

QUESTIONNAIRE FOR PERFORMANCE EVALUATION AND DEVELOPMENT PLANNING

Employee's first name, surname:

Position(s):

Department:

Start of period: September 2024

End of period: August 2025

Work outcomes: assessment of the achievement of the objectives and tasks set in the previous year

Objectives achieved and results for the past year		Comments		Rating
1	The employee records the work targets/tasks set during the previous year's appraisal and records the actual results achieved in absolute figures or as a percentage. If it is not possible to describe the results achieved in numerical terms, briefly describe the achievements.	Employee:	Comment only on the fulfilment of those targets/tasks whose ratings are lower or higher than 'good', and mention the circumstances that facilitated or hindered the fulfilment of the relevant target/task.	The manager assesses the achievement of objectives using the following rating scale: Excellent. The employee consistently demonstrates outstanding performance throughout the review period, significantly exceeding (~200%) the set targets. Very good. The employee frequently goes above and beyond what is required (150%), takes on additional responsibilities and provides support to colleagues. Good. Good performance (full compliance with planned deadlines and quality standards). Needs improvement. The employee partially completes the planned tasks, but occasionally misses deadlines or the quality is
2		Manager:		
3		Employee:		
4		Manager:		
5		Employee:		
Additional achievements		Comments		
1		Employee:		
		Manager:		
2		Employee:		
		Manager:		
Unmet targets / plans		Comments		
1		Employee:		The individual targets set must support higher-level targets (university, department)
		Manager:		
2		Employee:		
		Manager:		

Goals and tasks for the coming period

Goal/Task	What will the outcome be, and what criteria will we use to measure it?	Deadline
1	The employee reflects on their work and sets out the most important objectives they could achieve in the coming period. The manager considers what the employee should achieve in the coming period and, during the appraisal, agrees with the employee on the most	The employee records the planned outcome in absolute figures or as a percentage. If it is not possible to describe the planned outcome numerically, the targets should be stated in brief. The manager clarifies these.
2		
3		
4		

Competencies

Competencies		Assessment	Comments
Applies to all staff: 1 Teamwork and collaboration 2 Quality assurance 3 Initiative and openness to change 4 Understanding of and tolerance towards different cultures 5 Communication skills		Use the competency model Current competencies must be assessed! Provide an assessment of the relevant competencies according to the following scale: Excellent During the review period, the employee consistently demonstrates all the positive behaviours and attitudes characteristic of the competency and serves as a role model for others Very good During the review period, the employee has frequently demonstrated all the positive behaviours and attitudes characteristic of the competency, whilst no instances of undesirable behaviour have been observed Good During the review period, the employee has demonstrated all the positive behaviours and attitudes characteristic of the competency, whilst instances of undesirable behaviour have been observed very rarely Needs improvement During the review period, the employee has	Potential career development path This section should indicate which career development path (horizontal or vertical career progression) would be more suitable for the employee, taking into account their current competence assessment. If possible, a specific role may also be indicated (but this is not mandatory). This section is not mandatory.
Applies to managers: 1 Strategic thinking 2 Team leadership		In this section, it is possible to provide additional comments on competencies. If the employee's competencies have been assessed in relation to a role at the next level, it should also be noted here whether the employee themselves is interested in this role, or whether they might be interested in a	
Personal development plan (based on a competence assessment)			
Objective	Development activities		
1	1. 2. 3.		
2	1. 2. 3.		
3	1. 2. 3.		

In this section, the employee specifies the training and development activities required to achieve the objectives for the coming period and which would promote professional development or enhance motivation. The manager clarifies and specifies the timeframe

Signatures:

Employee: _____

Manager: _____

Date: _____

Achievement of objectives

- 5 – Excellent, exceeds requirements
- 4 – Very good, partially exceeds requirements
- 3 – Good, meets requirements
- 2 – Needs improvement, partially meets requirements
- 1 – Unsatisfactory, does not meet requirements.

Significance

significant
very significant
critical

assessment of competences
5 – Excellent
4 – Very good
3 – Good
2 - Needs improvement
1 – Poor

Achievement of objectives
Excellent, exceeds requirements
Very good, partially exceeds requirements
Good, meets requirements
Needs improvement, partially meets requirements.
Unsatisfactory, does not meet requirements.

Significance
significant
very significant
critical

Competencies
Teamwork and collaboration
Quality assurance
Initiative and openness to change
Understanding of and tolerance towards different cultures
Communication skills
Strategic thinking (for managers)
Team leadership (for managers)