

## Support for performance management dialogue 1 - technical/administrative staff

### 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 March<sup>1</sup>. 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.

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<sup>1</sup> 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.

## RESULTS AND SKILL BASED ON ORGANISATIONAL REQUIREMENTS

This part of the conversation addresses the salary criteria that are linked to the employee's ability to deliver based on the requirements of the organization.

### Issues you might discuss during the dialogue:

- How do you view your assignment and tasks today? What works well, and what can be improved?
- How do you perceive the requirements, expectations, and responsibilities in your role in the context of facilitating the performance of your job?
- Thinking freely about your career – where do you want to be in 5 years? How do you view the support you get from me as a manager, or from others?

## DEMONSTRATED ABILITY TO COLLABORATE

Here the employee's ability to collaborate, share and contribute to a good working environment is discussed.

### Issues you might discuss during the dialogue:

- How do you feel about the collaboration with your colleagues?
- In your opinion, what is the atmosphere in the workplace like? How do you contribute to this? Do you feel that you share competence and knowledge in the group?

## DEMONSTRATED ABILITY TO CONTRIBUTE TO ORGANISATIONAL DEVELOPMENT

Here the conversation focuses on the employee's ability to contribute to organizational development.

### Issues you might discuss during the dialogue

- How do you think your workplace can develop? How can you contribute to this?
- Based on your role and mission today, what skills/abilities do you wish/need to strengthen? How can you do so?

## 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 in the table 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**