Course Syllabus

Course Title:	**Seafarer Performance Appraisal – Supervisor Level**

Course Duration:	2.0 Hours
Course Difficulty:	Intermediate
Course Category:	Leadership

Learning Outcomes

- Conduct seafarer performance appraisals that are fair, evidence-based, and defensible under company and regulatory scrutiny
- Identify training and development needs earlier, using documented evidence rather than end-of-contract impressions
- Reduce bias and rating inconsistency across appraisers, ranks, and nationalities
- Strengthen retention and morale through specific, respectful, two-way performance conversations
- Improve the quality of information available for crewing, succession, and assignment decisions
- Produce appraisal documentation that withstands later review and supports consistent company practice
- Reinforce a positive safety culture by recognizing and reinforcing safe, professional behaviour

References:	ISM Code (current consolidated edition), Section 6 – Resources and Personnel / SOLAS, 1974, as amended, Chapter IX	Maritime Labour Convention, 2006, as amended – Regulation 2.8 / Standard A2.8 / STCW Convention and Code, as amended
	UK MCA MSIS 02 (current revision) / Company Safety Management System, HR and Crewing Procedures	

Course Subject	Time
Introduction • Course purpose and expected outcomes • Self-paced online delivery, interactive exercises and knowledge checks • Appraisal as a continuous performance-management process • Regulatory-status clarification	
Chapter 1: Foundations of Seafarer Performance Appraisal • Purpose of Performance Appraisal – Recognition, Accountability, Development, and Planning • What Appraisal Should Not Become • Appraisal Within the Performance-Management Cycle • Maritime Appraisal Context – Hierarchy, Rotations, and Multicultural Crews • Safety-Critical and Technical Performance in Appraisal Judgments	0.13 Hour
Chapter 2: Performance Expectations and Evidence Gathering • Establishing Performance Expectations – Job Descriptions, SMS Procedures, and Behavioural Standards • Performance Domains for Seafarers – Technical, Safety, Leadership, Teamwork, and Reliability • Developmental and Assignment-Specific Expectations • Evidence Gathering – Direct Observation, Work Outputs, and Operational Patterns • Using Feedback From Others and the Seafarer's Self-Assessment • Evidence Quality – Specific, Relevant, Recent, and Representative • Separating Fact From Inference and Avoiding Single-Event Overreliance	0.19 Hour

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Course Subject	Time
Chapter 3: Fairness, Rating Consistency, and Appraisal Bias • Why Bias Matters – Effects on Fairness, Trust, and Crewing Decisions • Common Rating Errors – Recency, Primacy, Halo, and Horn Effects • Common Rating Errors – Leniency, Severity, Central Tendency, and Contrast Effects • Stereotyping and Irrelevant Personal Factors • Improving Rating Consistency – Behavioural Anchors and Calibration • Separating Performance, Conduct, Potential, and Training Need	0.13 Hour
Chapter 4: Preparing for the Appraisal Meeting • Administrative Preparation – Company Procedure, Timing, and Privacy • Required Records and Supporting Evidence • Content Preparation – Reviewing Expectations and Selecting Representative Examples • Preparing Questions and Anticipating Disagreement • Structuring the Appraisal Conversation	0.14 Hour
Chapter 5: Conducting the Appraisal and Giving Constructive Feedback • Creating a Professional Appraisal Climate – Respect, Dignity, and Psychological Safety • Managing Rank and Authority Effects • Effective Questioning and Active Listening • Giving Specific, Evidence-Based Positive Feedback • Addressing Performance Gaps Without Attacking Personality • Managing Difficult Reactions – Disagreement, Defensiveness, and Strong Emotion • Allegations, Grievances, and Issues Outside the Appraisal Scope • Cross-Cultural and Multilingual Communication Considerations	0.25 Hour
Chapter 6: Development Planning, Documentation, and Follow-Up • From Appraisal Finding to Development Action – Coaching, Practice, and Familiarization • Writing Effective, Observable Development Objectives • Appraisal Documentation – Factual, Concise, and Balanced Wording • Confidentiality and Appropriate Use of Appraisal Records • Jurisdiction-Specific Privacy Requirements • Crewing and Management Follow-Up – Training Needs, Succession, and Closing the Loop	0.16 Hour

Course Final Assessment	**1.0 Hour**

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