



## Guidelines for employee performance and development reviews at the University of Copenhagen

At its meeting on 21 June 2007, the General Collaboration Committee (HSU) decided that performance and development reviews for all staff at the University of Copenhagen (UC) will be compulsory.

This means that every manager responsible for personnel management in a given unit<sup>1</sup> is responsible for conducting performance and development reviews with all members of the unit's staff. The interview with the individual member of staff can either be conducted by the appropriate manager himself or herself, or, on the instructions of the latter, by a member of middle management (see below re: delegation). Each member of staff has a duty to take part in performance and development reviews.

See below for guidelines and recommendations for how this decision should be implemented in practice within the individual units (i.e. sections, departments).<sup>2</sup>

### Form and framework for performance and development reviews

Performance and development reviews are the responsibility of the manager who has the formal competence, e.g. a head of department or operations.

Managers with a large number of staff may delegate responsibility for performance and development reviews to relevant members of middle management, for example administrators or area/section managers. See also the comments to the University Act 17 (2): "The head of department can appoint deputy heads of departments and research managers, and it would be appropriate for the head of department to delegate management tasks to them."

If the task is delegated, the manager must determine the scope of the powers granted with the task, e.g. questions regarding financial and managerial powers in relation to the relevant staff. A possible delegation and its proposed scope must be discussed by management in the local cooperation committee (this discussion must be based on a written proposal).

In general, it is assumed that all faculties, departments, sections and other units establish an organisational structure for the individual units that ensures that the general personnel policy, including policy regarding performance and development reviews, is implemented in an appropriate fashion and complies with all current rules and agreements.

A precondition for the proper conduct of and follow-up on performance and development reviews is that the manager allocates the necessary time for both the preparation and the actual interview, and also that the manager, through ongoing contact with the member of staff, has sufficient insight into the latter's work.

A properly conducted performance and development review presupposes an open and confidential dialogue between the manager and the member of staff. In conjunction with the

<sup>1</sup> Department, faculty office, section etc.

<sup>2</sup> Concerning the involvement of the local consultation committee (In Danish): <http://www.samarbejdssekretariatet.dk/kurser/>

formulation of development plans, the parties agree to what extent information about parts of the interview may be passed on to other parties. The material regarding the interview is not covered by rules on access to inspect files.

### **The manager who conducts the performance and development review must:**

1. have sufficient knowledge of the unit's work and objectives for the next year, and have insight into the development plans of the employee concerned.
2. Have the necessary knowledge of the funding available for the unit in the coming year, in order to evaluate whether it is realistic to meet specific requests for competence development. The unit manager is responsible for decisions about initiating competence development.
3. Note any requests for competence development in collaboration with the member of staff. If more in-depth consideration is needed after the interview, the member of staff's request can be submitted to the manager at a later date. Only once all performance and development reviews in the unit have been held will it be possible to assess the extent to which the requests can be met.
4. Make sure that the interview ends with the completion of a development plan, thereby documenting that the manager and member of staff agree about the coming year's development objectives for the individual member of staff, see point 3.<sup>3</sup>

Both the manager and the individual member of staff are responsible for engaging actively and constructively in the performance and development review process. Both parties also have a duty to make sure that the development objectives are achieved, and that the competence-development activities undertaken are followed up on.<sup>4</sup>

### **Reporting back to the General Collaboration Committee (HSU)**

Every year, the General Collaboration Committee follows up on the competence-development activities at UC, including performance and development reviews. See *Appendix 1 to the agreement between the Minister of Finance and CFU 2008*, p.7: *"The General Collaboration Committee must carry out an annual evaluation of the performance of the workplace in terms of competence development, including the use of performance and development reviews"*.

A report is submitted once a year on the basis of discussions in local departmental and faculty consultation committees regarding the number of performance and development reviews, as well as competence-development activities. On this basis, an overall report is prepared that is discussed by the General Collaboration Committee.

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<sup>3</sup> See also Circular about competence development agreements 25th February 2014 (2) (In Danish): <http://hr.modst.dk/Service%20Menu/Love%20regler%20og%20aftaler/Circular/2014/-/media/Circular/2014/006-14.ashx>

<sup>4</sup> cf. Circular about competence development agreements 25th February 2014 (5) and (6) (In Danish): <http://hr.modst.dk/Service%20Menu/Love%20regler%20og%20aftaler/Circular/2014/-/media/Circular/2014/006-14.ashx>

## Help with performance and development reviews

KLU, a section under the department of HR & Organisational Development, offers inspiration and sparring sessions for managers who have to hold performance and development reviews.

A performance and development-review concept may be downloaded from KLU's website.

KLU also offers performance and development review courses and inspiration meetings.

Contact KLU on: [HR-KLU-info@adm.ku.dk](mailto:HR-KLU-info@adm.ku.dk) .

## Validity and termination

These guidelines will come into force once they are adopted by the General Collaboration Committee, and will be regularly evaluated by the Staff Competence Committee on the basis of experiences gathered.

Termination must be in accordance with rules stipulated in the circular on cooperation committees, according to which each of the parties is entitled to terminate fixed guidelines with three months' notice. Prior to termination, the consultation committee must have made attempts to amend the guidelines in a way considered satisfactory by the parties on the committee.

Approved by the General Collaboration Committee (HSU), 9 April 2008



Ralf Hemmingsen  
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and



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