk a loss of trust and the employee may quit listening

Also, it may lead future development and goals setting

Case studies

1. Research in 2104 of Mongolia Hotel Employees
2. Organizational climate and workstyle in October 2018 by Asia university and Mongolian law school discussing the effects of leadership style
3. South Korean study 2010 of Competency framework initiative in civil services

Future trends in Performance Management

Our next steps

Open forum for questions and discussion



Thank you!

Q&A