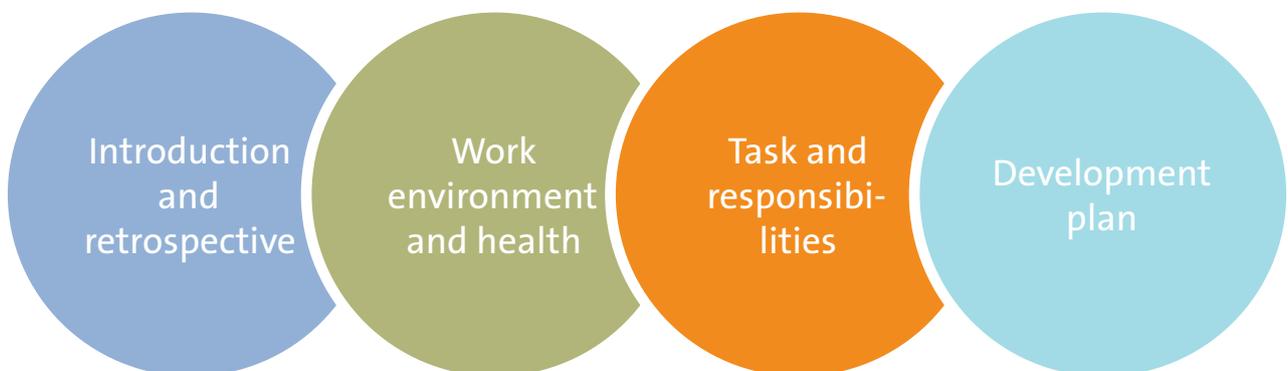




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# Manual for conducting performance reviews



