

# GROW

## Preparation document - Annual Interview - Supervisor

### Objective of the annual interview

During the annual interview, you reflect with your employee on the achieved individual and team results, and your employee's development and well-being over the past period. You also make agreements about these aspects for the coming period, and you discuss what your employee needs to perform well and enjoy their work. Both of you prepare the interview well.



### 1. Invitation

- You and your employee both receive an e-mail from the HR system to inform you that it is time to schedule an annual interview.
- You and your employee are jointly responsible for scheduling an annual interview. Either of you can take the initiative to do so.
- Make sure you both have enough time to prepare, and schedule the interview at least three weeks in advance.

### 2. Preparation

- Take the time to reflect on your employee's performance and results.
- The employee prepares for the interview [via the GROW-tile](#) and shares the preparation with you no later than one week before the interview.
- Mirror the input from the completed form with your own perspective: what is your vision on whether the agreements have been met and on your employee's performance? If needed, in consultation with your employee, you can gather input from elsewhere if the employee is functionally supervised in their work by someone else.
- Formulate an assessment of your employee and integrate it into the report in [the GROW-tile](#).
- Review the employee's ancillary activities and their leave. Discuss this during the interview.

***On the next page, you will find some tips and resources to help you prepare for the interview and formulate an assessment.***

### 3. Interview

Reflect on the past period:

- You and your employee discuss the report.
- Devote some time during the interview to your mutual feedback and potential feedback from others (for example 360 degrees feedback obtained by employee).
- Devote some time to work-life balance and the employee's well-being, and discuss their holiday leave.
- Offer your assessment of the employee's performance. Check how the employee receives your assessment.

Look ahead to the coming period:

- You and your employee discuss the team and department objectives that are expected to play a central role in the coming period.
- Make agreements on things like results to be achieved, any individual or team contributions, and the employee's desired development (think of [leadership competencies](#)), and what they need to achieve this.
- If relevant, make agreements about the fulfilment of the [function-based contract](#).

***Did you cover everything you and the employee wanted to discuss? Check this together. For more interview tips, see the next page.***

### 4. Follow-up

- After the interview, complete the report that the employee prepared [via the GROW-tile](#) and share it with the employee for approval. See the resources for more information on reporting.
- Agree with your employee on when you will meet again for an interim interview.



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As a supervisor, you have an important role to play in creating a safe and open interview. You will find some tips on how to do this on the next pages.



## Resources



## How do you assess the employee's performance?

Consider the following questions:

- What went well in the past period? What went less well?
  - How can the employee develop further, both personally and within the team?
  - What are the employee's qualities and specific talents?
  - What did the employee contribute to the project, team, department, or teaching or research group? How did the employee perform in collaboration with others?
- Consult the [microlearning](#) for more tips.

## What else is important when preparing for the interview?

- Check whether your employees are aware of the **objectives** of your project, team, department, or teaching or research group.
- Discuss with your employee who else you can ask for input about their performance, for example other supervisors.
- At Leiden University, we find it important that employees develop in the field of personal and team leadership based on our [leadership competences](#). Include these in the conversation about the development of the employee and team. See the self-starter and the animation under resources for more information.

## How do you conduct a good annual interview?

- Create a safe and open setting for the interview.
- Give your employee space to tell his or her story and ask questions. The employee is the focus. Emphasise that you are open to feedback.
- When evaluating the employee's achieved results, it is important to divide your attention proportionately over all their tasks. For example, if the employee is mostly involved in teaching or projects, you should mostly focus your evaluation on these activities.
- It is important to devote attention to the employee's well-being. If you want this part of the interview to go deeper than 'How are you?', you can use the **Well-being Conversation Tool** and/or watch an [microlearning](#) video on this topic. You can use this tool to talk to the employee about their well-being without asking about the employee's health (the nature of an illness or what exactly is wrong with the employee). After all, this is not allowed under the GDPR (General Data Protection Regulation).
- Would you like to learn more about speaking up? About connecting to others? About exerting influence in a conversation? Check out the **Let's Connect Toolkit** under resources for more information.

