



Fact Sheet for Employees

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Checklist for Performance Appraisals

The performance appraisal is an important basis for your professional development. This annual appraisal by your line manager enables you and her/him to assess the extent to which you are achieving both the organization's and your own professional goals through your performance and conduct. The performance appraisal also provides an opportunity to reflect on the cooperation with your line manager. As part of the performance appraisal, goals and the associated expectations of your work and specific development measures are agreed with you. The outcome of the performance appraisal forms the basis for your employment reference letter and any individual salary increase with effect from 1 April. It is therefore essential that you contribute to and help to shape the performance appraisal process in all of its phases.

Prepare well. Use the opportunity to reflect on your own assessment and then compare it with your line manager's assessment during the appraisal. They are entitled and obliged to reach a differentiated assessment of you and may view your performance or conduct differently than you do yourself.

Below is a checklist that summarizes the key points you should bear in mind when preparing for and participating in the performance appraisal.

If you have any questions about the form, the procedure, or employment-law aspects of the performance appraisal, HR Consulting from the Human Resources department will be happy to help.

We wish you every success with your performance appraisals!

Human Resources



Performance Appraisal Checklist for Employees:

Annual performance appraisal cycle	Activity	Details	To bear in mind	Status
Through-out	Reflect on your performance and conduct: What are your strengths and what can you improve? Which special achievements have you had? What are your wishes with regard to your development?	<ul style="list-style-type: none"> - The reasoning behind your self-assessment should be understandable, even weeks or months later 	<ul style="list-style-type: none"> - A performance appraisal relates to a whole evaluation period (generally one year), and not just to the last few weeks before the appraisal - Proportionality, e.g. in the assessment of whether your achievements are “special” or simply to be expected of you on the basis of your job profile/function at UZH 	
10 months after the last performance appraisal	Arrange an appointment for a performance appraisal	<ul style="list-style-type: none"> - Have you received an appointment for the next performance appraisal from your line manager? 		
One month before the performance appraisal	Preparation for meeting	<ul style="list-style-type: none"> - Make notes on the following key questions in relation to your own work and conduct and the cooperation with your line manager: (a) What is going well and can stay as it is? What am I pleased about? 	<ul style="list-style-type: none"> - Ensure that your self-assessments are realistic, try to be objective, and provide examples to illustrate them 	



		<p>(b) What is no longer or not yet going so well and should be improved? Who or what could contribute to an improvement?</p> <ul style="list-style-type: none"> - Go through the performance appraisal form for yourself: How would you assess yourself from the perspective of your line manager? - Which examples would you give to back up your self-assessment? - Formulate core messages that you would like to get across - Suggest new goals and development measures - Anticipate possible reactions from your line manager - If necessary, obtain input/advice from your responsible contact in the Human Resources department 		
At the performance appraisal	Performance appraisal meeting	<ul style="list-style-type: none"> - Go through the performance appraisal form completed by your line manager together during the meeting. Have the individual assessments and the associated key words explained to you. Ask for examples. Explain your self-assessment and give examples to back it up - Reach a joint (mutually acceptable) agreement on new goals and development measures - Sign the performance appraisal form together (= 	<ul style="list-style-type: none"> - Focus on dialogue: Use your opportunity to talk to your line manager, ask questions - Give clear feedback: How do you evaluate the cooperation with your line manager? What is going well? What needs to improve? How do you believe such an improvement could be achieved? - Is there anything else you would like to bring up (e.g. communication, atmosphere in the team, suggestions for improving processes, etc.)? 	



		<p>confirmation that the appraisal has taken place)</p> <ul style="list-style-type: none"> - If you do not agree with the evaluation, you can document this on the form - You can request a meeting with your line manager's line manager to discuss the performance appraisal. Record your decision on the performance appraisal form - Thank your line manager for the meeting (regardless of how it went!) and say goodbye 	<ul style="list-style-type: none"> - Critically assess yourself. Your line manager may view you differently than you view yourself - Control your feelings - Complete the meeting if at all possible; do not interrupt or postpone it 	
Afterwards	Follow-up to the performance appraisal	<ul style="list-style-type: none"> - Performance appraisal form (original for your personnel file, copies for you and your line manager) 	<p>Reflect on the meeting:</p> <ul style="list-style-type: none"> - What can you take away from the meeting for yourself? How can you implement what has been asked of you? - Were you able to address your core messages and clearly formulate your own goals? - Possible improvements for next time? 	
Half a year after the performance appraisal	(Informal) interim meeting	<ul style="list-style-type: none"> - Review of your situation: - How far have you got in terms of achieving your goals? - Have the agreed development measures been implemented? - Anything else? 	<ul style="list-style-type: none"> - Inform your line manager early on if an agreed goal is difficult for you to achieve or agreed development measures have not yet been implemented 	