Working at AAU must be meaningful for everyone and we must have the opportunity to develop our personal and professional potential. This means that everyone must have the opportunity to continue to develop, and to contribute to the organisation’s ambitions and development, regardless of experience. This is the starting point for the AAU material on the Staff Performance and Development Review.

The annual staff performance and development review is an opportunity for dialogue and reflection between manager and staff member on the staff member’s well-being, motivation, competencies and development. It is an opportunity to take stock and look beyond daily operations and view the staff member’s work in a larger context. The manager also has the opportunity to provide feedback on the staff member’s task completion and contribution to the core task. The purpose of the review is to ensure a connection between the staff member’s development and learning and the development of the organisation.

The AAU staff performance and development review concept is built around Tønnesvang’s medarbejdervitaliserende samtale [staff vitalising dialogue] with a focus on the individual as a whole and their motivation for developing their competencies, potential and well-being (Tønnesvang, Schou and Hansen, 2020). The ‘staff vitalising dialogue’ is built around four basic psychological needs that are relevant for all people: that you feel you master your tasks, that you can see meaning and direction in your tasks, that you experience belonging and collaborating with others, and finally, that you feel acknowledged with the opportunity to use your potential.

Here is an overview of your tasks and responsibilities in the processes for conducting the staff performance and development review both as manager and staff member. If you want clarification on the staff performance and development review concept, you can find help in documents on the website.

Enjoy!
1. Preparation

Manager

- If necessary, jointly prepare in the management team
- If necessary, inform staff members about the staff performance and development review, including whether there is a special focus in this year’s round of reviews
- Consider how policies, strategies and visions are implemented in your unit and in your unit’s tasks (use the interactive links in the dialogue guide)
- Consider what development needs you see for the unit and for the individual staff member and how you can explore this in the dialogue
- Send an invitation and material to staff members well in advance (guidance, preparation sheet and dialogue guide)
- Prepare your feedback to the staff member and take the individual staff member’s current situation as a starting point
- Assess whether some staff members should be offered a senior review or talent development

Staff member

- Prepare for the review based on the preparation sheet and possibly with inspiration from the dialogue guide and guidance for staff members
- You may want to prepare along with a colleague

2. Dialogue

Both manager and staff member

- Feel free to print the dialogue guide in A3 as a joint tool
- Start the dialogue by aligning expectations: Which of the four dimensions do you start with, and what else is important to discuss?
- Use the questions as inspiration for dialogue and to create a shared understanding of the staff member’s current situation and potential for development and learning
- Prioritise the dimensions that are particularly current and relevant

3. Competence development plan

Both manager and staff member

- Complete the competence development plan in conjunction with the staff member
- Allow plenty of time – minimum 15 minutes
- Consider competence development as more than formal training
- Be realistic, e.g. 1-2 (specific) practice areas/trial activities
- End the dialogue by talking about the staff performance and development review concept – has it worked, or what should be done differently next time?

Manager

- Record the competence development plan in the staff member’s personnel folder in WorkZone

Staff member

- Consider sharing your practice areas and trial activities with your colleagues or team
- Make arrangements for follow-up with your colleagues or team

4. Follow-up

Manager

- Consider providing comprehensive feedback to all staff members after a round of reviews (common trends, patterns across the reviews)
- Consider holding status meetings or ‘mini staff performance and development reviews’ as a follow-up to agreements in the competence development plan

Staff member

- Consider sharing your practice areas and trial activities with your colleagues or team
- Make arrangements for follow-up with your colleagues or team
Staff Performance and Development Review Materials

Here are images of the tools and materials we have developed for the staff performance and development review.