

Support for performance management dialogue 1- teachers/researchers

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 performance dialogues.

Preparations

- Make sure you are well informed about the process and purpose of dialogues, the question template, and documentation from previous dialogues.
- Prepare the meeting by ensuring that employees are familiar with overall goals, operational plan, own responsibilities, guidelines for the dialogues etc.
- 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/to be its outcome?
- What has happened since the last dialogue? If necessary, briefly review last year's action plan.

RESULTS AND SKILL

This part of the discussion/dialogue deals with the salary criteria linked to the employee's teaching skills, research work and administrative work.

Issues you might discuss during the dialogue:

- How do you view your assignment as a teacher/researcher? What works well, and what can be improved? How would you summarize your teaching/research achievements during the past year?
- Based on your role and your assignment today, what skills/abilities do you wish/need to strengthen? How can you do so?

ABILITY TO COOPERATE

The employee's ability to collaborate with people both inside and outside Karolinska Institutet is discussed.

Issues you might discuss during the dialogue:

- How do you feel about communication with partners and other universities?
- How do you feel about dealing with colleagues and managers in your daily work?

PEDAGOGICAL AND SCIENTIFIC ABILITY

Focus on how the research work is conducted based on teaching and scientific expertise.

Issues you might discuss during the dialogue:

- How is education and supervision of students, doctoral students or postdocs going? What works well, and what can be improved?
- How about publication, both national and international, citations?
- Have you received individual funding during the last year? Have you applied for your own funding? Do you need advice and support on how to apply for funding?

ADMINISTRATIVE WORK AND INTERACTION WITH THE EXTERNAL COMMUNITY

The questions focus on the employee's ability to manage and disseminate his/her research externally.

Issues you might discuss during the dialogue:

- Do you have any managerial assignments or assignments within governing bodies at KI? How do you convey your research to the external community?
- How do you deal with administrative tasks?

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 raised in the dialogue below.

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