

BOKU University

The Appraisal Interview - preparation sheet for managers

Preparation sheet for managers

Personnel Development

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Introduction

This preparation sheet is intended as a suggestion and is designed to support you in preparing for the employee appraisal interview (AI). It can also guide you through the interview.

Now, before you go through this preparation sheet, get in the mood for the interview and think about the following:

- ✓ What went well this year, what went less well? What is the current work situation like? How is the cooperation with your employee? What basis for discussion do you have with each other?
- ✓ What do you want to achieve with the conversation you are about to have in the course of the employee interview?

Recommendation: Take the documentation sheet of the last appraisal interview (AI) and the employee's job description as reference for the interview. The agreements regarding the tasks and objectives in the AI are to be considered an integral part of the job description. In the event of lasting changes to the originally agreed area of responsibility, the job description should also be adapted.

Review of the tasks and results of the past year

Reflect on the past working period and draw a conclusion:

- ✓ Which areas of activity did your employee primarily deal with in the past year?
- ✓ In your view, are the competencies and responsibilities clearly defined?
- ✓ Have there been any changes? If so, what were they?
- ✓ Which agreements were made for the last year?
- ✓ Could the agreed goals/tasks be implemented? What went well/not so well? What was conducive/obstructive? Do you have any suggestions for improvement?
- ✓ How satisfied are you with the results of the work? And why?
- ✓ Were there any agreements on measures for further development? Have they been effective? What has worked or not worked well in day-to-day operations?

Notes:

About the employee and his/her work environment

- ✓ Where do you see the professional and personal strengths of the employee? Does he/she develop in the actual field or in related fields? Is he/she more of a generalist or a specialist?
- ✓ What are his/her personal and professional learning areas?
- ✓ Are there any special skills or talents that you would like to promote in the future?
- ✓ What development prospects can you imagine for your employee?
- ✓ From your point of view, how does the cooperation of the employee with colleagues within and outside the team work?
- ✓ Which aspects of the collaboration do you want to discuss? What should be maintained? What should change? For employees with care duties: Are there ways to improve the work-life balance?

Notes:

About you as a manager

- ✓ What are your own professional and personal strengths as a manager?
- ✓ Where do you see your personal or professional learning areas?
- ✓ How well do you follow to the BOKU Leadership Principles?¹

Notes:

¹ The Guidelines for Staff Management at BOKU include following principles: Acting as a role model; Fostering a culture of mutual responsibility; Setting goals and achieving them; Transparency, communication and participation; Trust, appreciation and respect. Have a closer look at: <https://short.boku.ac.at/94g3m6>

Goals, tasks, success criteria

- ✓ What are the medium- and long-term tasks and development priorities in your organizational unit? Is the employee sufficiently informed about this?
- ✓ What are the main tasks that the employee is expected to take on in the next year?
 - Maintenance goals (for services/tasks that remain the same)
 - Creational goals (for new tasks/projects)
 - Are there any tasks that the employee would like to hand over?
- ✓ Are the available resources sufficient for achieving the objectives?
- ✓ Do these tasks result in changes in the field of activity? Is there a need for clarification and coordination with other employees and organizational units?
- ✓ What are the requirements (in terms of expertise and time) for this?
- ✓ What specific results do you expect by the end of the next period? How will the results (→ criteria) be measured?

Recommendation: Specify exactly what you want to achieve. Pay attention to measurability ("The goal is achieved when, ..."). Formulate a few specific and important goals. Remember the SMART principles (goals should be specific, measurable, achievable, relevant and time bound).

Notes:

Development and promotion measures

- ✓ Which of the development and promotion measures support the qualification? Which specific steps and measures are absolutely necessary? Which are conceivable and desirable? Please refer to the BOKU Training Passport.
- ✓ What can and do you want to contribute yourself? What can the employee contribute?

Measures for the development and promotion of employees include, for example

- ✓ Increasing international competence (e.g. Staff Mobility, language course)
- ✓ Collaboration in working groups or projects
- ✓ Participation in conferences, courses, seminars
- ✓ Lecturing at internal seminars, training of new colleagues
- ✓ Self-study (technical and specialist literature) with subsequent discussion in the group
- ✓ Increasing gender competence (e.g. gender aspects in teaching and research)
- ✓ Increased cooperation (internal and/or external)
- ✓ Contribution to the university's third mission (e.g. KinderUni, Citizen Science)

Notes:

Vacation planning

When planning the working year, the possible rest periods and vacation consumption should always be discussed as well.

- ✓ Is there a vacation entitlement from previous years?
- ✓ Are there times when a vacation consumption is not possible?
- ✓ Are the possibilities of using vacation fairly distributed in the team?

Notes: