

The annual appraisal review

Helping to build the future of health

- All pronouns refer to female as well as male staff.
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The annual appraisal review: working together to make a rewarding and useful contribution

The UMCG is all about people – patients, researchers, students and, not least, staff members such as yourself. Every member of staff counts. After all, only all our individual efforts together can make our UMCG ambitions become reality. Working at the UMCG means contributing to an ambitious organization, with its mission of ‘Building the future of health’. We aim to be a major player in our core activities: patient care, research and teaching & training. In order to realize our mission we need highly trained and motivated personnel.

Staff and management together contribute to the UMCG’s mission, and this requires high-quality leadership. Managers help to realize the UMCG’s ambition by using results as a driving force, collaborating across borders and enabling talent to grow. Your manager is there to help you build the future of health, and it is up to you to meet the challenge. After all, working at the UMCG entails more than just ‘doing your job well’ – it also entails personal development, keeping up to date with the profession, and long-term healthy employability, in other words, ‘personal leadership’.

An annual appraisal review will enable you to reach agreements concerning your development and long-term employability so that you can continue to thrive and enjoy your work. Your manager and the UMCG will support you as well as possible. The annual appraisal review is your chance to explain what you need to continue to thrive and enjoy your work. The UMCG offers you every opportunity to actively work on your future – it’s up to you to make it work!

Jos Aartsen
Chairman of the Board of Management

Annual appraisal review in brief

You no doubt discuss day-to-day matters with your manager on a regular basis. This enables you to get the work done well together. However, it's not just getting the work done that counts, of course. Other matters need some attention too, such as how you do your job, your working conditions, your contribution towards attaining departmental goals, your salary and other rewards, your career and your personal development.

Who

You conduct the annual appraisal review with your manager. Your official manager may decide to have your interview conducted by your day-to-day supervisor.

Aims

The annual appraisal review is where you and your manager look back and plan ahead together. Your manager will have an opinion of your performance and will discuss this with you. You and your manager make agreements which should lead to the best possible and most effective performance, so you can continue to thrive and enjoy your work.

Frequency

An annual appraisal review will be held at least once a year.

How?

Your manager will plan the interview, but of course you may also take the initiative. You will know the date of the interview at least two weeks in advance.

Character

An annual appraisal review is open in character. You can raise any issue related to your work or personal development. You must also provide feedback on your manager's performance. The annual appraisal review is not without obligation and you and your manager may both refer to any agreements made.

Report

Your manager will set out any agreements on the annual appraisal review form, in consultation with you. The form will be filed, and only you and your managers will have access to it.

Preparing for the annual appraisal review

A constructive and useful annual appraisal review requires good preparation. It is essential for both participants to independently run through the points for discussion and the report of the previous interview, particularly the agreements made. You fill in the annual appraisal review form in advance so that there is a good basis on which to make agreements for the next year.

The annual appraisal review form consists of the following parts:

Work results/contribution to departmental results

The WHAT

Together you will assess the results of your efforts and activities. This includes your duties, whether you performed extra tasks, and what results you achieved. What went well and what could be improved? What would you like to have feedback on? Ask your manager to give you this feedback. In the UMCG everyone contributes either directly or indirectly to the core activities patient care, research and teaching & training. In the annual appraisal review your manager will ask you to give examples of how your work relates to these. What have you done to improve your department? What agreements would you like to make with your manager in order to achieve even better results? What are your work-related wishes and ideas for the coming year?

Your manager will prepare for the interview by answering the above questions in the light of his or her responsibility towards you, the department and the UMCG. Taking matters from these perspectives, your manager will bring up points for improvement, some of which may be mandatory.

Job performance

The HOW

Have the agreements from the previous interview been fulfilled? How do you manage to achieve results? How do you organize your work? How do you do your job? What went well and what could be improved? Which competences do you need to carry out your work? Which competences require further development? What would you like to have feedback on? What agreements would you like to make with your manager in order to achieve even better results? Think about what areas of development your manager might bring up and prepare to provide a solution.

Some professions require members to be registered (e.g. in the Dutch Healthcare Professionals (BIG) register or a quality register). Professional competence may also be demonstrated by keeping a record of work experience and training.

Personal development/long-term employability

Have the agreements from the previous interview been fulfilled? Discuss what you can and want to change in your work so that you can continue working healthily, in a motivated way and with inspiration. In short, what is important for your long-term employability? This could include what you need to develop further, expand your skills, as well as bottlenecks that hinder you when performing your current work. Can you do your work in the way you would want to? What could be improved? How can you contribute? What do you need from others? How are you going to use your Personal Budget?

Keeping in mind what you really would like to see in your work situation, what motivates you to continue working? Where would you like to be in 2 years, in 5 years? What do you need to achieve this? How can you contribute? What do you need from others?

