Employee Appraisal

Preparation

The employee appraisal interview shall be prepared for by both parties, and it is recommended that the University’s template is used. Often, a form or list of points to be covered in the interview provides an effective source of support. It is preferable that the manager and employee prepare for the interview using the same template.

The time and place for the interview shall be agreed well in advance. The interview should not be cancelled or rescheduled without justifiable reason. 1 - 1 ½ hours is usually sufficient. It can often be a good idea to hold the interview at a neutral meeting location.

It can also be useful for managers to allocate a specific period of time for employee appraisal interviews.

Execution

It is important to hold the interview in calm and undisturbed surroundings. Place a note on the door and turn off any telephones/mobile telephones. It is often good to start with a clarification: “What is it important for you to talk about in this interview?” and “This is what I would like to discuss throughout the interview”. It can be useful to quickly review the points from the previous interview, but do not use more time than necessary on this since the interview should mainly focus on current and future conditions.

We want employee appraisal interviews at the University to motivate employees to perform to the best of their ability, develop themselves and achieve good results in their work situation. Both parties have a responsibility to contribute to an effective discussion. Be an active listener and be as concrete as possible in your feedback, praise, descriptions of the execution of tasks and any necessary changes. A good employee appraisal interview is one that has a positive tone, is goal-oriented and is followed up afterwards.

It is important to discuss matters relating to the employee’s life phase if these influence the work situation. Salary increases is another topic that often comes up in connection with the achievement of results and execution of tasks. It is therefore important to emphasise that salaries are not negotiated through employee appraisal interviews. Salary negotiations are undertaken through UiB’s established system for this purpose.

At the end of the interview it is important to conclude with concluding points/a summary. Agree on what shall be followed up and preferably by when. The manager is responsible for creating a written summary of the interview, which should be signed and archived by both parties.

Suggested forms have been prepared, which we recommend that you use. However, most important is that the time is used on the work-related matters that are most important for the individual, rather than touching on all the points on the form.

Follow-up

A good employee appraisal interview is goal-oriented and followed up afterwards.

It is the manager’s responsibility to create a summary following the interview, and/or complete a “follow-up and development plan” form. This is one of our forms for use in employee appraisal interviews.

**Documentation, archiving and reporting**

The follow-up plan is signed by both parties. It is useful for both parties to retain a copy, and that the manager has a dedicated folder for this purpose on the private server area. In the event of a change of manager, it is up to the employee to decide whether the follow-up plan shall be handed over to the new manager. That the employee also retains a copy provides a safety net in such cases.

Although the employee appraisal interview is confidential, it is recommended that documents that are prepared in connection with the interview should not contain sensitive information, e.g. about the employee’s health, work conflicts, statements about others, etc. In the event of delegated responsibility, the interview parties should agree upon what kind of information shall be provided to the next level.

In collaboration with the safety representative, the manager shall also annually report within the line on the scope of the employee appraisal interviews held within the unit. This is a part of UiB’s annual HSE report (internal control), which is submitted to the working environment committee (AMU) and University board.

Source: <http://www.compendiapersonal.no/Kunder/UIB/eh.nsf/unique/63C152ED477A75B1C1257C5F0049AE29>

See also: http://www.uib.no/en/foremployees/30819/competence-development