

# GROW

## Preparation document - Annual interview - Employee

### Objective of the annual interview

In the annual interview you look back with your manager on your performance and results, individually and in the team, and on your development and well-being. You also make agreements on these topics for the year ahead and discuss what you need in order to perform well and enjoy doing your work. Both of you prepare carefully for the interview.



### 1. Invitation

- You and your manager will receive an e-mail from the HR system when it's time to schedule your annual interview.
- Scheduling the annual interview is a joint responsibility of you and your manager. You can both take the initiative for this.
- Give each other sufficient preparation time and schedule the interview at least three weeks in advance.

### 2. Preparation

- Prepare yourself for the interview and fill in the [Annual Interview Report](#). In this form you reflect on your performance and results over the past year (including your contribution to your team) and on your development and well-being. You also look ahead and reflect on your contribution (also to your team) and development for the coming year. Open the question marks in the form for more information.
- Choose a [leadership competency](#) in which you would like to develop yourself. To do this, use the leadership cards.
- It is valuable to ask others for feedback on your performance. Use [the feedback form](#) for this.
- Send the report to your manager via the [GROW tile on the Serviceplein Portal](#) no later than one week before the interview.
- Look at your ancillary activities and your leave. Discuss these during the interview.

*On the next page you will find tips and tools for preparing the interview and asking for 360-degree feedback.*

### 3. Interview

Look back over the past year:

- You and your manager discuss the [Annual Interview Report](#).
- In the interview, reflect together on your feedback to each other and any feedback you received from others (e.g. 360-degree feedback).
- Discuss together your work balance, well-being and how much leave you have taken.
- Discuss your ancillary activities, if applicable.
- Your manager will give a descriptive assessment of your performance.

Look ahead to the coming year:

- You and your manager discuss the team or department goals that will be most important in the year ahead.
- Make agreements about aspects such as the results to be achieved, your contribution (also to the team) and desired development (e.g. your chosen leadership competence) and what you need for that.
- If applicable, make agreements about fulfilling your function-based contract.

*Have you covered everything that you and your manager wanted to discuss? Check this together. You can find more interview tips on the next page.*

### 4. Follow-up

- After the interview has ended, your manager will supplement the [Annual Interview Report](#) that you prepared and share it with you for approval.
- You and your manager make arrangements about when you will speak again for an interim interview.
- You can find more information about the report on the next page.



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Did you feel safe in the interview? If not, you should speak with a higher and/or different manager, your HR adviser or possibly one of [the confidential counsellors](#).



## Resources



## What will help you to prepare?

- If you're not sure about the **goals** of your team, project team, department, teaching group or research group, you are welcome to ask your manager(s). How do you contribute to these goals?
- Asking for **feedback** from several colleagues can be useful for preparing your interview. You can use the 360 Degree Feedback form for this. You could send this form to, for example: three colleagues; someone who supervises you at work (other than the manager who will be holding the interview with you); someone (perhaps) whose work you supervise; and a direct colleague. Give your colleagues plenty of time to fill in the form. You can discuss this feedback with your manager during the interview, if you wish, but it's not essential.
- It is important to Leiden University that our staff members develop in the area of (personal) leadership, based on our [leadership competencies](#). Watch the animation and/or self-start in the Tools for information on how to use these competences for your personal development.
- It can be helpful to formulate your goals according to the **SMART method** (Specific, Measurable, Attainable, Realistic and Time-limited). This helps you to see clearly when you've achieved the goal.
- You can upload any **relevant attachments** with your Annual Interview Report; see the Quick Start for more information.
- Would you like to explore the next step in your career, learn more about your values and talents, or check whether your current role is still suitable for you? **The Career Platform** has tools you can start to use immediately.

## How do you ensure a good annual interview?

- Take the time to tell your story and ask questions.
- Be open to feedback and feel free to give feedback to your manager as well. You can find tips for giving feedback in the **Let's Connect! toolkit**.
- When evaluating your results, it's important to focus attention in proportion to your various tasks. For example, if you spend most of your time teaching or on project-based activities, this is where the main emphasis should lie during the evaluation.
- It's important to reflect on your well-being during the interview. Well-being covers many different aspects; you can use the **Well-being conversation tool** to help you prepare and/or watch an [e-learning](#) on this topic.
- Would you like to learn more about expressing your views? Or making a connection with others? Or exerting influence in a discussion? Then look at the **Let's Connect! toolkit** in the Tools for more information.

