APPRAISALS 2020

The annual appraisal interview is intended as a cooperative and constructive discussion between em­ployee and Line Manager. The process of reciprocal feedback is aimed at giving both parties an in-depth insight into each other’s work, expectations and future plans. The purpose of the appraisal interview is to discuss the employee’s progress, strengths and development potential.

The goal is to ensure identical standards for all employees by following an interview procedure which is as consistent as possible:

**Future**

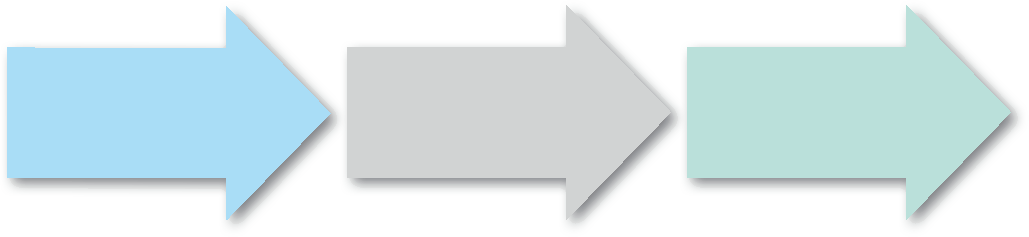
Agreement on future prospects and developments

**Past**

Review of performance and results

**Present**

Obtaining an insight into the current progress of employee and manager and the work environment



**Interview preparations:**

**The Line Manager**

* Agrees the interview date in writing at least two weeks in advance and, in parallel, sends these guide­lines for the appraisal interview to the employee for preparation purposes.
* Makes the employee aware that the form is electronic and will be completed at the time of the review.
* Familiarises him/herself with the questions which will be covered in the review.
* Creates a quiet atmosphere, which is free from interruptions (suitable rooms, redirect phone etc).
* Reflects his/her employee’s work of the past year, their attitude/behaviour and cooperation.
* Prior to the appraisal interview, additional information may be obtained from Human Resources department (ie: previous performance review/probationary period reviews - in future (2021) these will also be electronic).
* The Human Resources department is available to discuss the appraisal and support where necessary.

**The Employee**

* Familiarises him/herself with the questions on the electronic form.
* Reflects his/her own work during the past year, and their attitude/behaviour and cooperation.
* Reflects possible wishes for change and goals as well as strengths and development potential of his/her work.
* Prior to the appraisal interview, additional information may be obtained from Human Resources department (ie: previous performance review/probationary period reviews).

**Conducting the interview:**

* The interview centres on the employee.
* It is about his/her performance and successes, his/her expectations, future prospects and goals.
* The Line Manager should first explain the structure and the objectives of the appraisal interview.
* During the discussion of all topics, the views and opinions of both employee and Line Manager are taken into consideration.
* When giving reciprocal feedback, both the Line Manager and employee should ensure a balance in the acknowledgement of work well done and constructive criticism.
* Training should be discussed and relevant suggestions made.
* Both parties are to agree the outcome and actions of the review.

**After the interview:**

* Once completed the Line Manager will submit the electronic form which will be automatically sent to the HR Department.
* The Human Resources department will contact the Line Manager to discuss and gain approval on any assigned training.

What questions will be asked at the appraisal?

**Future**

* What targets and changes are anticipated in the coming year in the employee’s particular area of the business?
* How do the targets fit in to the Strategic Business Plan?
* What projects and tasks are pending?
* How can health and safety be better integrated into everyday working life?
* How can the employee better implement the Guiding Principles (integrity, accountability, innovation, delivery, sustainability, safety) in his/her day to day work?
* Would additional qualifications/education/upskilling assist the employee in performing the tasks?
* Does the employee wish to take on new/additional tasks?
* What are the employee’s goals in the short, medium and long term?
* How can the Line Manager support the employee in achieving these goals?
* Are there any general suggestions or feedback for improvement?

**Present**

* Is the employee satisfied with their current tasks?
* How well can the employee balance his/her work and private life?
* What are the employees strengths
* What are the employees learning and development potentials?
* How good is the co-operation in the team?
* How good is the co-operation with your Line Manager
* How good is the co-operation with Clients (and/or internal customers?
* How good is the co-operation with other departments?
* Is there any uncertainty regarding the code of conduct or in respect of occupational health and safety?
* How well does the employee feel supported regarding occupational health and safety?
* Is the employee treated with dignity and respect?

**Past**

* Have you worked for HOCHTIEF for more than 2 years?
  + In how far were the objectives agreed upon at the last job chat achieved?
  + What benefit was achieved from the learning and development measures pursued since the last job chat?
  + What work results were achieved?
  + What successes and/or failures were there? What were the reasons for these?
  + Were there any special challenges?
  + Were there any work-related accidents or safety incidents?
  + Do you have any occupational health concerns you would like to make the Company aware of?
* Do you understand your role?