

Support manual for the managers regarding the EDP questionnaire

This manual provides as an assistance to your EDP and how to prepare yourself for the questions. It evolves around the standard EDP questionnaire, where all questions have a rating from 1-6 with 6 being the highest. All in all: Be honest! By being honest, you will contribute more positive to your organisation's values and your own development.

If your organisation has defined its own questionnaire, the following can still serve as an inspiration.

	DIRECTION AND MEANING	Managers can take this into consideration when preparing the EDP:
1	Do you like your job?	<ul style="list-style-type: none"> • Cover why and why not. • Make sure to talk about what can increase their job enjoyment. • This applies to almost all questions: What can the employee do themselves, what can colleagues do, and what can the manager do?
2	Is it clear to you what value we want to create as an organisation?	<ul style="list-style-type: none"> • Talk about the values because it is important that they are clear. • Because when it is clear to the employee, they can shape their work tasks and act in that direction, and they will experience that their work makes sense. • Provide input that helps the employee in that way of thinking.
3	How proud are you of your workplace?	<ul style="list-style-type: none"> • In some organisations, they lack a culture in which their employees are proud of their job. This is important to promote. • Does the employee proudly talk about where they work? This is how it preferably should be because it is a clear sign of being proud of your workplace, which also helps branding the organisation. • Ask what can help to promote a sense of pride if it is not there.
4	Are you in the right direction in relation to where you want to be in your worklife?	<ul style="list-style-type: none"> • Listen to the dreams of the employee. • What tasks/functions does the employee dream of? What can you do to? How can you and the organisation help them in making this happen? • Think in terms of developing skills, collaboration across the organisation etc. Do not kill their dream even if it means that another manager will benefit from your employee. Also make sure to keep it realistic.
5	Does your personal values harmonize with the values at your workplace?	<ul style="list-style-type: none"> • Ask if the employee can vouch for the values of the workplace? • Have a good talk about whether the organisation has values that the employee has difficulties with as well as if you observe values of the employee that do not harmonize with the organisation.
6	Do you use your skills and your potential during the day?	<ul style="list-style-type: none"> • This is the golden question. It is easy to complain about cut downs in the department by 4-5 %. But what if it is true that your department only uses 65-70 % of the employees' skills? That means there is uncovered potential right in front of you. • Find out which skills the employee believes to have that you do

		<p>not use and make an action plan for it.</p> <ul style="list-style-type: none"> • Be aware that there often will be 5-10 % of the employee's skills that you do not have the opportunity to use in your department, however, start with the 15-20 %. • Also think across the organisation.
7	Do you experience that you contribute to the company's vision?	<ul style="list-style-type: none"> • To answer this, the employee must know the vision. • A low score might mean that the employee is not familiar with it, or they are familiar with it, but does not think they contribute to it in their daily work. Uncover the reason for the score. • Ask what can make the vision clearer.

	INVOLVEMENT	Managers can take this into consideration when preparing the EDP:
8	Do you feel valued and appreciated for who you are?	<ul style="list-style-type: none"> • Acknowledgement is unconditionally one of the most important management tools. It promotes the motivation of the employee and their commitment. • Remember that the acknowledgement must be specific by being linked to a specific effort or result. If you constantly say, "good job today", the acknowledgement will lose its sincerity and value. • This requires that you know what the employee is doing by you being present. • Try to acknowledge the effort itself and not just the result. • Ask if the employee is missing something here.
9	Do you contribute to others feeling seen and appreciated at your workplace?	<ul style="list-style-type: none"> • Talk about what the employee does to promote an acknowledging culture. Make them give you examples. • Many employees only think that the acknowledgement of managers' matter. That is not true. Being appreciated by your colleagues is just as important.
10	Do you have influence on your working conditions?	<ul style="list-style-type: none"> • Working conditions can be many things from working hours, when they perform which tasks, their physical working area etc. • Ask if there is anything under this that can affect their well-being in a positive direction. If it is something you can accommodate, this is a good situation for the both of you. • This is also a good opportunity to talk about which working conditions the employees themselves can control.
11	Are people listening to you and are respectful of the things you suggest?	<ul style="list-style-type: none"> • Is the employee confident in making suggestions or expressing their opinion? • Does the employee feel that they are being listened to/not listened to? Make sure to get examples. • Ask what might be holding the employee back and if there is anything you can help make way for.
12	Do you have appropriate responsibility in your job?	<ul style="list-style-type: none"> • The manager must make sure to take each employee into account individually, because "appropriate responsibility" must match the

