

Central points for an appraisal review between supervisor and employee

	Looking back: since the last appraisal review	Looking ahead: short-term, long-term
Job performance	<p>Discussion of mutual level of satisfaction:</p> <ul style="list-style-type: none"> ▪ What went particularly well in the period leading up to the review? ▪ Where is there room for improvement? ▪ Which activities required the most time/resources, and which activities were the most/least enjoyable? <p>-> Based on critical incidents</p>	<p>What short or long-term developments are to be expected in your job?</p> <p>Which changes would be mutually beneficial/desirable/sensible?</p> <p>What opportunities would these changes open up?</p> <p>Are any additional areas of activity implicated based on this review?</p>
Personal issues: Skills, resources	<p>Individual strengths and weaknesses:</p> <ul style="list-style-type: none"> ▪ Areas of particular excellence ▪ What areas have potential for learning/improvement? ▪ What "take-home message" do I want to leave behind after this review? <p>Where would additional resources have made performing my job easier/improved performance?</p>	<p>Where is further development necessary or possible?</p> <p>Personal needs and goals?</p> <p>What should there be more of, and/or what must not be decreased?</p> <p>What type of support, if any, would be required to facilitate the performance of future tasks?</p>
Social issues: Cooperation, communication	<p>Mutual satisfaction level with regard to:</p> <ul style="list-style-type: none"> ▪ working together directly with the employee/supervisor ▪ roles and cooperation in and outside the team ▪ relationship (closeness/distance) to co-workers ▪ strengths and weaknesses in communication <p>What aspects are particularly positive, where is there room for improvement?</p>	<p>Interaction with others:</p> <ul style="list-style-type: none"> ▪ Which aspects should remain as is? ▪ Are any changes necessary/desired? <p>-> points for discussion under consideration of the further development of the unit as a whole</p>

General issues, in conclusion:

Which issues from the job performance, personal, or social levels discussed above should definitely be implemented in your professional routine as target agreements (if appropriate)? Is continuing education or further training indicated (on the job, off the job)?