Conversation guide annual review

for the supervisor

Radboud Universiteit

At Radboud University, the annual review contributes to an open culture of dialogue in which everyone can be themselves and develop their full potential. It provides space for reflection, discussing performance, focusing on talents, personal growth, connection, and a shared vision of the future.

Purpose and importance of the annual review

At least once every 12 months, you conduct an annual review with your employee, in which you look back and look ahead together. You take the time to reflect on your employee's well-being, performance, and development over the past period and discuss what your employee needs to perform well, utilize their talents, develop further, and continue to enjoy their work.

You prepare, conduct, and record the review using the digital annual review form in BASS.

Your role: providing direction and space

As a supervisor, you facilitate an open and honest conversation in which both of you can express yourselves.

- You listen and ask reflective and stimulating questions.
- You provide clear feedback on the employee's performance, objectives, and development.
- You look ahead and focus on the development of talents and what is needed to improve, strengthen, or consolidate performance.
- You establish concrete agreements and expectations regarding goals, development, and follow-up.

How do I prepare?

You and your employee should prepare carefully for the meeting. Use this conversation guide to help you.

What will you find in the conversation guide?

- Explanations of what is expected of you *before*, *during*, and *after the meeting*.
- Reflection questions on the topics of the annual meeting: well-being, looking back & looking ahead.
- Additional reflection questions can be found on the last pages.

Watch the knowledge clip for an explanation of how to use the digital form.

Visit the website and check out what gROW has to offer to help you prepare for and conduct the annual review.

1

Preparation

Schedule annual reviews with your employees in a timely manner. The annual reminder will help you with this. Employees may also take the initiative themselves.

2

During the conversation

An open, pleasant, and honest conversation provides the best basis for a good annual review. The steps below will help you achieve this.

3

Completion and follow-up

After a productive conversation, you can finalise the report together and ensure that you agree on the arrangements and their follow-up.

Preparation

Clear expectations. Discuss with your employee what your expectations are for the annual review and how to prepare for it.
Ask for reflection. Invite your employee to reflect on their own performance and development. Also ask them to think about what feedback they have for you as their supervisor.
Preparation. Think about the employee in the bigger picture: how are they doing, what were the agreements and (organisational) goals, what are the potential opportunities?
Share preparations. You can use the digital form in BASS to prepare for the annual review. Sharing your preparations allows the employee to prepare well for the review.
Activating questions. Prepare a number of 'activating' questions to gain clarity and insight into the employee's performance, experiences, and expectations.
Transparency. Inform the employee clearly about your expectations for the meeting and how you will prepare for it. If you decide to gather input from colleagues in advance, it is important that the employee is aware of this.

During the conversation

Start. A good check-in is important. Ask, for example: "How are you doing right now?"
Determine topics. Together, decide which topics you definitely want to discuss with each other.
Start with well-being. Before you get into the content, it is important to get an idea of how the employee is doing.
Performance and results. Make time during the conversation to discuss progress in terms of goals, results, and expectations.
Common thread. Try to keep the conversation focused on the topics of the annual review without getting bogged down in too many details.
Give each other space. Share opinions and experiences with each other, try to ask inquisitive questions, and really understand each other.

> ***Tip:*** *The Listen-Summarize-Dig Deeper questions technique can help you; see gROW for more information.*

Be clear and specific. Try to communicate clearly so that clear feedback, expectations, goals, and agreements can be established.
End well. Take your time to do this.

> ***Tip:*** *Work together to establish specific agreements and goals (SMART: specific, measurable, achievable, relevant, and time-bound).*

Completion and follow-up

Complete the meeting report. You and the employee can complete and finalise the preparation in the digital form to create a fully completed digital form.
Minimum content. The final report must at least include the agreements made.
Additional recording. Not everything needs to be included in the report. Based on what was discussed, decide what you would like to be included.
Save. The report will only be saved once you and the employee have both agreed to it or signed it as read*.
Follow-up. Make one or more follow-up appointments to discuss progress.

> **Signing as read is intended for when you disagree with the final report: you confirm that you have read the report and specifically indicate where you disagree. This has no further consequences.*

Reflection questions to ask **employees**

Reflect on the topics from the annual review that are relevant to your employee and/or require further exploration. The employee determines the focus for the coming year and discusses any development needs during the review. This overview of additional reflection questions is not exhaustive.

Well-being

- What do you need to make difficult issues discussable?
- How do you get motivated and inspired, and how do you actively seek that out in a timely manner?
- How do you know you are doing the right things? What are your criteria for that?
- How satisfied are you now with your role/ position in the team?
- How do you maintain a work-life balance?
- How do you keep your workload at an acceptable level?
- When you look at your schedule for the coming period, what are you looking for-ward to? And what are you dreading?

Looking back

- In what ways have you surprised or surpassed yourself?
- To what extent have you succeeded in contributing to the organisational or team goals, and what behaviour did you use to achieve this?
- What challenges have you experienced? (And what made it so challenging for you?)
- Looking back, what could you have done differently or what would you have liked to have done differently?
- To what extent are you satisfied with your level of knowledge and skills in relation to what is required of you in your work?
- How did you learn from others and what did others learn from you?

Looking ahead

- Are your personal and team goals sufficiently clear/specific for you? If not, what do you need to make them clearer?
- Which team and/or organisational goals would you like to contribute to and in what way?
- To what extent are you able to translate the team and/or organisational goals into your personal goals?
- What do you want to start, what do you want to stop, and what do you especially want to continue doing?
- When you look back on the coming period next year, what will you be most proud of, or what will you be able to say was a success for you?

Reflection questions for **employees in scientific** and/or **supervisory positions** (1/2)

Reflect on the core task/area that is relevant to your employee and/or requires further development. The employee determines the focus for the coming year and discusses any development needs. This overview of additional reflection questions is not exhaustive.

Leadership &Team Development

- How did you perform your supervisory duties? How did you feel about the balance of your tasks?
- How do you actively contribute to a pleasant working environment in your team/unit? Do you have insight into this? What could be improved or done differently?
- Do you have insight into the development of your team and individual employees? Are you able to contribute to this? How do you do this or how could you do this?
- Which results of your team/unit are you most proud of? How does your leadership contribute to this and what can you do to increase your contribution?
- Where are your areas for development in your role as a supervisor? (Think: knowledge, competencies, behaviour, communication, vision, effectiveness, etc.)
- To what extent are you consciously engaged with change issues within the organisation?
- How do you manage to get people on board with this?

Reflection questions for **employees in scientific** and/or **supervisory positions** (2/2)

Impact

- How do you look back on your impact over the past year, including your impact on your team, the organisation, and society?
- What impact are you most proud of?
- How have you received recognition for the impact you have made?
- What challenges did you experience in this regard? What made it challenging for you?
- What social impact do you want to achieve (even more)? What goal(s) do you want to achieve with this?
- How are you currently working on this? How do you want to work towards this in the coming year?
- What do you still need to develop for this and how could/would you do that?
- Who or what inspires you in your pursuit of impact? How does this influence your work?

Research & education

- How did you find carrying out your research tasks over the past year?
- How did you find carrying out your teaching tasks over the past year?
- What would you like to keep? And what would you like to change?
- How do you experience your working environment? What is going well? What would you like or do you need to pay more attention to?
- How do you contribute to maintaining or improving the (socially) safe, open, and academic culture?
- What are you most proud of? Do you feel recognized and appreciated for this?
- What challenges have you experienced? (And what made it so challenging for you?)
- What do you want to achieve (even more) in your field of work? What is needed to achieve this?
- What knowledge and skills in your field of work would you like to develop further? What do you need to achieve this?