		<p>skills of the employee.</p> <ul style="list-style-type: none"> • The manager must evaluate the specific responsibility for each employee right now as well as the opportunities in the future that could be considered. • Try to get the employee to contribute with ideas and suggestions. Be aware that some skill development may be required and make sure to create tasks in the system.
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	SKILLS	Managers can take this into consideration when preparing the EDP:
13	Do you feel well equipped to do your job?	<ul style="list-style-type: none"> • Make the employee be specific: Where do they feel well equipped and where do they not feel well equipped. • Create tasks.
14	How would you rate the quality of your work? Consider what quality means at your company	<ul style="list-style-type: none"> • It is important that you both have the same idea of the necessary/desired quality in the work tasks. • It is important to be honest. Listen to the employee and give your personal rating of the quality. Where is it good? Where could it be better? • If there is a gap between your and your employee's rating, have an open discussion about it to cover the differences.
15	Do you have the necessary skills to face the challenges of the future?	<ul style="list-style-type: none"> • Through your dialogue, you must make sure that the two of you have the same view of the future. Where are we headed? What does this mean for our work and the way we work? Which skills does that require? • The employee must speak up about how they see their work situation and skills regarding the future. • The both of you must be prepared to create tasks regarding the future in order to create trustworthiness and hope for the future.
16	Is there a balance between your work tasks and the resources available to you?	<ul style="list-style-type: none"> • It is hard, if not impossible, to have complete balance between tasks and time. Sometimes you may need to run a bit faster and sometimes you have the needed time. • Basically, there needs to be a balance between tasks and time. • If there is an unbalance here whether it is too many or too few tasks, it can potentially cause stress. • It is therefore important for the employee to be open if they have too much or too few tasks compared to the time available. Be specific about what the employee can do and what you can do.
17	Do you feel that your work tasks are developing you?	<ul style="list-style-type: none"> • Development can be professional and personal, and both will give provide a boost. • Ask if the employee needs new or more tasks where they need to think in a new direction and find solutions.
18	Do you feel sufficiently challenged in your working life?	<ul style="list-style-type: none"> • Encourage the employee to be open: Why? Why not? How much? What? With whom? • Bring ideas and suggestions to other potential new challenges.

		<ul style="list-style-type: none"> Take this into consideration: <ul style="list-style-type: none"> - What has been the employee's biggest achievement this year? - What made it possible (Who? Where? How? When?)? - What can we take from this into the future?
19	Do you experience that you contribute to the main tasks of the organisation?	<ul style="list-style-type: none"> Talk about what the main tasks of the organisation are and how they contribute to them both professionally and personally. Make it clear to the employee that they help make a difference in the organisation.
20	Is what you can and do appreciated?	<ul style="list-style-type: none"> We all know that the more your work is appreciated, the more you will make an effort. This applies both in our personal lives as well as at our work and appreciation makes us feel valued. Ask for specific examples if the employee lacks the appreciation. Is the employee good at appreciating the work of their colleagues?

	RELATIONS	Managers can take this into consideration when preparing the EDP:
21	How good are you at building relationships within the department?	<ul style="list-style-type: none"> Ask about their success in building relationships in the department and how that contributes to strengthening the workplace. Where? When? What? Help the employee to see themselves and their daily work life in relation to what else is happening in the department with their colleagues.
22	How well do you contribute to teamwork within the department?	<ul style="list-style-type: none"> Listen to how the employee sees himself contributing or lacking contributing e.g., the difficulties. Start by talking about the employee's best teamwork experience and what can they take from that into the daily challenges. Focus on the necessity of teamwork and set objectives. Be aware that the question is quite personal and only covers the employee's contribution and not everyone else's.
23	How good is the working relationship between colleagues in your department?	<ul style="list-style-type: none"> EDP is not a place for gossip! We recommend naming colleagues; however, it is of the utmost importance that you as manager must act upon it. In that way it is possible to do something constructive instead of gossiping.
24	Is there a good tone in the workplace?	<ul style="list-style-type: none"> Hurtful remarks, snapping at people, bad sense of humor, being funny at the expense of others. There are several examples of how NOT to have a respectful tone. How people talk to each other is a part of the workplace culture. It is important to maintain a good tone or act upon it, if the tone is bad. Just as mentioned above, it is important for you as manager to act upon anything said by the employee.
25	Are you involved in other people's work tasks, processes, and decisions?	<ul style="list-style-type: none"> Be curious to where and how the employee has contributed to the work of other employees. Will they let the employee be a part of their tasks? The employee might have knowledge or skills that can benefit the

		colleagues and thereby the organisation.
26	How good are you at working with other departments?	<ul style="list-style-type: none"> The key to success for many organisations is the ability and willingness to work effortlessly across departments and professions. Be clear about what needs to be focused on. Ask for specific examples of how the employee has contributed across departments. Use the energy from a success to handle the opposite – a less successful experience - and make improvements.
27	Do you feel appreciated by your colleagues?	<ul style="list-style-type: none"> This is the key to understanding the daily cooperation in a department. Invite the employee to provide open and honest input to you as manager. Otherwise you are left guessing. If the employee makes remarks about any disrespect, you must act upon it.

