



Employee Appraisal¹

A Personal Details

Last name First name
 Personnel number Position

Department/institute/office
 Name of direct line manager
 Reason for appraisal

Appraisal period from to on

Last appraisal by on

B Basis for Appraisal

Job description of

Please check as appropriate:

- Job description is up to date
- Job description must be updated

Additional assigned and expected duties

C Rating Scale²

+++ Excellent Significantly exceeds expectations in all areas	++ Very good Exceeds expectations in some areas	+ Good Meets all expectations	- Sufficient Mainly meets expectations	-- Insufficient Does not meet expectations
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¹ Please consult the associated guidelines for detailed information and help with filling out this form.

² Each criterion is appraised using a single rating level. Only the five rating levels below may be used; half-levels or multiple ratings are not permitted.



D Goal Attainment in Past Appraisal Period

Goals	Brief description of goal	+++	++	+	-	--	Comments
Goal 1							
Goal 2							
Goal 3							
Goal 4							
Goal 5							



E Criteria for Appraisal

	Criteria	Skills/qualities appraised	+++	++	+	-	--	Comments
Performance	Fulfillment of work duties	Specialist knowledge and methodology						
		Practical implementation and problem solving						
		Organization of (own) work and efficiency						
		Ability to follow statutory and UZH rules and instructions						
		Ability to work independently						
		Leadership (detailed appraisal can be done in separate section of this form)						
		Digital skills						



	Criteria	Skills/qualities appraised	+++	++	+	-	--	Comments
Performance	Accomplishments	Quality						
		Quantity						
		Sustainability						



	Criteria	Skills/qualities appraised	+++	++	+	-	--	Comments
Behavior		Taking responsibility						
		Communication						
		Integrity						
		Initiative and commitment						
		Approach to new ways of working						
		Cooperation/ working together						
		Willingness to learn						
		Diversity skills						



Further criteria (optional)

Skills/qualities appraised	+++	++	+	-	--	Comments



Detailed evaluation of leadership (optional)

	Skills/qualities appraised	+++	++	+	-	--	Comments
Leading yourself	Performing role in line with UZH values						
	Taking responsibility and ownership						
	Ensuring appropriate self-leadership						
	Anticipating changes and shaping the future						
Leading others	Proactively leading team members						
	Clear, positive and effective communication						
	Fostering a feedback culture						
	Working in a solution-oriented manner						
	Participatory leadership approach						
	Promoting gender equality, equal opportunities and inclusion						
Leading organizational units	Integrated approach to own area of responsibility						
	Creating the right framework						
	Thinking ahead						
	Using resources sparingly						



F Goals for Next Appraisal Period

Goal 1	
Brief description of goal	Criteria for appraisal / KPIs for goal attainment
Completion optional:	
Purpose of goal	Timetable
Resources (planning of)	Definition of when goal is attained



Goal 2	
Brief description of goal	Criteria for appraisal / KPIs for goal attainment
Completion optional:	
Purpose of goal	Timetable
Resources (planning of)	Definition of when goal is attained



Goal 3	
Brief description of goal	Criteria for appraisal / KPIs for goal attainment
Completion optional:	
Purpose of goal	Timetable
Resources (planning of)	Definition of when goal is attained



Goal 4	
Brief description of goal	Criteria for appraisal / KPIs for goal attainment
Completion optional:	
Purpose of goal	Timetable
Resources (planning of)	Definition of when goal is attained



Goal 5	
Brief description of goal	Criteria for appraisal / KPIs for goal attainment
Completion optional:	
Purpose of goal	Timetable
Resources (planning of)	Definition of when goal is attained



G Overall Appraisal

+++	++	+	-	--	Comments



H Development Plan

Topic 1	
Relationship to employee appraisal ("Which qualities/skills are to be promoted?")	Required content
Measures (rough outline)	Time period (in the next appraisal period)
Additional strengths and potential identified	



Topic 2	
Relationship to employee appraisal ("Which qualities/skills are to be promoted?")	Required content
Measures (rough outline)	Time period (in the next appraisal period)
Additional strengths and potential identified	



Topic 3	
Relationship to employee appraisal ("Which qualities/skills are to be promoted?")	Required content
Measures (rough outline)	Time period (in the next appraisal period)
Additional strengths and potential identified	



I Employee Feedback

Feedback	Comments
On the discussion	
For the line manager	
On the new goals	
On developmental aspirations outside of performance and behavior	



J Signatures

This appraisal has been discussed and the goals have been defined:

Date _____ Line manager _____

Date _____ Employee _____

The employee would like to discuss the appraisal with the next higher line manager: Yes

Next higher line manager:

Comments

Date _____ Next higher line manager _____

Documents:

- Original for Human Resources/personnel file
- Employee copy
- Line manager copy



K Third-Party Input

Person 1	
Position	Organizational unit
Project / intention / cooperation on which feedback is being given	Period of contact (during appraisal period), intensity of contact (l/m/h)
Comments	



Person 2	
Position	Organizational unit
Project / intention / cooperation on which feedback is being given	Period of contact (during appraisal period), intensity of contact (l/m/h)
Comments	



Person 3	
Position	Organizational unit
Project / intention / cooperation on which feedback is being given	Period of contact (during appraisal period), intensity of contact (l/m/h)
Comments	