

Chapter 3: Completion of the Appraisal Report Form

responsibilities, followed by one major objective, and then evaluate the results achieved on that objective before addressing another major objective and the results achieved on it. Or you may wish to put major objectives and results achieved side by side.

Part III: Assessment of qualifications

This section calls for the rater's critical assessment of the employee's abilities, personal suitability and knowledge. The rater **must** assess the employee against the performance expectations for his or her **current level**, commenting where applicable on any deficiencies the employee may have demonstrated in any of the skills or abilities at the lower levels. Note the revised assessment criteria and definitions.¹ Be sure to evaluate the employee's level of performance in accordance with the definitions of performance levels.² Inflated reports undermine the validity of the appraisal exercise and give employees unrealistic expectations of their advancement prospects. Remember, an assessment of the employee's ability to perform at a higher level belongs in the "Potential" section of the report.

Although the tickmarks have been abolished, it is not the intention that raters should arbitrarily replace them by writing out the performance level itself (e.g. fully satisfactory; superior). It is the responsibility of the raters to provide sufficient substantiation to support their assessment of the performance level demonstrated by the employee.

When the employee's performance of a qualification is evaluated at the "fully satisfactory" level, the substantiation should address the "what" and the "how"; it is important, however, that a **complete** substantiation be provided when the employee's performance is evaluated at a lower or higher level than fully satisfactory.³

¹ See Appendix B - Definitions of Qualifications, & Appendix C - Knowledge Definitions

² See Appendix G - Definitions of Performance Levels

³ See Appendix E - What Is a Full Substantiation?