Topics to be discussed

In the interview, you may also bring up any circumstances that influence your work, including working hours and time, remuneration, working conditions, work climate, psychosocial workload (e.g. aggression and violence), physical workload, teamwork, patient safety and secondary activities.

Remarks and feedback for the manager

Managers like to receive feedback in order to improve their performance. In the annual appraisal review you can indicate what you think about the support your manager provides. This concerns such matters as how your manager manages, provides information and allocates work.

Agreements in the annual appraisal review form

The primary agreements and findings from the interview are recorded on the annual appraisal review form. Your manager will send you the form, inviting you to make any necessary changes. If you agree with its content, sign the definitive annual appraisal review form. If you wish to have things changed, sign the form to acknowledge you have read it and include your changes on a separate form. The signed form is sent to the Personnel and Salary Department. Access to your personnel file is restricted, as privacy rules apply. Only you and your managers have access to the career-development interview report.

Tips for conducting the annual appraisal review

A dialogue with your manager

An annual appraisal review should ideally take the form of a dialogue. This means that:

- You and your manager are on an equal footing in the discussion.
- There is room for the views of both you and your manager, and you should respect each other's position, even if you disagree with each other.
- You should listen carefully to each other. Show an interest in the points that the other person wishes to raise and in what he or she is trying to say.
- You should adopt an open attitude, which means not being afraid to postpone judgement. Ask questions to find out what exactly your discussion partner means or wishes/requires.

Make SMART agreements

Make the annual appraisal review agreements SMART: Specific – Measurable – Attainable – Relevant.

And then make it 'Time-bound' by setting a date to check whether the agreement has been kept. This will provide clarity for you and your manager. So prepare for your interview as SMART-ly as you can.

Examples:

- A receptionist is planning to take a customer-friendliness training course. In the month before the training, customer-friendliness is measured. It is measured again three months after the course.
Customer-friendliness must improve by then.
- A secretary ensures that an agenda is sent to everyone involved two days before the meeting is to take place.

Tips relating to the annual appraisal review

There's more you can do to get the most out of your interview. For example, you could do the tests on the website www.haaljeallesuitjezelf.nl or on the UMCG Loopbaanwijzer (careers guide) and read the UMCG brochure on employeeship. And check the intranet to find out which e-learning courses there are.

What gives you energy?

The annual appraisal review is the place to discuss anything where you feel development is possible. This not only concerns current work but also personal development. Consider what you would like to do in the coming year when you are preparing for the interview. Why was it that you began working at the UMCG in the first place and do you still experience that in your work? What are you passionate about? What is it about your work that gives you energy? How could you build on that energy? You are the only one able to answer these questions, which can then be used to help you enjoy your work. Be very clear about such things in the interview. Put your thoughts on paper – fill in the annual appraisal review form (see intranet) and bring it along to the interview.

Personal Budget for your development

Every month, the UMCG reserves a fixed amount of money for you. This is the Personal Budget (or Supplementary Personal Budget), which you can use as you choose for your personal development at work. The amount accrued is printed on your salary slip. To find out how you can use the budget, go to the intranet: Staff > Personal Budget. This page will also tell you who can provide assistance at the UMCG if required.

360° feedback makes the annual appraisal review clearer

360° feedback is a method designed to provide you with feedback on your performance. You receive the feedback from the people you work with (e.g. your colleagues or the people you work for) and from your manager or instructor. The method takes the form of an online questionnaire. You choose who you will ask to fill it in. When all the responses have been received, they are compiled into a report, which is then sent to you. You discuss the report with your manager or instructor.

The 360° feedback provides an excellent foundation for the annual appraisal review. The feedback confirms what is going well and helps you to identify areas for improvement. This makes it much easier to draw up your personal development plan.

All the necessary information about 360° feedback and the process can be found on the website of the Wenckebach Institute.

'Play your work'

Would you like to practise conducting a dialogue and employeeship as a team? The 'Play your Work' (Bespeel je werk) game is a way to practise your dialogue skills and to exchange ideas, experiences and views while doing so. Not only will you get to know each other better, but you will also get new ideas about performing your job – about your own personal employeeship. Check the intranet for more information or email: bespeeljewerk@umcg.nl.

More information

There are a number of websites you can visit in preparation for your interview. Below are the UMCG intranet pages and the internet site.

Intranet UMCG/Personeel/

- Personnel Handbook – Reward, Performance and Assessment – annual appraisal review
- Personal Budget
- Competency Management
- Loopbaanwijzer (careers guide)

www.wenckebachinstituut.nl

- Personal Budget
- 360° feedback
- courses and training courses

www.haalallesuitjezelf.nl

www.idealooq.nl

