

The annual review

Manual for employees



New style annual review
time for your development

The annual review: everything you need to know

Preparation for the annual review

Starting in 2025, we will be introducing a new annual review that better reflects the values of a development-oriented and motivating work culture that the Academy wishes to promote. In addition to results and work agreements, the core values of Appreciative Leadership, *development*, *connection* and *clarity* will also be central to this review. The annual review will be more closely aligned with themes that we support within the Academy, such as Diversity, Inclusion & Social Safety and the national program Recognition & Rewards.

Purpose of the annual review

During the annual review, you and your manager(s) look back on your work agreements, your (team) results, your development and your well-being over the past year. You will discuss what you need to perform well and enjoy your work, and agreements for the year ahead are made. There will be a focus on your development, your connection with the people you work with and clarity about your work agreements and tasks.

In this document, we explain how to complete the annual review form in Workforce and all the steps involved. We wish you a pleasant review!

Steps in the annual review

1. Invitation

- You will receive a message from your manager via Workforce in your mailbox to schedule your annual review.
- This message will be sent at least four weeks before the date of the annual review.
- It is the manager's responsibility to send the invitation for the annual review.
- Confirm the appointment as soon as possible, but no later than 3 weeks before the meeting.

2. Preparing for the meeting

The annual review form

Once you have accepted the invitation, you will find the annual interview form in Workforce in your Inbox, or under the Career and Development tile in Workforce.

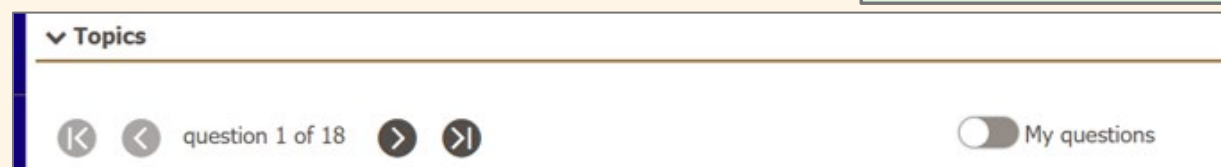
- The annual review form should be completed in advance and consists of six sections:
 1. **Personal information:** your basic information as an employee.
 2. **Review:** a reflection on the past year.
 3. **Development:** how you want to develop in the coming year?
 4. **Connection:** choose a few topics that are relevant to you, related to your **Work Situation and Collaboration** so that you can discuss them together. There is also space to give your manager(s) feedback on how you experience the collaboration.
 5. **Clarity:** your work agreements, additional tasks, remaining leave days and any other matters you would like to raise.
 6. **Development goals and agreements for next year:** come to agreements together, based on this conversation and formulate your development goals for the coming year.

Step-by-step plan for the annual review form

- Prepare for the meeting and fill in the annual review form in advance. Completing the form will take 1 to 2 hours. You can navigate to the previous/next question by clicking on the arrows at the top left of the question. You can choose to only display the questions that you can answer yourself or all questions including those for your manager(s). You can do this by using the button labelled **"My questions"** at the top right.

Additional tips for preparation

- Are you unaware of the goals of your (project) team, department or research group for the coming year? Ask your manager(s) about this. How do you contribute to these goals?
- The Academy has a vision on leadership: Appreciative Leadership. You can find this here. Think about how you can use the values of Appreciative Leadership (development, connection and clarity) for your personal development.
- Would you like to explore the next step in your career, learn more about your values and talents, or find out whether your current job still suits you? Via Portus, you can find more information on what the Centre for Career & Development has to offer to help you find out.



- Below the question, you will often find some suggested questions that you can use to prepare for the meeting. Do not feel obliged to answer (all) the suggested questions. This is not a fill-in exercise; the suggested questions are only a tool to help you think about the most important points you want to discuss about the past period and the coming year.
- Not all questions are compulsory to complete. Mandatory questions are marked with an asterisk behind **"My answer"**.

My answer *

- Would you like to save a draft of the form, but it is not completed yet? Then click on **“Save”**.

News

Info

> Draft document

> Conversation documents in the personnel archive

▼ Remarks

Remark

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Save
 Submit
 Cancel

- You will now find the form in the Workforce Inbox, where you can continue working on it later. This draft version is not available to your manager.

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286792 Annual review

25-08-2025

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If you would like to print out the form before completing it, you can do so by first saving the document and then clicking on **“Merge”** under the heading **“Draft document”** and by downloading the document.

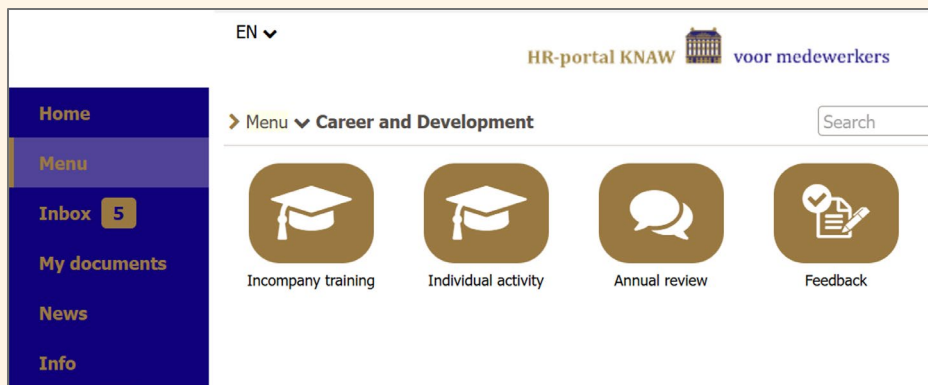
When you have (fully) completed the form, click **"Save"**, go back to the document via your Workforce Inbox and now click **"Merge"** and **"Download"**. Now you have saved a PDF of the form. Don't forget this step, once the form is sent to your supervisor you can no longer access it via Workforce.

