**Preparatory Material for**

**Performance Review Dialogues**

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_

Employee’s name:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Department:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Manager’s name:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Material prepared by HR 2016-03-01, Reg. 241-16.
Revised and translated 2017-02-01

**Work environment and well-being**

Examples of discussion and reflection points

* Do you enjoy being at work? What is good? What can be improved?
* How do you view your psychosocial work environment (workload, stress, collaboration, relationships, and aspects related to equal treatment such as job satisfaction, openness, etc.)? What is good? What can be improved?
* How do you view your physical work environment (sound, light, air, temperature, ventilation, office, furniture, accessibility, etc.)? What is good? What can be improved?
* How do you experience the communication and relationship you have with your manager/colleagues? Is there something we can develop or improve?

What within Work environment and well-being should be a part of the Individual Development Plan?

Notes before and during the dialogue:

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**Employeeship**

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| Examples of discussion and reflection points* How do you contribute to a positive work environment?
* How do you contribute to meetings as well as the group’s development and social togetherness?
* What thoughts and plans do you have for the coming year when it comes to sharing your knowledge and experiences with your colleagues and others?

What within Employeeship should be a part of the Individual Development Plan?  |

Notes before and during the dialogue:

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**Goal-fulfilment and performance**

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| Examples of discussion and reflection points* How has your work situation been during the past year? How do you view the coming year?
* What work tasks do you see as more or less important/beneficial for development? What’s your view going forward?
* Do you have the opportunity to continually follow-up and evaluate your own work and how you contribute to the organisation’s/university’s goals?
* Describe how you take initiative, work independently, and are flexible based on the organisation’s requirements and expectations.

What within Goal-fulfilment and performance should be a part of the Individual Development Plan?  |

Notes before and during the dialogue:

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**Development contribution**

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| Examples of discussion and reflection points* Give examples of how you think the organisation can be developed. What is realistic to be achieved during the coming year? What can you contribute?
* How do you view taking on other work tasks/assignments outside of your regular work tasks?

What within Development contribution should be a part of the Individual Development Plan?  |

Notes before and during the dialogue:

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**Innovation, utilisation, and collaboration**

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| Examples of discussion and reflection points * In what ways have you actively worked this past year with innovation, utilisation, and collaboration?
* What networks/collaborations are you actively participating in? What’s your view going forward?
* What thoughts and plans do you have regarding making efforts to spread knowledge about the education and research conducted at the university?
* In what ways could you contribute to communicating about research and popular science?

What within Innovation, utilisation, and collaboration should be a part of the Individual Development Plan?  |

Notes before and during the dialogue:

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**University or Faculty/department focus areas and other**

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| **University or Faculty/department focus areas** Each year, particular focus areas are discussed in the Performance Review Dialogues. This part may, in that case, be followed-up and reported upon.  |

Notes before and during the dialogue:

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**Other**

Other thoughts and goals you want to discuss for the upcoming year.

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***Additional areas for instructors (teaching and/or research staff)***

**Teaching**

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| Examples of discussion and reflection points * How has your possibility to teach well been over the course of the year?
* What thoughts, plans, and wishes do you have for developing the content and work approaches in educational programmes and courses this coming year?
* How have students evaluated your courses and what feedback from the evaluations can you use?
* How can we develop and integrate research results and professional practice going forward?

What within Teaching should be a part of the Individual Development Plan?  |

Notes before and during the dialogue:

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**Research/artistic development**

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| Examples of discussion and reflection points * Describe how you see your research/artistic development work (your role as a supervisor, in seeking external research funding, publications/exhibits, etc.)
* In what way could you contribute to and participate in interdisciplinary work?
* How can you establish, maintain, and develop national and international collaborations or further develop those already established?

What within Research/artistic development should be a part of the Individual Development Plan?  |

Notes before and during the dialogue:

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***Additional area for managers***

**Leadership**

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| Examples of discussion and reflection points * In what way do you contribute to being a good employer representative?
* How would you like to develop your leadership? What challenges do you see in your leadership?
* How do you plan to drive and develop your organisation based on specified goals and frameworks during the coming year?
* How do you and your employees work to create a good work environment and what challenges do you see in this work?
* In what ways do you motivate and engage your employees in the everyday context?

What within Leadership should be a part of the Individual Development Plan?  |

Notes before and during the dialogue:

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