

## Managers and Supervisors

Checklist to prepare, conduct and follow-up the annual appraisal interview

### Before the interview

**Delegation of the interview:** As the manager, you have the option of conducting the interview yourself or delegating it to the subject supervisor. You or the person responsible for administration in your organisational unit specify the interview partners in the VIS:online application "Annual appraisal interviews".

**Consultation:** You can ask for support in organising the annual appraisal interviews from the staff members of the Human Resources Development Department. To help prepare for the interview, you can also attend the course [Coaching for Managers](#) and other seminars of [the internal training programme](#). There is also the option for subject supervisors to clarify open questions with the management of the department.

**Invitation/Registration in VIS:online:** Invite your employees to the appraisal interview at least two weeks in advance and plan in sufficient interview time at an undisturbed location. Once the invitation has been registered in the VIS application "Mitarbeiter:innenjahresgespräche", the employee receives an e-mail announcing the appointment date. Personal data such as holiday allowance, time log, and participation in training courses can be retrieved up to 14 days before the agreed meeting date, and up to seven days after the meeting. The application can also be used by administrative staff such as PAs.

**Preparation:** Use these guidelines to prepare for the interview. Check which goals, support, development and training were agreed upon during the last interview and review your managerial role.

### During the interview

**Meeting place:** Ensure an undisturbed, confidential, and pleasant setting.

**Dialogue:** Ensure that the discussion is balanced between the speakers.

**Confidentiality and commitment:** The results of the interview are strictly confidential (see documentation and data protection).

**Feedback: Tips for giving feedback to employees.**

- **Positive feedback** strengthens cooperation and motivation.
- Express **problems and criticism** as concretely as possible, using the "I"-structure (*e.g. I have noticed that ...*) and using examples from everyday work.
- **Concrete support** will improve work results.

**Agreement on goals:** Set goals together that are as concrete, measurable, and time-bound as possible (see examples in the appendix).

**Different viewpoints/disagreement:** Arrange another interview. Use the time in between to gain new insights, clarify positions and/or, if possible by mutual agreement, contact a trusted third party who will take part in the next interview. Support like coaching can be arranged with the [Human Resources Development Department](#).

**Development opportunities:** In some areas of work, promotion and advancement may be difficult to facilitate. In this situation, legal advice on exploring options, access to networks/scientific communities, taking on interesting functions/areas of responsibility, and special training and development opportunities can be an incentive.

**Documenting agreements:** Your signature confirms the results of the interview in the form "Agreement – Annual Appraisal Interview".

### After the interview

**Registration in VIS:online:** Confirm the interview date and if necessary enter any training requirements.

**Monitoring goals during the year:** You can further support the success of the agreements with feedback meetings during the year.