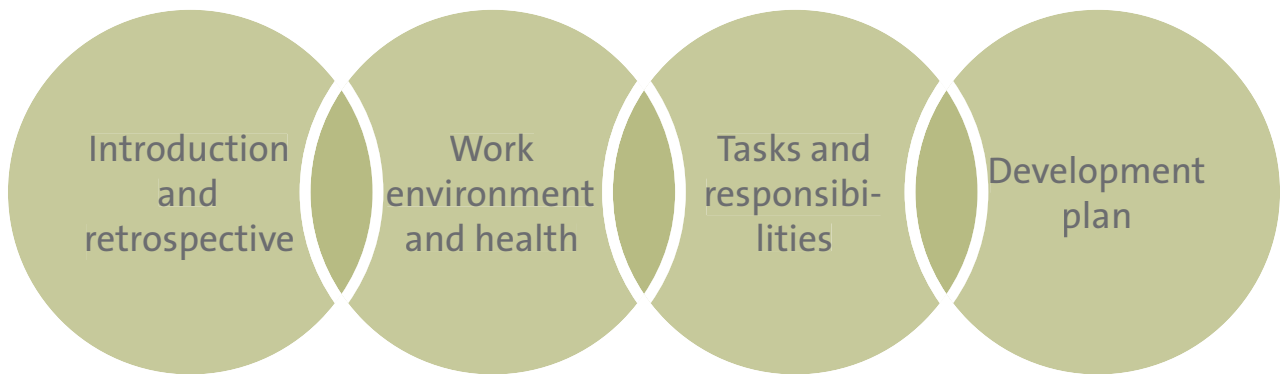




Stockholms
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Performance review

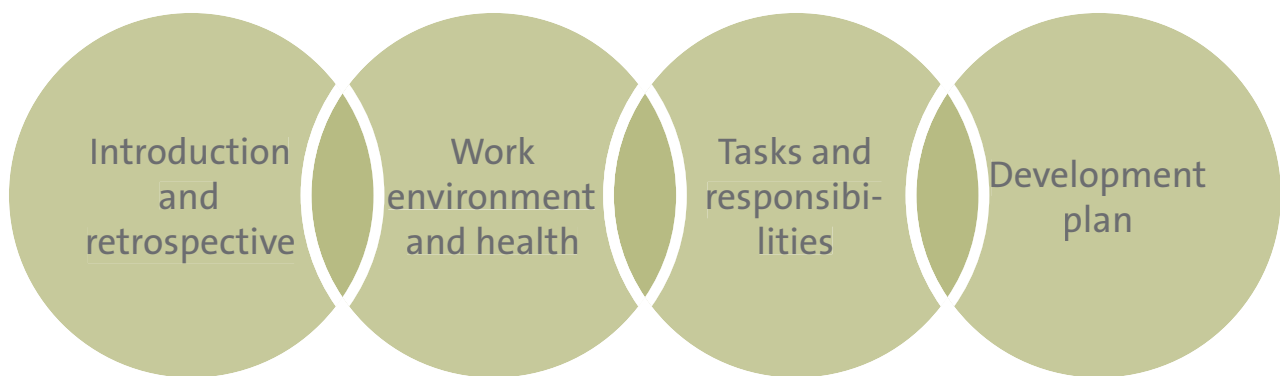
between a manager and a subordinate manager



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One of the most important tasks for a manager is to continuously communicate the aims of the organisation and clarify how the staff can help achieve these aims. An annual performance review is a part of this work. In the performance review, the manager and subordinate manager should focus on: the subordinate manager's work environment, tasks, and responsibilities; the organisation's aims; and the subordinate manager's needs for professional development. Moreover, it is an important opportunity for the manager and subordinate manager to set mutual expectations and give each other feedback on the past year.

There are four topics that a performance review should address, moving from the past to the present and into the future:



Below is a guide for both the manager and the subordinate manager on how to conduct a performance review.

1. Prepare for the review using the questions in this template.
2. Dedicate 60-90 minutes to the meeting, preferably in a neutral location.
3. Make sure that you are able to speak privately, and switch off your mobile phones.
4. The manager will lead the discussion, ask and answer questions, and provide feedback to the subordinate manager.
5. The subordinate manager will answer and ask questions, as well as provide feedback to the manager.
6. What is said during the meeting should stay between the manager and the subordinate manager.
7. "Park" issues that tend to take a long time.
8. Be respectful of each other's views and experiences.
9. Be open to alternative solutions.
10. The subordinate manager should bring the previous year's development plan and is responsible for filling in the development plan for the coming year.
11. Finish with a summary of the discussion.



Introduction and retrospective

1. Is there anything specific that you want to address or would like an answer to during the meeting?
2. What has happened since the last performance review? Go through the previous year's development plan (*do not spend too much time on this*).

Work environment and health

3. How do you feel about the atmosphere, collaboration, and team spirit at your department/unit and in your work group, management team, etc.?
4. How happy are you at work? *Place a mark on the line and explain your reasoning.*



Not at all happy

Very happy

5. What do you think is the most important action that could be taken to increase job satisfaction?
6. How can you contribute?
7. How do you feel about your physical work environment (safety, ergonomics, noise, lighting, etc.)?
8. How do you reconcile work with your private life (parenthood, illness, family, age, etc.)? What is the balance?
9. How you feel about your health/stress?



Tasks and responsibilities

10. How you feel about your ability to complete your managerial tasks? (*Consider the three managerial tasks described in the “Stockholm University Management Policy”*: 1. *To manage and lead operations, the staff, and themselves*; 2. *To represent and develop the operations and the staff*; 3. *To implement laws, agreements, policies, and decisions.*)
11. How would you summarise your work and accomplishments over the past year?
12. What are you most proud of or satisfied with?
13. Are you receiving the support you need from me as a manager, or from others?
14. How do you think your tasks and responsibilities could develop or change?
15. How do you think your own work, and the department/unit in general, could develop?
16. How can you contribute to this?
17. How you feel about your ability to complete your other tasks, such as research and teaching?



Development plan

18. Based on your tasks and responsibilities, what do you feel you may need to develop?

Name

Date

What should be done, developed, or changed?	What concrete actions need to be taken?	Who is responsible?	Follow-up/ coordination	Completed?

This development plan will be followed up at the next performance review.