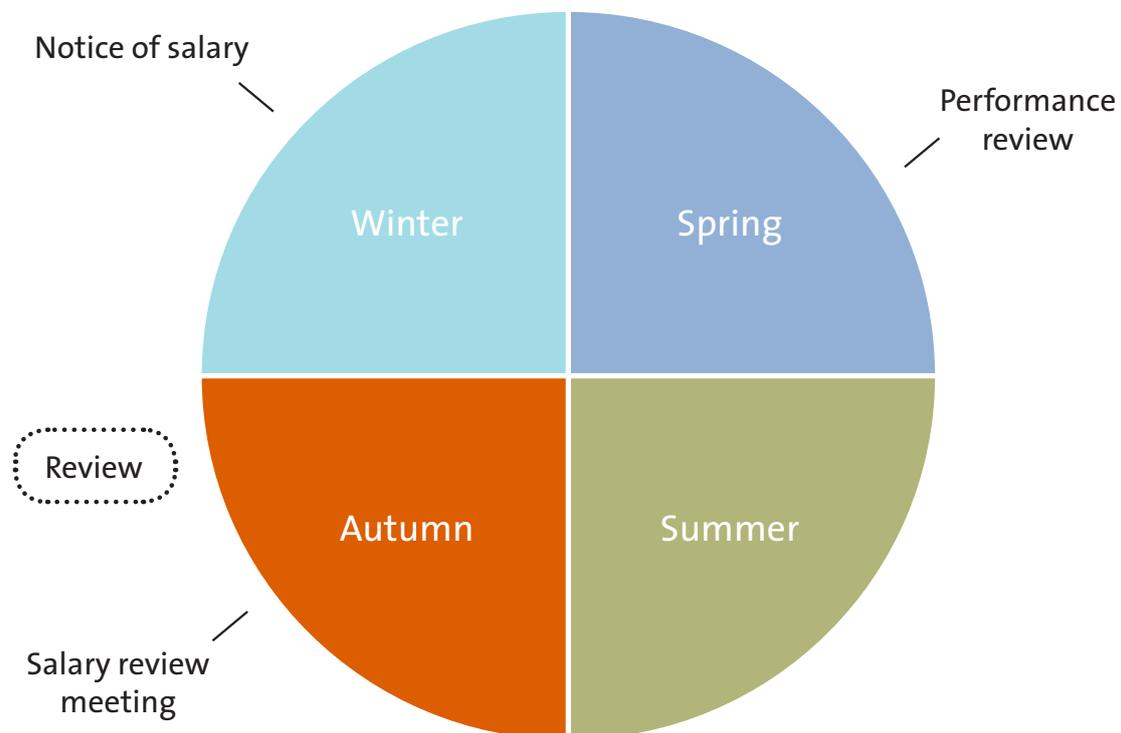
February 2014

## Introduction

This manual describes the purpose and structure of the performance review. It also includes different templates as support for the meeting itself, depending on who the participants are. There are templates for performance reviews between a manager and a subordinate manager, between a manager and a teacher/researcher, between a manager and a doctoral student, and between a manager and technical/administrative staff. The templates can be used both before and during the meeting by both the manager and the employee.

## Performance review and salary review meeting

The performance review is conducted in order to develop both the employee and the organisation, and is a part of systematic work environment management. The performance review should be conducted early in the year and followed by another meeting before the salary review in the autumn. The process is illustrated in the image below.



A well-conducted performance review will make the salary review meeting easier for both the manager and the employee. It is recommended to leave salary issues out of the performance review and discuss them at the salary review meeting.



## A structured meeting

Unlike regular work-related discussions, the performance review is a planned, structured, and recurring meeting. It is an annual dialogue where a manager and an employee can speak privately about the aims and objectives of the organisation. Special focus should be placed on the employee's work environment, tasks, responsibilities, and performance, as well as any needs for professional development.

In addition, it is an important opportunity for the manager and employee to set mutual expectations and give each other feedback on the past year.

A successful performance review will result in greater commitment and creativity, a better understanding of the organisation's aims, and a stronger relationship between the manager and the employee.

## Aims

There are several aims and perspectives to consider in a performance review:

### Operational perspective

From an operational perspective, the performance review should:

- Be used to achieve annual and long-term operational goals;
- Create a positive physical and psychosocial work environment;
- Enable improved collaboration and participation in order for Stockholm University to be and remain an attractive workplace;
- By extension, lead to a more efficient organisation.

### Management perspective

From a management and leadership perspective, the performance review should be used to:

- Establish operational goals, discuss the employee's performance, and ensure that the right expertise is available to achieve these goals;
- Find out the employee's views on the organisation, operations, management, and work environment, as well as their needs for professional development;
- Detect early signs of stress and poor health;
- Create commitment to the work being done.

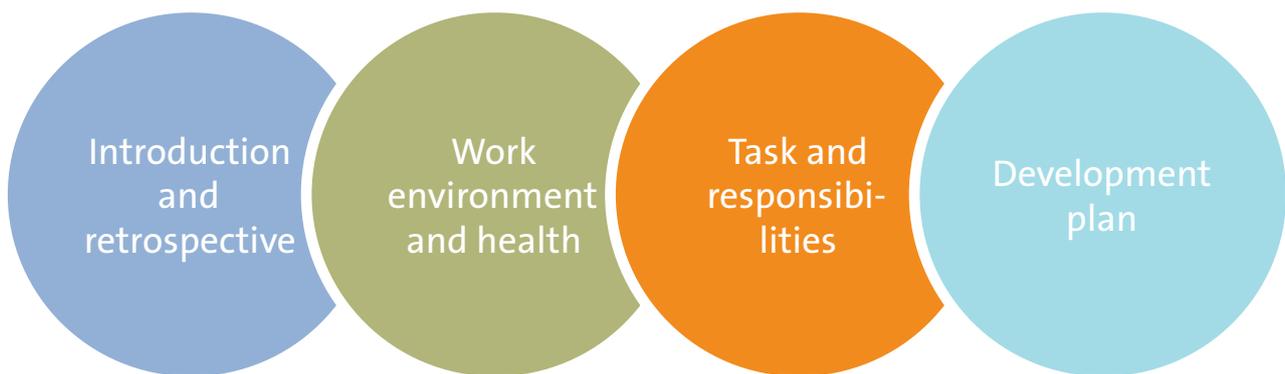
## Employee perspective

From an employee perspective, the performance review should be used to:

- Ascertain the aims and goals of the operations, as well as the employee's responsibilities and performance;
- Voice opinions on the organisation and its operations, thereby contributing to development and potential changes;
- Highlight needs and request development of or changes to their own work situation and continued career.

