



## PREPARATION FOR THE ANNUAL INTERVIEW - SUPERVISORS

### OBJECTIVE

During the Annual Interview, you and your employee look back on the preceding period. You will also look forward and discuss what you need from each other in the future. Both the supervisor and the employee need to prepare for the interview properly, and have an opportunity to express themselves.

### PREPARATION

- Let your employee know that the Annual Interview is coming up. Indicate that the emphasis is on the future and the employee's own development. Refer the employee to: *Preparation for the Annual Interview - Employee*.
- Schedule a date for your meeting. Also specify the deadline by which the employee needs to share the Annual Interview Report with you.
- The employee completes the Annual Interview Report and shares the draft version with the supervisor. The supervisor then completes the report.
- The Annual Interview Report is exchanged by email, the form is only uploaded to the self-service portal after the interview.

### REFLECTION

- Take some time to reflect on your employee's performance and results. Think about the following questions: What has gone well? What has gone less well? What have you learned from this as a supervisor?
- How can your employee develop further, both personally and as a team member? What are his or her qualities and specific talents? Refer to the 'Annual Interview Question Cards' for further ideas.
- See '*Training, coaching and career guidance at Leiden University*' for information about what is available for your employee internally. If you have any questions, please contact your HR Adviser.

### FEEDBACK

- Ask direct colleagues and any co-supervisors for input regarding your employee's performance. Decide who you can ask for feedback together with the employee. The employee can also ask for feedback. For suggestions, refer to the '*Annual Interview Question Cards*'.
- Be as specific as possible when asking for feedback and, where possible, link your question to your employee's points for development or career ambitions.
- See '*Let's Connect - Leiden University*' for more advice on asking for and giving feedback.



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### READ THE ANNUAL INTERVIEW REPORT

- Mirror this input with your own perspective: what is your vision on the realisation of the agreements in the Annual interview Report? And also regarding the personal development.
- Formulate your intended assessment ('meets the requirements' or 'improvement is required').
- View your employee's leave balance in E-reports. Discuss together the importance of taking vacation time. Refer to making annual appointments if necessary.
- Check Self Service to see your employee's ancillary activities. Discuss these together as part of the annual interview.

### START INTERVIEW

- *Read the input you received from your employee one more time.*
- *Mirror this input with your own perspective, decide what you want to discuss, and focus on the employee's future and development.*
- *Prepare questions to ask your employee. For inspiration, see the annual interview cards.*

### THE INTERVIEW

- Create a safe and open setting for the interview:
  - Indicate that the employee's development plays a central role.
  - Give your employee room to tell their story and ask questions.
  - Emphasise that you are open to feedback.
- Reflect on the past year:
  - What do you and your employee want to talk about?
  - In your conversation, integrate any feedback you or your employee received in preparation for the interview.
- Look forward to the coming year:
  - What do you and your employee want to work towards?
  - Formulate your desired outcomes to be as specific and measurable as possible (SMART: specific, measurable, acceptable, realistic, time-limited).

### CONCLUSION

- Did you cover everything you and your employee wanted to talk about? Check this together.
- Agree with your employee on who will be completing the Annual interview Report by integrating the most important topics and agreements covered in the interview, and when the report should be ready.
- Upload the Annual interview Report in Self Service. The employee will be notified that they need to officially approve the report.
- Please note: in order to upload the Annual interview Report, it is important to mark a score in Self Service under "Final Assessment". Therefore, you will have to mark the assessment 'Meets the requirements' as a 3 and for 'Improvement is required' a 2. If no score is entered, the system will show an error message, which means that the process cannot be completed. Because of this temporary pilot, the Self Service system cannot yet be adapted to this.