

## **Part II: Accountability (responsibilities, objectives and results achieved)**

Use this section to record the employee's responsibilities and major job-specific objectives, as well as the results achieved.

**Responsibilities** are those major activities that are assigned to the employee for the appraisal year and may be derived from the job description. These responsibilities provide the framework from which the major objectives are developed.

**Objectives** (three to five) describe the major functions performed by the employee throughout the appraisal period to discharge his or her responsibilities. Emphasis should be placed on depth as opposed to breadth. Where applicable, raters should include major objectives that enable measurement of the employee's management of financial, human, physical and/or technological resources; policies; and programs.<sup>1</sup> The percentage of time spent throughout the appraisal period on each major objective is not required. If circumstances change significantly during the year, major objectives may be added, deleted or modified. The rater should, however, ensure that the employee receives credit in the appraisal report for work done toward a major objective that was deleted or modified during the period.

**Both the rater and the employee are required to certify on the appraisal form when the initial responsibilities and major objectives were set and when the mid-year review took place.**

The rater is required to evaluate the **results achieved** vis-à-vis the major objectives. The results achieved provide the outcome of the major functions (objectives) performed by the employee and should reflect the extent to which the employee has met his or her responsibilities. This evaluation will be quite straightforward if the major objectives were clearly defined and measurable. Keep the end result in mind when drafting major objectives. Ask yourself, "How will I know if the employee has succeeded?" Comments should also be provided on any factors outside the control of the employee that either helped or hindered the achievement of major objectives.

You may format the information you provide in Part II of the appraisal form in any manner you deem appropriate. For example, you may wish to list the responsibilities, followed by all the major objectives, then evaluate the results achieved along with any environmental factors influencing those results. Or you may wish to list the

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<sup>1</sup> See Appendix A - How to Write Accountability