



Performance conversations

Instructions for use

Further information > www.unibas.ch/td



Prepare

- What about the team member's behavior or performance is objectionable?
 - Explain concisely and clearly what exactly needs to be changed or improved.
 - Describe the kind of behavior or result you want the team member to achieve in a fair and transparent way.
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Have an open conversation

- Present your observations and objections respectfully.
 - Be fair, transparent, and concise in your description.
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Listen

- Allow the team member to illustrate his or her point of view.
 - Listen attentively to what the team member has to say.
 - If necessary, redirect the team member back to the issue at hand.
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Invite the team member to find a solution

- Give the team member a chance to save face and make good on their performance or behavior.
 - Allowing the team member to find a workable solution improves the chances for sustained implementation of the change.
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Follow up if necessary

- Are any further steps necessary? Does the team member need support to implement the changes?
 - Who is responsible for which of the changes agreed on?
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Document the conversation

- Document the results so that the team leader and team member can refer back to them.
- Keywords and notes suffice.
- Should you want to make more extensive documentation, use the form in chapter 11 of the PDF provided on this website.
- Extensive documentation (with the PDF provided on this website) is stored in central HR's electronic personnel folder.
- In case of labor disputes between the University of Basel and the team member or team leader, all parties and Legal Services may refer to the centrally stored documentation.