

Support for performance management dialogue 1 - managers

Introduction

Performance dialogues are a part of KI's review and quality and results assurance process in relation to our operations at an individual level. The dialogues are conducted twice a year and are divided into:

- Performance management dialogue 1
- Performance management dialogue: *salary setting*

The first dialogue should take place in the period December to March¹. The aim is to:

- 1) clarify expectations of the role and define goals and expected results based on the needs of the organization,
- 2) motivate the individual, discuss the optimal work environment and the need for support and competence development in order to achieve the goals,
- 3) clarify the link between salary, performance and results. The outcome of the dialogue is a development plan with specific activities that are followed up during dialogue 2. The goal is for KI to have motivated and committed employees.

It is always the immediate manager and the same manager who conducts dialogue 1 and 2: salary setting. The manager is therefore responsible for ensuring that the interviews are conducted in an appropriate manner. If the immediate manager is disqualified, another manager should conduct the dialogues instead.

All employees have an obligation to participate in the performance dialogues.

Preparations

- Prepare the meeting by ensuring that employees are familiar with overall goals, operational plan, own responsibilities, guidelines for the dialogues etc.
- Make sure you are well informed about the process and purpose of dialogues, the question template, and documentation from previous dialogues.
- Decide on a place where you can talk undisturbed and where you both feel comfortable.
- Let the conversation take time, turn off phones, be present and curious.
- Encourage an open dialogue and avoid one-way communication.
- Respect each other's perceptions and ensure what is said during the meeting stays between you.
- Have a dialogue about the salary criteria that are relevant for the employee's role. At the end of the year, goals and results will be followed up in the second dialogue and linked to the employee's salary setting.
- Have an ongoing dialogue with employees throughout the year – never postpone dealing with important issues or potential conflicts.

¹ In case of an audit date other than 1 October, it may be appropriate to schedule dialogue 1 in another period.

OPENING

- What are your expectations of the dialogue? What do you want to get out of it?
- What has happened since the last dialogue? If necessary, briefly review last year's action plan.

SKILL IN LEADING, REPRESENTING AND DEVELOPING THE ORGANISATION

This part of the dialogue deals with the salary criteria linked to the manager's ability to deliver based on the requirements of the organization.

Issues you might discuss during the dialogue:

- How do you see your role and assignment as a manager?
- How do you view your mandate compared to your responsibilities and assignment?
- What challenges does your organization face in the short and long term? How do you plan to deal with these?
- What do the team's outcomes, finance and skills look like?
- How does the team work to ensure compliance with KI's rules and policies? How do you relate to your role as employer?
- How do you work with collaboration in your team?

ABILITY TO LEAD EMPLOYEES

Here, the manager's ability to support and lead employees is discussed.

Issues you might discuss during the dialogue:

- How do you view your leadership?
- How can you develop as a leader? What support do you need?
- How do you view your ability to recruit, develop and, if necessary, terminate your coworkers?

HEALTH AND SAFETY AT WORK

These questions address the employee's perceived health.

Issues you might discuss during the dialogue

- How do you view your work-life balance?
- How do you make sure you get the recovery time you need?

ACTION PLAN

Summarize the main points discussed in the dialogue below. Good luck!

What is to be achieved?

How will this be achieved?

When will it be completed?

Need for support, resources, cooperation, work environment, skills development or other?

Follow-up