



HUMAN RESOURCES TRAINING

Performance Management and Appraisal

3 day course

Classroom, online or in-house

Course overview

Performance systems consume enormous management time and are widely disliked by everybody involved, largely because they are run as an annual rating exercise rather than as the conversation that improves work. This course covers running them well. Delegates work through goal setting that connects individual work to organisational outcomes, the difference between measuring output and measuring behaviour, and continuous feedback in place of an annual surprise. Rating scales and calibration are covered, including forced distribution and why it damages trust. The appraisal conversation is practised, including underperformance and disagreement. The course closes on linking performance to pay and development, and on defensible records when a dismissal follows.

What you will learn

- Set goals that connect individual work to organisational outcomes
- Measure output and behaviour appropriately for the role
- Give continuous feedback rather than an annual verdict
- Apply rating scales and calibration without damaging trust
- Conduct an appraisal conversation including underperformance
- Link performance to pay and development decisions
- Keep records defensible enough to support a later dismissal

Who should attend

- Line managers and supervisors conducting appraisals
- Human resources practitioners running the process
- Senior managers calibrating ratings
- Employee representatives
- Anyone about to manage people for the first time

Course outline

- 01 An annual rating exercise against a conversation about work
- 02 Goal setting and line of sight
- 03 Output measures and behavioural measures
- 04 Continuous feedback
- 05 Rating scales and calibration
- 06 Forced distribution and its cost
- 07 The appraisal conversation and disagreement
- 08 Pay, development and defensible records

Upcoming dates

Dates	Venue	Format	Fee per delegate
12 to 14 October 2026	Johannesburg, South Africa	Classroom	R14,950
2 to 4 December 2026	Gaborone, Botswana	Classroom	R14,950
7 to 9 December 2026	Online	Online	R6,500
14 to 16 December 2026	Pretoria, South Africa	Classroom	R14,950



Fees and how to register

This 3 day course is **R6,500** per delegate online, **R14,950** in the classroom in South Africa, Botswana, Namibia, Lesotho and Eswatini, and **USD 995** in the classroom elsewhere in Africa. In-house training is quotation on request. Book 2 or more delegates on this course and save 10%.

To register or request an in-house proposal, visit www.afrisciencegroup.com, email info@afriscience.co.za, or WhatsApp us on **+27 63 479 1136**.

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