## Four topics to discuss

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



**Introduction and retrospective**, where you discuss the past year of work and the results of the previous year's development plan.

**Work environment and health**, where you discuss collaboration, balance, and health.

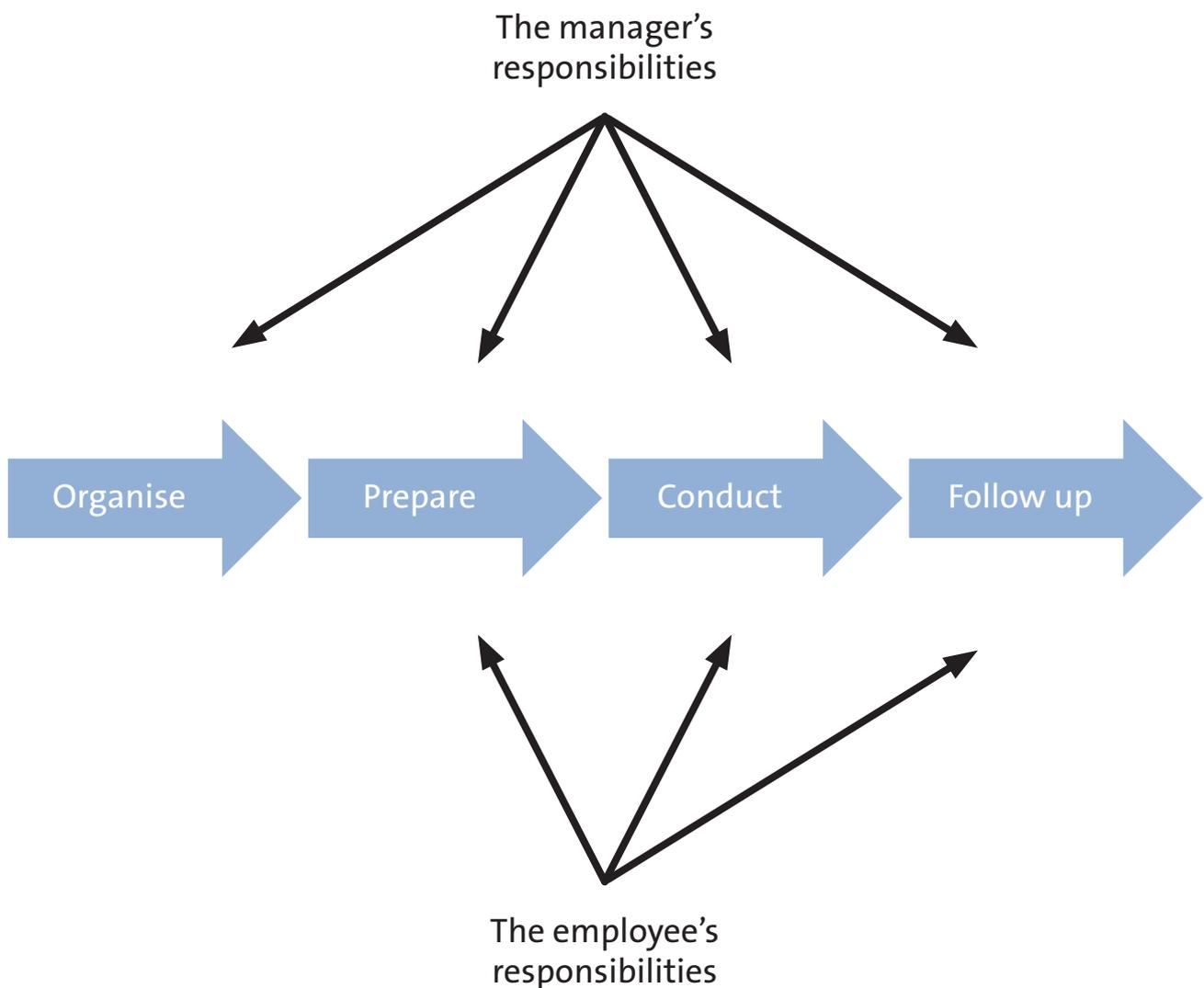
**Tasks and responsibilities**, where you discuss the employee's tasks and responsibilities.