	CUSTOMERS/USERS/ CITIZENS	Managers can take this into consideration when preparing the EDP:
28	How good is your relationship with the customers/clients?	<ul style="list-style-type: none"> To make yourself vulnerable through openness and honesty is a strength. That way the employee can maintain focused and reflect on how they are with customers/citizens/users: What works well? What could improve? Who can help me? Where and how can I develop myself? Where to start? Openness and honesty on both parts is important. As a manager, do not be afraid to be honest with your employee. Constructive honesty is a must in your dialogue. An employee can easily be brought in a situation in which they feel that the customers are in the way. Here the manager must have a dialogue to create a better understanding to why we are here and what our mission is.
29	How well does the organisation handle relationships with customers?	<ul style="list-style-type: none"> Be curious about the employee's suggestions to how the organisation can have a good relationship with the customers. Ask for specific examples, episodes complaints etc. All in all, this can end up being a very positive dialogue. Be ready to act upon this as it will benefit the entire organisation, which is why it needs to be specific.
30	How would you rate the quality of the department's services?	<ul style="list-style-type: none"> Make sure the employee is specific. Look ahead: What is needed to improve the quality over time? Both in the short run and long run? What can the employee do? What can the colleagues do? What can you as manager do?

	LEADERSHIP	Managers can take this into consideration when preparing the EDP:
31	How good is your manager at setting clear objectives	<ul style="list-style-type: none"> EDP is an evaluation of the employee and the work effort of the employee throughout the year, as well as an evaluation of the

	for your department?	<p>manager and the work effort of the manager throughout the year.</p> <ul style="list-style-type: none"> • Be open towards your employee being constructively honest. • Do not take a negative rating as direct criticism. See it as an opportunity to learn about your management style and set clearer objectives. • Ask the employee about what they think and need.
32	How good is your manager at setting clear objectives for you?	<ul style="list-style-type: none"> • To reach the goal, one must know what the goal is. • Ask if anything is unclear. • There are two sides to this: What you as manager has tried to define for you and what the employee has perceived.
33	Are these objectives part of your daily work?	<ul style="list-style-type: none"> • Visions and objectives are with some just a theme in a speech, which is not good enough. • As a manager you must communicate these objectives again and again. Make sure the employee can see the objectives in their daily work. Ask them to make sure you communicate it well enough.
34	Is your manager good at preparing the department for the future?	<ul style="list-style-type: none"> • It is important that you invite the employee to be honest and listen to what they have to say. • Make room for suggestions from the employee regarding what you can improve. Where? To whom? When?
35	How good is your working relationship with your first line manager?	<ul style="list-style-type: none"> • Be very open towards honesty as well as good advice and do not let your employee skip this part. • If there are things that could be better within your management as well as the entire management, ask for specific ideas and suggestions for improvement.
36	Do you feel appreciated by your manager?	<ul style="list-style-type: none"> • This is quite a serious test of the perception of your overall appearance as a manager and what you are signaling through your management style. • If the score is below five, action must be taken. • Be aware to take the employee's feelings seriously. • Pay very careful attention to the non-verbal signals from your employee such as body language. This is in your own interest too.
37	How satisfied are you with the organisation's top management?	<ul style="list-style-type: none"> • As the immediate manager, this is your opportunity to discuss with the employee how they assess the organisation's top management. Be very careful with your own loyalty towards the management here. • Ask for specific examples and how to potentially improve.

	RESULTS	Managers can take this into consideration when preparing the EDP:
38	Do you achieve objectives and sub-objectives during the day?	<ul style="list-style-type: none"> • Ask if the employee usually has daily objectives. Are there days where they do not have time to achieve the objectives? Why? What happened?

		<ul style="list-style-type: none"> This is about structure and prioritizing. When that is in order, the day can be spent effectively. How can you help the employee with that?
39	Do you see specific results of your work?	<ul style="list-style-type: none"> Here we must keep the image of the cathedral in mind. Does the employee feel that they are helping to build the cathedral or just cutting stones? Ask if there is anything you can do better in stating what the employee's work means for the overall result. Maybe the employee never sees the "cathedral"?

	LIFE PHASE	Managers can take this into consideration when preparing the EDP:
40	Are there conditions in your personal life that have an impact on your work?	<ul style="list-style-type: none"> As the manager, tread careful here, because it is not about invading their privacy. It is about potential private issues which can affect their work life. E.g., divorce, illness in the family, mental issues, or problems of abuse such as alcohol. Be aware to create tasks here.

	ANNUAL FOCUS AREA	Managers can take this into consideration when preparing the EDP:
41	Discuss a focus area the department or organisation has selected for the year. This question can be deleted.	<ul style="list-style-type: none"> Each department can define from year to year what the annual focus area is. This is announced prior to EDP starting.

	OTHER THINGS	Managers can take this into consideration when preparing the EDP:
42	Other topics you would like to discuss?	<ul style="list-style-type: none"> If there are other things you would like to talk about, do it here.

With all the questions, the point is to give a rating with a score from 1 to 6. If the employee scores low, make sure to be specific in what it will take for them to give a higher score. We recommend managers to create tasks.