

# CATALOGUE OF QUESTIONS

## FOR MANAGERS IN PREPARATION OF THE ANNUAL EMPLOYEE REVIEW



The following questions and examples can help you to get prepared for the annual employee review and to reflect in a structured manner on past and future work-related subjects together with the employee. You will find both questions for reflection on your expectations and concerns as well as questions which can help throw some light on the perspectives of your employee.

You should consider the following aspects in your approach to the discussion:

- **Asking open questions** („Which work assignments do you enjoy the most at present? Why do you think that is?“) instead of closed questions which can be answered ‚yes‘ or ‚no‘ („Are there any work assignments which you particularly enjoy at present?“).
- **Avoid suggestive questions**, i.e. questions for which a certain answer is already suggested: „What do you feel about the level of cooperation in your team?“ instead of „Are you comfortable in your team?“.
- **Ask concrete and subject-specific questions** rather than abstract questions: „Do you feel capable of expressing yourself regarding critical and difficult topics? On what do you base your assessment?“ instead of „What do you think of our culture of fostering open communication?“
- **In case of sensitive topics** you should formulate your questions in a manner aimed at eliciting a voluntary response rather than a mandatory one.

### QUESTIONS FOR PREPARATION AND REFLECTION

#### Retrospective view and pre-review expectations

*What topics should be the special focal points of the discussions?*

*On what specific aspects of work and agreements were decisions made? Were these fulfilled?*

*How do I assess the tasks fulfilled by the employee? Have I observed problems / difficulties regarding certain areas of work?*

### POSSIBLE QUESTIONS TO THE EMPLOYEE

*„Which assignments have you especially enjoyed at present, and which have you enjoyed less? Why do you think that is?“*

*„What is your level of satisfaction concerning the results you have achieved? Where have problems cropped up in the work process, which in your view, should be rectified?“*



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## QUESTIONS FOR PREPARATION AND REFLECTION

### Work assignments, work organisation

*About which possible changes and consequences do I have to provide information with reference to the organisation / the work assignments / targets?*

*Which tasks do I consider especially important for the employee? How can I support them in performing their job?*

*What arrangements have to be made for planning further work assignments? What information does the employee require for this purpose?*

### Führung und Zusammenarbeit

*Wie funktioniert die Zusammenarbeit zwischen der Mitarbeiterin / dem Mitarbeiter und anderen Kolleginnen / Kollegen und mir selbst? Sehe ich Konflikte?*

*Haben wir ein Vertrauensverhältnis zueinander? Bin ich wertschätzend und zeige Lob und Interesse?*

*Herrscht eine offene und respektvolle Gesprächskultur, kann Kritik geäußert werden?*

*Wie könnten wir unsere Zusammenarbeit / unser Arbeitsklima weiter verbessern?*

## POSSIBLE QUESTIONS TO THE EMPLOYEE

*„What is your opinion about your present working situation with reference to the work environment? What aspects still need to be changed, from your point of view?“*

*„What topics or concerns would you like to see addressed today, which are particularly important in the present working situation?“*

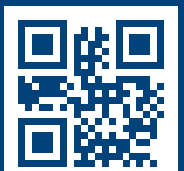
*„Are there areas or situations in which you would like additional support from my side or from your colleagues? What are these specifically? How could this be better organised?“*

*Wie empfinden Sie die Zusammenarbeit mit Ihren Kolleginnen und Kollegen / im Team? Gab es Situationen, in denen Probleme auftraten? Wenn ja, können Sie diese genauer beschreiben?“*

*„Haben Sie das Gefühl, auch Kritik und schwierige Themen offen ansprechen zu können? Wie kommen Sie zu diesem Eindruck?“*

*„Was könnte ich als Ihre Vorgesetzte/ Ihr Vorgesetzter tun, damit Sie sich noch wohler fühlen?“*

*„Welche Wertschätzung wird Ihrer Arbeit durch Kolleginnen / Kollegen und durch mich entgegengebracht? Können Sie Situationen beschreiben, in denen Sie sich mehr Anerkennung wünschen würden?“*



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### HR development and fostering

*What strengths, weaknesses, professional interest have I been able to observe in this employee? How can these be fostered in future work situations?*

*What suggestions do I have for the on-going personal and professional further education of the employee?*

*What educational and qualification requirements can be derived (including those which arise from future requirements)? What options are there for utilisation?*

*What offers can I make for personal career planning?*

### HR development and fostering: Scientific/academic qualifications

*What goals exist in terms of doctoral and post-doctoral degrees? What is the formal status of the procedure?*

*What scientific activities have been planned (publications, teaching etc.)? About what must I provide information in this respect, if applicable?*

*Can I facilitate access to contacts and networks which promote scientific qualification?*

*What competencies are available or should be promoted in the field of teaching?*

*What opportunities or risks do I envisage for the employee with reference to various career paths? What competencies need to be further strengthened with reference to these options?*

## POSSIBLE QUESTIONS TO THE EMPLOYEE

*„In what situations have you been able to bring your competencies to bear in a special manner?“*

*„In what fields of work would you like to use your abilities in the future? Are there new tasks or areas of specialisation in which you would like to get involved?“*

*„What additional competencies or qualifications do you feel would be useful in the fulfilment of your work assignments?“*

*„What aspects are important to you at present with reference to your personal advancement and development?“*

*„What scientific activities do you think are worth working towards for the next work period?“*

*„Are there already contacts and networks which you consider useful, and from which you could benefit? Can you give me an idea of what helpful support I could provide you with?“*

*„What experience do you already have in the field of teaching, or where would you like to apply such experience? What position do you think would possibly be appropriate to expand your skills?“*

*„What long-term professional goals do you think are worth striving for? To what extent do you envisage opportunities or risks which are inherent to these options?“*

