

Recommendations for preparing and performing annual appraisals

Schedule	Manager	Employee
Before the annual appraisal	Before introducing annual appraisals managers shall inform employees about the reasons for establishing annual appraisals (team meetings, letters to employees, preparation workshops).	Employees may visit our homepage or attend workshops to learn more about the content and objectives of annual appraisals.
At least 2 weeks before the annual appraisal	Agree on a date and a place. Hand out preparation sheet.	Confirm the date, if applicable.
1 week before the annual appraisal	Read the topics on the preparation sheet thoroughly and familiarise yourself with the topics of the appraisal.	Read the topics on the preparation sheet thoroughly and familiarise yourself with the topics of the appraisal
	Review your job description and find out which of the tasks are still current and/or whether new jobs have been added.	Review your job description and find out which of the tasks are still current and/or whether new jobs have been added.
Start of the annual appraisal	<p>Signal to the other party that you are willing to have a constructive talk and create an atmosphere of trust. Remove any sources of disruption (phone, mobile, interruption by third parties) Agree on topics and objectives of the appraisal</p>	
During the annual appraisal	Give feedback to employees regarding the topics discussed, ask questions, do not try to 'persuade' employees.	Communicate clearly how you assess the individual topics (see preparation sheet) and provide feedback on the manager's assessment, if needed.
	Express praise and highlight special achievements.	Explain what you particularly like about your work and your working environment.
	If you express criticism, relate it to a specific example and ask whether your criticism has been understood. Be open to criticism.	If your work is criticised ask for the reason if you do not understand it clearly and find out which situation it refers to.
Concluding the annual appraisal	<p>Discuss the assessments of the individual topics jointly and derive precise objectives for the next year, if applicable. Record the objectives and steps to implement them and sign the agreement on the objectives. Agree on a time period for the next annual appraisal.</p>	