

Utviklingssamtalen: The manager's appraisal interview with employees, Oslo university hospital HF

INTRODUCTION (Introduksjon)

Note: Personal sensitive information should not be included in the summary or action plan of the appraisal interview.

About the appraisal interview

It is important that the appraisal interview is based on mutual feedback and dialogue. The questions must be useful to the employee and well adapted to the individual organizational unit. The last point under "Interview topics" give you the opportunity to add questions that are of special importance for your organizational unit (and remove the ones that do not apply). Start the interview by clarifying the expectations of both the employee and manager.

During the interview, the employee first makes an assessment of each question. The leader can then add comments to this. Through dialog prepare an action plan with goals and measures. It is important that the individual goals should also support important goals for the unit. The employee writes a summary from the discussions and the manager makes the final approval of the action plan. Make an agreement on the follow up of the action plan.

Preparation for the interview

To prepare for the interview it is important to review the points from the last interview including the action plan.

Technical information

- During submission, the form will automatically be saved and it is not necessary to press save as you progress through the pages.
- Please note, that no personally sensitive information should be documented in this interview.
- The answers you submit in the form will be displayed when you start a new interview. You will be able to see your answers from the last interview.

The date of completion of the interview

Enter date

EXPECTATIONS (Forventninger)

Expectations for the interview

It is important that both manager and employee are familiar with each other's expectations to ensure a meaningful interview. To clarify this, it is usual that both manager and employee think through their expectations for the interview before the meeting. Start by sharing this with each other.

The employee's expectations for the interview

Guiding question: What do we need to cover in the appraisal interview for it to be useful for me?

The manager's expectations for the interview

Guiding question: What do we need to cover in the appraisal interview for it to be useful for me?

INTERVIEW TOPICS (Samtaletema)

Evaluation of the goals and results from the last interview

Evaluate the last period's work goals and results and discuss whether goals have been reached. Use the last action plan as a starting point. Discuss if the performance is above or below expected and look at causes for this.

Evaluation of work goals and results from the last interview

Guiding questions:

What top 3 achievements during the last year are you most satisfied with?

What goals have you achieved?

Which goals have not been met?

These questions are just a guide and there is opportunity to add your own questions.

Organization, work environment and leadership

During the interview, discuss the work conditions in the organizational unit. The main emphasis should be on conditions that are under the control of employee and manager. Avoid focusing on "the others" and the frameworks. The dialog should be driven by mutual feedback.

Find improvement- and preservation areas to be included in the action plan.

Work tasks

Guiding questions:

What will be your three most important tasks the next year?

Which tasks work well? What can be improved? Can the work tasks be distributed in a better way?

These questions are just a guide and there is opportunity to add your own questions.

Work environment

Guiding questions:

What characterizes a good working environment for you?

What works well in our unit, what are you satisfied with?

How is the cooperation between you and your colleagues?

What does not work well, what can be improved?

How do you contribute to the work environment?

These questions are just a guide and there is opportunity to add your own questions.

Leadership

Guiding questions:

What expectations do you have of me as a manager?

What is done well?

What can be done better?

To what extent do you feel that the work you do is acknowledged?

These questions are just a guide and there is opportunity to add your own questions.

Competence development

With the organizational unit's goals as a basis, review the employee's competence today.

Then assess the employee's wishes for competence and career development in relationship to the unit's needs.

Assess your competence and development

Guiding questions:

In which areas do you want personal and/or professional development?

How do you rate your personal and professional competence today?
How do you contribute to a good professional environment at work?
What plans and goals are important for you to set for the next period?
How will you maintain and further develop your competence?
Are you familiar with Læringsportalen?

Digital competence: Do you master the software and platforms necessary for you in Oslo university hospital?

These questions are just a guide and there is opportunity to add your own questions.

Employees holding a research position, also see: eHåndbok - OUS-CAM - verktøy for kompetansevurdering og karriereveiledning for forskere i OUS (ous-hf.no)

Additional questions for employee's aged 60 years or older:

- What are your wishes for your own development in the coming years?
- What is important to you in terms of continuing work as long as possible and how can I, as a manager, facilitate that?
- If we were to set up a joint plan with measures that will contribute to you staying at work for a long time, what will it be?

Additional questions which are useful in your organizational unit

If there is a need for specific questions to your own unit: Add the questions and answers here.

ACTION PLAN (Handlingsplan)

Action plan, goals and measures

In the action plan draw up the employee's goals and measures. It must also state what needs to be done, when, and who is responsible. The action plan must include an individual competence development plan. Include deadlines for goals/measures.

Agree upon who is responsible for finalizing the action plan after the interview. In most cases the responsibility should be placed on the employee. The manager must approve the final action plan.

Work goals for the next period: The work goals must support the goals for the organizational unit.

Enter measures (“tiltak”) in the “Navn”-field and use the “Beskrivelse”-field to describe goals and detailed measures with responsibility and time limits added.

Competence development for the next period: The personal and professional competence development must support important goals for the organizational unit.

Enter measures (“tiltak”) in the “Navn”-field and use the “Beskrivelse”-field to describe goals and detailed measures with responsibility and time limits added.

ADDITIONAL EMPLOYMENT (Bierverv)

Remember to update your additional employments (bierverv) in “Personalportalen” in the “Tilleggsopplysninger” form.

Under this point you must map and update all employments, including any professorships at the University of Oslo (UIO)

If there have been changes in the employee’s additional employments in the past year, this must be addressed in the appraisal interview and the employee must also update this point in Personalportalen. All additional employments must be reviewed and documented in Personalportalen.

Important: The form must be filled out with all additional employments. If you do not have any additional employment choose “1090 Ingen registreringspliktige bierverv”. Additional employments for line managers must be filled in in the “Individuelt vedlegg” connected to “Arbeidskontrakt for linjeledere”, under section 4 and must be registered in Personalportalen.

See also “Bierverv for ansatte ved Oslo universitetssykehus» (e-håndboken, dok-id 3125).

The employee confirms having registered the additional employment in Personalportalen **form** “Tilleggsopplysninger” by checking off “Medarbeider bekrefter innholdet” below.

OTHER (Annet)

Have you received any additions to your police certificate (“politiattest”) that are significant for your employment?

This question is mandatory for employees in positions that require police certificate (“politiattest”). If

this does not apply to your position, choose “ikke relevant for meg”.

[For part-time employees](#): Do you want to extend your employment (utvide din stilling)?

If the answer to this question is yes, then the employee must register this in Personalportalen.

COMPLETE THE APPRAISAL INTERVIEW (Fullføre utviklingssamtalen)

When the appraisal interview is complete, and there is no longer any need to edit the content, you can press the “Fullfør og avslutt samtale” button.