Send the form to your manager via Workforce at least one week in advance by clicking on **"Submit"** after completing the form.

The feedback form

Part of the annual interview is asking for feedback from two colleagues you have worked with. This feedback is meant for you, to learn what it is like to work with you. It can be useful for your development as an employee, or just fun to hear how others perceive you as a colleague.

- Ask two colleagues for feedback on their experiences working with you. Use the feedback form which you can find in Workforce under Career and Development under the **"Feedback"** button.



- Ask for feedback from two people you have worked with closely over the past year. Send the feedback form to your colleagues in time and make sure you receive their feedback at least two weeks before your interview.
- It can be valuable to share the feedback with your manager. However, this is not mandatory. If you wish to do so, save the feedback as a PDF file in Workforce under the **“Feedback”** button. Even if you do not share the feedback with your manager, we ask you to reflect on what you noticed about the feedback and the take aways for your development in the coming year.

3. The meeting

Try to limit the use of the computer during the conversation as much as possible. To have a good conversation, it is important to be able to speak without distractions. Only use your laptop if you have no other option. You can print out the form or use your laptop if something needs to be filled in.

The review: look back on the past period together

- You and your manager discuss the answers to the questions in the annual review form.
- During the meeting, reflect together on the feedback you have received from your colleagues and what you have learned from it.
- Your manager will give you feedback on your performance and development; discuss this thoroughly with each other.

Development, connection and clarity: look ahead to the coming period

- Discuss your new development goals, your work situation and collaboration with your colleagues, and give your manager feedback. You do not need to write this down in advance if you do not want to. These questions can be filled in together, during the conversation or afterwards.
- If applicable, discuss your ancillary activities and remaining days of leave.

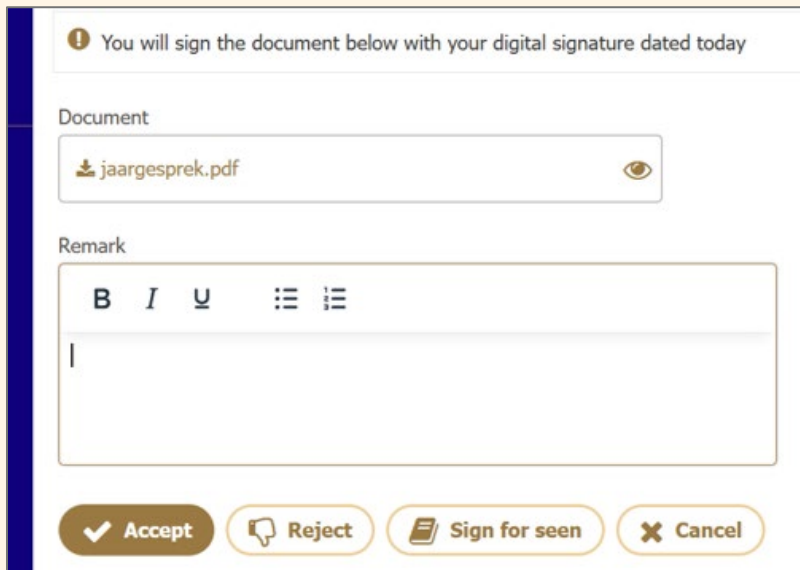
Agreements

- Make agreements about the results to be achieved, your (team) contribution and desired development (including your leadership skills) and what you need to achieve this.

Have you and your manager discussed everything you wanted to discuss? Check this together.

4. Follow-up

- After the meeting, your manager will complete the annual review form you prepared, named “Annual Review Report - [first name, surname, year of meeting]” and share it with you for approval.
- Sign **“Accept”** if you agree with the summary of the meeting. If you feel that certain points are not accurately reflected in the form, indicate this to your manager so that you can make adjustments together. You do this by clicking **“Reject”** to send the report back to the manager. Now you can make adjustments to the report again together.
- If you really do not manage to agree, sign **“Sign for seen”** instead of **“Accept”**.



- You and your manager agree on when you will meet again for a regular bilateral meeting or to follow up on topics discussed during the annual review.

Additional tips for the meeting

- Take the time to share your story and ask questions.
- Be open to feedback and feel free to give your manager feedback as well. Would you like to practise giving and/or receiving feedback? Contact the Centre for Career & Development (CLO) for training opportunities.
- When evaluating your results, it is important to divide your attention representative for the division of your tasks. If, for example, you mainly do research or work on projects, the focus during the review should mainly be on this topic.
- Would you like to learn more about expressing yourself? About connecting with others? Or creating an inclusive working environment? Via Portus, you can find more information on what the CLO has to offer.