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| **Division of Human Resources**[Ev. kompletterande text, t.ex. befattningshavare] | **TEMPLATE**  10/02/2023 |

Staff development review at SLU

Employee:

Manager:

Date:
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All SLU employees must have an annual, prepared and structured discussion with their immediate manager regarding their duties and the conditions required to succeed. The staff development review aims to further the individual’s and department’s/division’s development by evaluating the past and primarily discussing what could be developed in the future.

Subsequently, the discussion between manager and employee becomes an important part of the quality work at the department/division. The staff development review is also the base for the next salary-setting appraisal/salary appraisal, and there must be a clear connection between said discussions.

In order for the staff development review to be successful, it is important that both parties prepare by reviewing this template and learning operational objectives.

Departments and divisions vary across the university, meaning that not all of the questions in this template will be suitable for each organisation. Therefore, it is a good idea for managers to adapt this template as necessary.

There is an appendix at the end of the document where you can fill in the agreements and targets. Supplementary questions for development reviews between managers and subordinate managers are also available in a separate appendix.

Content:

* **Past** – What has happened during the past year?
* **Present** – What is your situation like today?
* **Future** – What kind of development is needed/missing?
* **Objectives and agreements** – Scheduled sub-objectives and objectives.

**Past – What has happened during the past year?**

Short recap of last year’s objectives. Use objectives, previous planning and follow-ups as starting points.

How has your work developed during the past year? Mention a few aspects that have been especially important to you.

What have you done well? Is there anything specific you are especially pleased with?

What have been your greatest challenges during the year?

Is there anything more you could have done or delivered, but did not do? Why was that? What could you have done differently?

What are your improvement areas?

What feedback have your colleagues or others you work with given?

What conditions out of your control have affected your work?

**Present – What is your situation like today?**

Do you know what´s expected from you in your work role?

What do you find most enjoyable about your job? What energises you?

What is the most negative aspect of your job? What requires the most energy?

Do you get the support you need? Where do you turn for support?

Do you get the information you need?

Is your workload balanced? How much you work? Degree of difficulty?

What is the work climate like? In relation to other people you work with? In relation to colleagues? How can you contribute to a better work climate?

Are there any private matters that affect your work you wish to discuss? Is there a balance between your free time and work? How do you recuperate? Do you know about SLU’s wellness allowance? Can you structure your annual leave in a way that works for you?

Do you think your workplace is free from discrimination or victimisation? How do you experience yourself to be treated? Did you know that there is a short training course on discrimination and victimisation available from the SLU staff pages?

What are your expectations of me as manager? What should I do more, less or continue doing? Is there any other feedback you would like to give me?

**Future – What needs to be developed?**

How would you like your work situation to look like in a year? What individual targets can we set for the coming year, based on the organisational targets?

What conditions and support do you need to achieve this?

What can you do yourself?

How well does your knowledge or skills correspond to the requirements of your job?

In what way do you want to develop in the long-term?

Based on the operational objectives, what are your personal and workplace challenges in the long- and short-term? If relevant, have you thought about your pension? What new skills, knowledge and planning do you think are necessary to achieve the best possible outcomes both for you and the university?

I would also like to discuss the following:

I think the following would help operational development:

**Other**

Do you have any form of secondary employment? *(All activities – permanent or temporary, paid or unpaid – carried out in addition to main duties and which cannot be attributed to private life.)*

Yes No

If yes, report your secondary employment in Primula for subsequent assessment.

Appendix 1 to Staff development review

Staff development review

**Name:**

**Date:**

**We have agreed on the following objectives for the coming year and the long-term.
Print two copies – one for the manager, and one for the employee.**

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| **Objective** | **Activity** | **Completed** | **Follow-up – how and when?** |
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Appendix 2 to Staff development review

Additional points to be discussed during staff development reviews between managers and associate manager.

**Tasks and duties**

How would you summarise your work and performance over the past year?

Has the department or unit met the targets you set and the financial framework?

Do you feel you have the right conditions for performing your managerial duties? Please elaborate.
Do you receive the support you need from me (as manager) or others? Please elaborate.

How do you think your duties and work tasks can be developed or changed?

What long and short-term challenges does your department or unit face? How will you address them?

If relevant, how do you feel about completing other work tasks, such as researching and teaching?

**Leadership**

What aspects of your leadership do you think have been particularly successful over the past year?

What aspects of your leadership have been less successful?

What aspects of your leadership need developing? What support might you need?

**Work environment**

How would you describe the atmosphere, collaboration, and team spirit at your department or unit?

How are your relationships with your staff in the department? Describe your collaborations.

If relevant, how do you address conflicts in your team?

What do you do to ensure your staff have time for rest and recuperation?

Based on everything we have discussed, what goals apply to you for the coming year?