**Development plan**, where you discuss future challenges and potential needs for professional development, as well as draw up a plan for this development.

## Responsibilities

Both the manager and the employee are responsible for the organisation's development. Accordingly, both should prepare for the meeting and share the responsibility for the content and quality of the discussion. The starting point of the discussion should be the previous year's performance review.

The manager is responsible for organising the performance review. The employee and the manager share the responsibility to prepare, conduct, and follow up the performance review.





## Organise

The purpose of organising the performance review is to ensure that the execution, evaluation, and follow-up of the performance review will be as good as possible.

Before the performance review, the manager should discuss and agree with the department/unit management on a number of points:

- Decide which manager should conduct a performance review with which employees. Remember to assign the most suitable person – usually the immediate manager.
- If the performance review is delegated, resources and authority need to be discussed and evaluated.
- Clarify whether the manager needs training in how to conduct a performance review, or some other kind of support in order to be able to conduct the review.
- Create a schedule for the reviews, preferably during the spring semester.
- Discuss amongst the management if there are any issues of special importance to the department/unit that should be raised in all performance reviews.
- Clarify what financial resources are available for continuing professional development or other measures before starting the performance reviews.
- Agree on how, when, or if employees on sick leave or parental leave should be offered a performance review.
- Agree on how to follow up the performance reviews.
- Remind employees about the organisation's aims and strategies so they can prepare for the performance review.



## Prepare

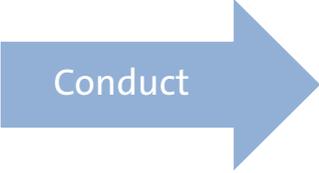
The purpose of these preparations is to ensure a high quality discussion. Preparations are important for a successful performance review. It is recommended that both the manager and the employee are well prepared for the meeting.

### The manager's responsibilities

- Inform the staff that it is time for this year's performance reviews, e.g. at a department meeting. Remind them of the operational plan and goals.
- If possible, book a neutral location for the meetings; avoid using the manager's office.
- Give the meeting priority.
- Think about your unit/group's contribution to the department/unit's operational goals, as well as new goals for your own work group.
- Review the template before the meeting and prepare the feedback you want to give.

### The employee's responsibilities

- Give the meeting priority.
- Take note of the goals and strategies the management has set for the operations.
- Review the template before the meeting and think about each topic and the feedback you want to give.

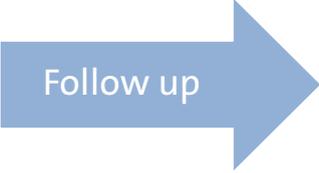


Conduct

A performance review is based on mutual trust, where both parties have a shared responsibility for how the meeting proceeds.

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

1. Prepare for the review using the questions in the relevant 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 employee.
5. The employee 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 employee.
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 employee 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.



Follow up

The purpose of the follow-up is to make sure that the activities agreed upon have been carried out, and to link these to the organisation's continued development.

### The manager's responsibilities

- Hold a brief coordination meeting soon after the performance review to address any issues that may have arisen or make any necessary clarifications.
- Raise any common issues that emerged during the performance reviews with the management team and at the department/unit's workplace meetings.
- Decide on the short- and long-term activities that emerged during the performance reviews. These may include professional development activities, acquisition of work equipment, adjustment/change of responsibilities, etc.
- Provide feedback on completed/ongoing activities/measures to the affected employees.
- Follow up or coordinate in accordance with the agreements made in the development plan.

### The employee's responsibilities

- Carry out the activities agreed upon during the performance review and provide feedback to the manager when they are completed.

## In conclusion

The Human Resources Office at Stockholm University can provide advice and support regarding performance reviews. Training in how to conduct performance reviews and other activities can be found on the Human Resource Office's website:

[www.su.se/medarbetare/personal/kompetens-ledarutveckling](http://www.su.se/medarbetare/personal/kompetens-ledarutveckling)

Good luck with your performance review!

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*Head of Human Resources*