



Preparation line manager for performance and appraisal interview

Make sure that you have the report of the previous performance and appraisal interview. If you have any questions about the preparation, then please contact the P&O Department of your institute or P&O NWO-I in the case of university research groups (BUW).

Appointment

At least two weeks before the interview, you should make an appointment about the time and location of the interview. At this time, you should agree whether you expect the employee to have completed his or her part of the interview form before the interview. (You are free to choose in this regard.) You should also agree with the employee which four competencies (see explanatory note on the form) you want to discuss during the interview.

Assessment/review, page 2 of the form

- When determining your assessment, you can, if necessary, consult informed persons (project leaders, colleagues).
- Determine which agreements were made with the employee in the previous interview (or when he or she entered service). And determine whether the agreements have been realised, i.e. the results have been achieved. If you find that an agreement has not been met, then use objective material or clear examples to demonstrate this. Determine whether the agreement is still relevant and how this could still be realised. In that case, include it as an agreement for the coming period.
- Has the employee taken on other substantial tasks? If so, what, why and how important was that? Have intervening agreements been made about these?
- Have there been circumstances that noticeably affected the performance of the employee in a positive or negative sense? Think about leave agreements and absenteeism (due to illness). Is there a reason to take this into account in the final assessment? Formulate how this can be brought up during the interview.
- Formulate a provisional assessment for each of the agreed competencies and the final conclusion with respect to the performance delivered. In this case, make sure you also have objective material or clear examples to illustrate your assessment.
- Is there a reason to take action that affects an employee's legal status (offering a tenured contract, promotion, gratification, pay rise of one grade withheld, dismissal, et cetera)? If so, then please enquire at the P&O of the institute or of NWO-I (for university research groups) regarding the procedure to be followed.
- Which listeners or informed persons do you possibly want to have present at the interview? You should agree upon this with the employee.

Performance and new agreements/looking ahead, page 3 of the form

- What are the objectives of your organisation unit and of your department or group¹? Make sure that the employee knows the objectives before the interview.
- How do the different positions in your department or group contribute to realising these objectives? Which contribution is expected per position? Which contribution must this employee make from within his or position?
- Which concrete tasks and activities emerge from this? This should preferably be formulated in a SMART² manner.
- Are there other aspects of the functioning or the (working) conditions of the employee that you expect will influence this effort and the performance of the employee in the future? (Also, think about age-related phases, health, home situation, ancillary activities and leave entitlement). Make sure there are clear examples for the points you need to raise.
- What do the provisional agreements about concrete tasks and activities mean for the knowledge/experience required from this employee? Which activity/conduct (competencies) do you want to see from this employee?
- How does this relate to the current knowledge and experience level and the current activities/conduct of the employee?
- Which development agreements emerge from this?

- Are additional agreements needed regarding competencies, reporting and consultation moments, intermediate outcomes, necessary resources and development for the employee? What will the employee ask for? What can you offer and what will you request from the employee? Is that realistic?
- Do all of the above points lead to a coherent, feasible set of agreements about tasks, activities and development points, which provide sufficient challenges for the employee?
- What could the employee put forward in the interview? Determine an initial reaction this; try to avoid prejudice when you do so.

Future perspective, page 4 of the form

This is a vital part of the interview for both employees with a temporary contract and employees with a tenured contract.

- What is your understanding of the employee's potential? What could that imply for his or her career perspective in the longer term? In your opinion, does that lie inside/outside of NWO-I, inside/outside of science, as an extension of the current activities or in another area, et cetera? It could be the case that the employee can continue in the present position for some time yet, but it could also be the case that somebody needs to take the next career step. Make sure you have clear examples and a statement that is as focused as possible.
- What is your advice to the employee in the short term given the long-term career perspective? (For fourth-year PhDs, postdocs and other temporary employees this is a vital part of the interview!)
- Which concrete agreements are necessary in your opinion? What can you offer the employee in terms of support/development possibilities (also within the position) and what activities do you expect from the employee?

¹ These can be derived from the research programme, institute plan et cetera.

If this is not known, then you can enquire at the higher echelon or make your own proposal and then submit that to the higher echelon.

² See Appendix 1 in the [IR](#)