The following questions can help you to get prepared for your annual employee review, reflect on your personal concerns, skills and achieved goals, as well as those that have yet to be fulfilled. These questions will also serve as a guide regarding how to bring up these matters in a structured manner during the review. To ensure that all elements are considered within the discussion and that no important aspects are left out, it is vital that the review be carefully planned by both parties.

- **Ask 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 that 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 challenging topics? On what do you base your assessment?" instead of "What do you think of our culture of fostering open communication?"

QUESTIONS FOR PREPARATION AND REFLECTION

POSSIBLE QUESTIONS TO THE EMPLOYEE

Retrospective view

Are there any urgent issues that I would like to address?

What have been the focal points of my work over the last review period? Which of these was I able to achieve? Which of these have I yet to achieve?

Am I satisfied with the results that I have achieved? What are the reasons behind this estimation?

What was beneficial / a hindrance throughout the work process? How could this work process be made more efficient?

Which strengths and weaknesses have become evident over time?





QUESTIONS FOR PREPARATION AND REFLECTION

Work assignments, work organisation

How satisfied am I with the work situation and working environment (e.g., in terms of personnel, materials and equipment, workload, work safety, work hours, disruptive factors, family situation)? What ought to be changed?

Which (work) assignments are particularly important or challenging for me at present? Where is there a need for change or support?

Management and cooperation

What do I think about the way in which colleagues and managers deal with criticism and conflicts? Do I receive enough recognition for my work?

Is there sufficient transparency regarding managerial decisions?

Are assignments delegated? Do I perceive my scope I have for decision-making and action sufficient or should it be broadened?

Does the management team provide support? Are they contactable? Do they have an open ear regarding my needs and concerns?

Which aspects work well and which not so well regarding the cooperation with the team / management / amongst colleagues?

If applicable: What is the cooperation like amongst my subordinates? How could I improve this cooperation? Do I need additional support in this area?

What expectations do I have of management (regarding cooperation etc.)? What other aspects would I like to mention to the management team apart from cooperation?



SPACE FOR PERSONAL NOTES



QUESTIONS FOR PREPARATION AND REFLECTION

SPACE FOR PERSONAL NOTES

HR development and fostering

What do I find are my strengths? In which situations specifically? How have I put these to use in the past?

What are my weaknesses and in which specific situations do these come to light? What could be done in order to work on these weaknesses?

What additional qualifications or skills do I need in order to be able to successfully complete current tasks and future work assignments?

Which measures would I consider taking in relation to my mid-term personal and professional development and career planning?

Would I like to take on (or hand over) new tasks or responsibilities?

What demands could come my way due to possible changes / new tasks? How would I deal with this?

